

**A STUDY ON THE CUSTOMER RELATIONSHIP IN DESTINATION
MANAGEMENT ORGANISATIONS IN TOURISM INDUSTRY
WITH REFERENCE TO KERALA**

Thesis
Submitted to the
University of Calicut for the Award of the Degree of
DOCTOR OF PHILOSOPHY IN COMMERCE

By
TEJIL THOMAS

Under the supervision of
DR. M.A. JOSEPH
Associate Professor
Department of Commerce and Management Studies
University of Calicut

**DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES
SCHOOL OF BUSINESS STUDIES
UNIVERSITY OF CALICUT - KERALA**

MAY 2015



DEPARTMENT OF COMMERCE AND MANAGEMENT STUDIES
UNIVERSITY OF CALICUT
Calicut University (P.O.) Malappuram (Dist.) Kerala - PIN 673635

Dr. M.A. Joseph
Associate Professor

Date: 25. 05. 2015

CERTIFICATE

Certified that the thesis entitled “**A Study on the Customer Relationship in Destination Management Organisations in Tourism Industry with reference to Kerala**” is a bonafide record of the research work carried out by **Mr. Tejil Thomas** under my supervision and guidance for the award of Ph.D. Degree of the University of Calicut and no part of this has been previously formed the basis for the award of any degree, diploma or other similar title in any university.

He is permitted to submit the thesis to the university.

Dr. M.A. JOSEPH
(Supervising Guide)

DECLARATION

I, **Tejil Thomas**, do hereby declare that the thesis entitled “**A Study on the Customer Relationship in Destination Management Organisations in Tourism Industry with reference to Kerala**” is a bonafide record of research work done by me and that no part of this thesis has been presented before for the award of any degree, diploma or other similar title or recognition in any University.

Place: C.U. Campus

Date: 25.05.2015

TEJIL THOMAS

ACKNOWLEDGEMENTS

Foremost, I would like to place on record my sincere gratitude to my supervising teacher Dr. M.A. Joseph, Associate Professor, Department of Commerce and Management Studies, University of Calicut, without whose guidance and expert advice, this thesis would not have appeared in its present form. I am deeply indebted to him for the earnest interest he took in my academic efforts.

I remember with heartfelt thanks Dr. B. Vijayachandran Pillai (HOD), Dr. K.P. Muraleedharan, Dr. P. Mohan, Dr. A.K. Sarada, Dr. E.K. Satheesh and Dr. B. Johnson, the faculty members of the Department of Commerce and Management Studies, University of Calicut, for their valuable suggestions, cooperation and encouragement which helped me to complete the work successfully.

I am grateful to the supporting staff and the librarians of DCMS, CHMK library of the University of Calicut, Centre for Development Studies (CDS) Thiruvananthapuram, Kerala Institute of Travel and Tourism Studies (KIITS) Thiruvananthapuram and IIM Kozhikode, for providing me the necessary information pertinent to my study.

I am greatly indebted to my brother Mr. Bijil Thomas, Marketing Head, Green Routes Hospitality, who helped me to collect primary data from the respondents at various tourist destinations in Kerala with his wide network of professional relations.

I express my sincere gratitude to all foreign and domestic tourists who responded to this study. I also extend my deep sense of gratitude to my fellow researchers for the valuable support and inspiration given to me at different phases of this work. I acknowledge with gratitude the support of management and faculty members of the Research and Postgraduate Department of Commerce, St. Thomas College Palai.

I gratefully remember my parents (Late) Mr. V. D. Thomas & Mrs. Molly Thomas, my wife Mrs. Sonia M. Thomas, sons Alan and Alvin and my beloved teachers who have been a constant source of inspiration throughout the study.

Above all, I place my fervent indebtedness to God, the Almighty for his abundant blessings.

TEJIL THOMAS

CONTENTS

Title		Page Number	
List of Tables		I - III	
List of Figures		IV - V	
List of Abbreviations		VI - VII	
Chapters	I	Introduction	I - 18
	II	Review of Literature	19 - 83
	III	Kerala Tourism: An Overview	84 - 116
	IV	Destination Management Organisations	117 - 153
	V	Destination Satisfaction	154 - 200
	VI	Service Quality Perception	201 - 239
	VII	Relationship Quality	240 - 258
	VIII	Effectiveness of Retention Strategies	259 - 266
	IX	Conclusion	267 - 296
Bibliography		297 - 315	
Appendices	I	Questionnaire for Foreign Tourists	i - vii
	IA	Questionnaire for Domestic Tourists	viii - xiv
	II	List of Approved Travel Agents/Tour Operators in Kerala	xv
	III	List of Travel Agents and Tour Operators in Kerala	xvi - xix
	IV	Classified List of Approved Star Hotels in Kerala	xx - xxiii
	V	List of Tourist Resorts in Kerala	xxiv - xxvi
	VI	List of Home Stays in Kerala	xxvii - xxxiii
	VII	List of Houseboats/Houseboat Services in Kerala	xxxiv - xxxv

LIST OF TABLES

Sl. No.	Table No.	Title	Page No.
1	1.1	Compositions of Respondents	9
2	1.2	Result of Reliability Analysis	11
3	3.1	Festivals in Kerala	91
4	3.2	Month-wise Foreign Tourist Arrivals in Kerala -2009-2013	96
5	3.3	Month-wise Domestic Tourist Arrivals in Kerala -2009-2013	97
6	3.4	District-wise Foreign Tourist Arrivals in Kerala -2009-2013	97
7	3.5	District-wise Domestic Tourist Arrivals in Kerala 2009-2013	98
8	3.6	Year-wise Tourist Arrivals in Kerala -2009-2013	99
9	3.7	Backwater Tourism Destinations in Kerala	101
10	3.8	Beaches in Kerala	102
11	3.9	Hill Stations in Kerala	103
12	3.10	Waterfalls in Kerala	104
13	3.11	Wildlife Sanctuaries in Kerala	105
14	3.12	Museums in Kerala	106
15	3.13	Dams in Kerala	107
16	3.14	Forts in Kerala	107
17	3.15	Amusement Parks in Kerala	108
18	3.16	Monuments in Kerala	109
19	3.17	Pilgrim Centres in Kerala	110
20	3.18	Awards/Achievements of Kerala Tourism	111
21	4.1	Properties of KTDC	124
22	4.2	District Promotion Councils in Kerala	125
23	4.3	Kerala Tourist Information Centres, Offices and TFCs	127
24	4.4	Tourist Destinations managed by DFW	130
25	4.5	Tamarind Hotels in Kerala	131
26	4.6	Members of Wayanad Tourism Organisation	138
27	4.7	Levels of Hotels and Meal Plans	144
28	5.1	Gender of the Respondents	155
29	5.2	Age group of the Respondents	156
30	5.3	Occupation of the Respondents	156
31	5.4	Purpose of visiting Kerala	158
32	5.5	Attractions – Expectation v/s Experience of Foreign Tourists	160
33	5.6	Attractions -Expectation v/s Experience of Domestic Tourists	162

Sl. No.	Table No.	Title	Page No.
34	5.7	Activities- Expectation v/s Experience of Foreign Tourists	164
35	5.8	Activities- Expectation v/s Experience of Domestic Tourists	166
36	5.9	Accessibility- Expectation v/s Experience of Foreign Tourists	168
37	5.10	Accessibility- Expectation v/s Experience of Domestic Tourists	170
38	5.11	Accommodation - Expectation v/s Experience of Foreign Tourists	172
39	5.12	Accommodation-Expectation v/s Experience of Domestic Tourists	173
40	5.13	Amenity- Expectation v/s Experience of Foreign Tourists	178
41	5.14	Amenity- Expectation v/s Experience of Domestic Tourists	179
42	5.15	Tourists' Expectation on Attractions - Mann-Whitney U Test	183
43	5.16	Tourists' Experience on Attractions - Mann-Whitney U Test	185
44	5.17	Tourists' Expectation on Activities - Mann-Whitney U Test	187
45	5.18	Tourists' Experience on Activities - Mann-Whitney U Test	188
46	5.19	Tourists' Expectation on Accessibility - Mann-Whitney U Test	190
47	5.20	Tourists' Experience on Accessibility- Mann-Whitney U Test	192
48	5.21	Tourists' Expectation on Accommodation - Mann-Whitney U Test	193
49	5.22	Tourists' Experience on Accommodation - Mann-Whitney U Test	194
50	5.23	Tourists' Expectation on Amenities - Mann-Whitney U Test	196
51	5.24	Tourists' Experience on Amenities - Mann-Whitney U Test	198
52	6.1	DMO of the Respondent	202
53	6.2	Tangibles – Expectation v/s Experience of Foreign Tourists	205
54	6.3	Tangibles – Expectation v/s Experience of Domestic Tourists	207
55	6.4	Reliability – Expectation v/s Experience of Foreign Tourists	209
56	6.5	Reliability – Expectation v/s Experience of Domestic Tourists	211
57	6.6	Responsiveness – Expectation v/s Experience of Foreign Tourists	213
58	6.7	Responsiveness–Expectation v/s Experience of Domestic Tourists	214
59	6.8	Assurance – Expectation v/s Experience of Foreign Tourists	216
60	6.9	Assurance – Expectation v/s Experience of Domestic Tourists	217
61	6.10	Empathy – Expectation v/s Experience foreign Tourists	219
62	6.11	Empathy – Expectation v/s Experience Domestic Tourists	220
63	6.12	Tourist Expectation on Tangibles- Mann Whitney U Test	223
64	6.13	Tourists' Experience on Tangibles - Mann Whitney U Test	225
65	6.14	Tourists' Expectation on Reliability- Mann Whitney U Test	227
66	6.15	Tourists Experience on Reliability - Mann Whitney U Test	228
67	6.16	Tourists' Expectation on Responsiveness - Mann Whitney U Test	230
68	6.17	Tourists' Experience on Responsiveness - Mann Whitney U Test	231
69	6.18	Tourists' Expectation on Assurance - Mann Whitney U Test	233

Sl. No.	Table No.	Title	Page No.
70	6.19	Tourists' Experience on Assurance - Mann Whitney U Test	234
71	6.20	Tourists Expectation on Empathy - Mann Whitney U Test	236
72	6.21	Tourists' Experience on Empathy - Mann Whitney U Test	237
73	7.1	Trust - Descriptive Statistics	241
74	7.2	Commitment – Descriptive Statistics	242
75	7.3	Cooperation -- Descriptive Statistics	243
76	7.4	Information and Communication – Descriptive Statistics	244
77	7.5	Tourist Loyalty- - Tourist Loyalty - Descriptive Statistics	245
78	7.6	Guest Orientation – Descriptive Statistics	246
79	7.7	Tourists' Perception on Trust - Mann Whitney U Test	249
80	7.8	Tourists' Perception on Commitment - Mann Whitney U Test	251
81	7.9	Tourists' Perception on Cooperation - Mann Whitney U Test	252
82	7.10	Tourists' Perception on Information - Mann Whitney U Test	254
83	7.11	Tourists' Perception on Customer Loyalty - Mann Whitney U Test	256
84	7.12	Tourists' Perception on Guest Orientation-Mann Whitney U Test	257
85	8.1	Retention Strategies - Descriptive Statistics	260
86	8.2	Retention Strategies - Descriptive Statistics	265

LIST OF FIGURES

Sl. No.	Fig No.	Title	Page No.
1	1.1	Variables of the Study	8
2	1.2	Theoretical Model	15
3	3.1	Constituents of Kerala Tourism Industry	95
4	3.2	Month-wise Foreign Tourist Arrival in Kerala- 2009-2013	98
5	3.3	Month-wise Domestic Tourist Arrival in Kerala- 2009-2013	98
6	3.4	District –wise Foreign Tourist Arrival- 2009 - 2013	99
7	3.5	District –wise Domestic Tourist Arrival - 2009 - 2013	99
8	3.6	Year-wise Foreign Tourist Arrival in Kerala - 2009-2013	99
9	3.7	Year-wise Domestic Tourist Arrival in Kerala 2009-2013	99
10	4.1	Destination Management (Manente, October 2008)	120
11	4.2	Destination Management Organisations in Kerala Tourism	123
12	4.3	Kinds of Tour Operators	140
13	4.4	Position of Tour Operators in Kerala Tourism Industry	141
14	4.5	Position of Travel Agent in Kerala Tourism Industry	142
15	4.6	Basic Structure of Hotels	145
16	5.1	Gender of the Respondents	155
17	5.2	Age of the Respondents	156
18	5.3	Occupation of the Respondents	156
19	5.4	Purpose of visiting Kerala	158
20	5.5	Model of Destination Satisfaction perceived by Foreign Tourists	181
21	5.6	Model of Destination Satisfaction perceived by Domestic Tourists	182
22	5.7	Foreign and Domestic Tourists' Expectation and Experience on the Attributes of Attractions	186
23	5.8	Foreign and Domestic Tourists' Expectation and Experience on the Attributes of Activities	189
24	5.9	Foreign and Domestic Tourists' Expectation and Experience on the Attributes of Accessibility	192
25	5.10	Foreign and Domestic Tourists' Expectation and Experience on the Attributes of Accommodation	195
26	5.11	Foreign and Domestic Tourists' Expectation and Experience on the Attributes of Amenities	199
27	6.1	DMO of the Respondents	202
28	6.2	Model of Service Quality of DMOs perceived by Foreign Tourists	221

Sl. No.	Fig No.	Title	Page No.
29	6.3	Model of Service Quality of DMOs perceived by Domestic Tourists	222
30	6.4	Foreign and Domestic Tourists' Expectation and Experience on Attributes of Tangibles	226
31	6.5	Foreign and Domestic Tourists' Expectation and Experience on Attributes of Reliability	229
32	6.6	Foreign and Domestic Tourists' Expectation and Experience on attributes of Responsiveness	232
33	6.7	Foreign and Domestic Tourists' Expectation and Experience on attributes of Assurance	235
34	6.8	Foreign and Domestic Tourists' Expectation and Experience on Attributes of Empathy	238
35	7.1	Conceptual Model of Relationship Quality at DMOs perceived by Foreign Tourists	247
36	7.2	Conceptual Model of Relationship Quality at DMOs perceived by Domestic Tourists	248
37	7.3	Tourists' Experience on Attributes of Trust	250
38	7.4	Tourists' Experience on Attributes of Commitment	251
39	7.5	Tourists' Experience on Attributes of Cooperation	253
40	7.6	Tourists' Experience on Attributes of Communication	255
41	7.7	Tourists' Experience on Attributes of Tourist Loyalty	256
42	7.8	Tourists' Experience on Attributes of Guest Orientation	258

LIST OF ABBREVIATIONS

AACHK	Association of Approved and Classified Hotels of Kerala
ATTOI	Association of Tourism Trade Organisations, India
B&B	Bed-and-Breakfast
BRDC	Bekal Resorts Development Corporation
CATO	Confederation of Accredited Tour Operators
CMS	Combined Mean Score
CRM	Customer Relationship Management
DFW	Department of Forest and Wildlife
DMO	Destination Management Organisation
DOT	Department of Tourism
DT	Domestic Tourist
DTPC	District Tourism Promotion Council
FFRs	Fast-Food Restaurants
FHRAI	Federation of Hotel and restaurant Association of India
FT	Foreign Tourist
GCCs	Guest Comment Cards
GDP	Gross Domestic Product
GKSF	Grand Kerala Shopping Festival
GS	Gap Score
IATO	Indian Association of Tour Operators
KITTS	Kerala Institute of Travel and Tourism Studies
KTDC	Kerala Tourism Development Corporation
LSG	Local Self Government
KTOA	Kerala Travel Operators Association
MICE	Meetings, Incentives, Conferences and Exhibitions
NCHMCT	National Council for Hotel Management and Catering Technology
NGOs	Non-Government Organisations
PATA	Pacific Asia Travel Association

PPP	Private-Public Partnership
SAPARYA	Synergising Actions through Participatory Approach
SD	Standard Deviation
SIHM	State Institute of Hospitality Management
TAAI	Travel Agents Association of India
TEH	Tamarind Easy Hotels
TFC	Tourist Facilitation Centre
TFCI	Tourism Finance Corporation of India
TIC	Tourist Information Centre
TOAK	Travel Operators Association of Kerala
TPC	Tourism Professional Club
TRKL	Tourist Resorts (Kerala) Ltd.
TSI	Tourist Satisfaction Index
VFR	Visiting Friends and Relatives
WETO	Wayanad Eco Tourism Organisation
WTO	Wayanad Tourism Organisation



INTRODUCTION

CONTENTS

Items	Page Number
I.1 Background of the Study	1 – 3
I.2 Research Problem	3 – 4
I.3 Scope of the Study	4 – 5
I.4 Objectives of the Study	5
I.5 Hypotheses of the Study	5 – 6
I.6 Significance of the Study	6 – 8
I.7 Variables of the Study	8
I.8 Research Design	8
I.9 Population	9
I.10 Sampling Design	9
I.11 Methods and Tools for Collecting of Data	10
I.12 Tools for Data Analysis and Interpretation	10
I.13 Model Extracts Used in the Study	11
I.14 Result of Reliability Analysis	11 – 12
I.15 Period of the Study	12
I.16 Limitations of the Study	12 – 13
I.17 Operational Definitions	13 – 14
I.18 Theoretical Model	14 – 15
I.19 Scheme of Reporting	16 – 17
Works Cited	18

CHAPTER I

INTRODUCTION

1.1 Background of the Study

A general idea in the minds of people is that tourism is an activity in pursuit of pleasure. It is acknowledged as one of the major factors of modern society with socio-economic implications. It is characterised as a temporary movement of people to different destinations outside the place where they normally live and work. Travel and stay in places outside the usual environment for more than twenty-four hours and for not more than one year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited¹. Tourism is a global phenomenon of bringing out the peculiarities and uniqueness of destinations in the tourism market to motivate people to consume it as part of their civilisation. Thus, it became a major source of revenue to many countries in the world which are having abundant tourism potentials.

In India, Tourism is placed as the largest service industry with significant contribution to the national exchequer and to the total employment. In the year 2013, more than 6.97 million foreign tourists and 1145 million domestic tourists have visited various tourist destinations in India with an annual growth rate of 5.9% and 9.6% respectively². Ministry of Tourism is the apex body to formulate national level policies and programmes for the development and promotion of tourism and to maintain the Incredible India Campaign. The Ministry along with the stakeholders, State Governments, Union Territories and representatives from the private sector actively involves in the process of planning and developments in order to finalise and implement the tourism policies successfully. Indian tourism highlights the principle ‘Atithi Devo Bhava’ (Guest is God) in the marketing of its hospitality services. It is reported that India occupies the 65th position out of 144 countries overall and its price competitiveness is ranked 20th out of 144 countries³. Rich in history, culture and diversities make India a global tourism destination. Each state in India has its own tourism planning and promotional activities under the headship of the Department of Tourism of respective State Governments to allure foreign and domestic tourists.

Kerala, the God's own Country, is one of the most sought after tourist destinations in India and is renowned for its eco-tourism, responsible tourism initiatives and unique culture and traditions. Tourism is a major contributor to the State's economy. Kerala tourism is blessed with beautiful scenic places, tranquil beaches, emerald backwaters, waterfalls and dazzling mountains. The climatic conditions, wildlife sanctuaries, culture, traditional art forms, souvenirs and Ayurveda make Kerala a comprehensive tourism spot in the world. It paves the way for the development of industries in the state and generating many employment opportunities. Kerala tourism industry is successful in global positioning and creating a highly competitive platform for tourism activities in the world tourism market. It has bagged lots of laurels to the state. However, the tourism industry faces lots of challenges due to horrible road journey, inadequate tourism information, poor basic amenities, unscientific arrangements of monuments, lack of cleanliness and hygiene, linguistic problems of supporting service providers, underdeveloped destinations, heavy taxes on the bill, the evils of the contemporary political situation, inadequate facilities, poor management and lack of security⁴. The issues in the tourism policy making and implementation, the problems in destination management and marketing in Kerala may sharpen the competitiveness of the other similar destination in India and in neighbouring countries.

The Destination Management Organisations play a vital role in the management and marketing of tourist destinations in Kerala. The way of marketing the destinations, quality of combining the efforts of tourism service providers and the industry players determines the success of tourism activities in the state. The customer relationship is a budding challenge for the tourism industry in Kerala. As a service industry, it is inevitable to understand the expectations and perceptions of tourists on the various attributes of destination satisfaction, service quality attributes, relationship quality and retention strategies adopted by the Destination Management Organisations in the unorganised sector of the tourism industry in order to facilitate for planning and improvement of its customisation efforts. A tourist-centred designing and marketing of products and services, tourist-friendly policy making, eco-friendly development and utilisation of the potentials of the untapped destinations are essential for the development of future tourism activities in Kerala. Therefore, it is necessary to carry out a research to

assess the tourists' perceptions of destinations' attributes, functioning of destination management organisations and the level of customer orientation in order to chalk out and implement strategies for exploring the tourism potentials of destinations and to develop innovative products and services to cater the needs of the existing and future tourists in the state. The possible leakage effect⁵ can be mitigated properly through tourist centred products, services, activities and management.

1.2 Research Problem

Tourism is emerging as the major revenue-generating segment to the Govt. of Kerala. It contributes significantly towards the growth of the state by providing more employability and by increasing overall productivity of the state in a sustainable manner. The tourism industry comes out with innovative products and services to explore the potentials of tourist destinations in Kerala. The service providers in both organised and unorganised sectors harmoniously combine the services of different service providers in accordance with the needs and expectation of their clients. It is claimed that the industry players are able to provide more than expected by their clients. New tourism themes or concepts emerged are developed and marketed by Destination Managers to attract new customers for the industry every year. The industry utilises the possibilities of technology and researches to improve the quality of products and service. Thus, Kerala is tagged as the God's Own Country and as one of the most preferred tourist destinations in the world. The idealistic conditions state that the Kerala tourism industry is innovative in extracting the potentials of tourism and the collective efforts of the State Government, DMOs and other service providers have focused on rapid development for future demand for Kerala Tourism.

In reality, some disenchanted results are seen in the different phases of tourism planning, development and execution. It suffers from certain problems viz. lack of having a target and coordinated efforts for attaining the target so fixed, lack of proper basic amenities and the initiatives to construct them within a short span of time in peak seasons, lack of maintenance and renovation works on the existing infrastructure facilities, lack of innovation in tourism initiatives, underutilization of tourism potentials,

awful attitude of local people towards tourists, lack of proper support from law and order bodies and penalties for accidental mistakes, exploitation by local service providers and business men, poor quality roads and uncomfortable transportation facilities, slow decision making and red-tapism, lack of cleanliness and hygiene, waste dumping at destination and poor waste management systems, disturbances from unrecognised street vendors and their rehabilitation, inadequate schemes for inclusion of marginalised in tourism activities, procedural delays in Visa, Immigration and clearance, unexpected strikes and hartals, higher fees and fares, lack of proper safety and security measures, misbehaviour against woman, high accommodation and dining costs, lack of collectivism and insufficient marketing and positioning efforts. These issues hinder the growth of tourism in Kerala.

In response to these problems, the study proposes to assess the state of customer relationship of Destination Management Organisations for the purpose of rejuvenating the industry from the obstacles ahead. In this regard, it asserts certain questions as to: whether the tourists are satisfied with the various attributes of tourist destinations in Kerala or not? What is the level of tourists' satisfaction and the gap in service quality of DMOs in Kerala? What is the level of relationship quality of Destination Management Organisations in Kerala? What is the perception of tourists about the effectiveness of customer retention strategies adopted by DMOs in Kerala? The study aims to find out the solutions to these questions in order to comment on the customer relationship of DMOs in the unorganised sector of Kerala Tourism industry as it plays a crucial role in the planning, development and execution of tourism activities in the state.

1.3 Scope of the Study

The research is primarily empirical in nature and provides a macro view on the perceptions of both foreign and domestic tourists on the variables of customer relationship in Destination Management Organisations the unorganised sector of the Kerala Tourism Industry. The study is limited to the political boundary of the state of Kerala. The topical coverage comprises of destination satisfaction, service quality, tourist relationship quality and tourist retention strategies of Resorts, Star Hotels, Travel

Agencies and Tour Operators in the unorganised sector of the Kerala Tourism Industry. Tourists' expectation and experience about the attributes of the variables, before and after visiting destinations were considered for measuring the gap for determining the satisfaction, relationship quality and perception of the effectiveness of retention strategies. The primary data for the study were collected from both foreign and domestic tourists who had visited various tourist destinations in Kerala during the period of the study. Based on the scope, the following objectives are set.

1.4 Objectives of the Study

The overall objective of the study is to know the customer relationship in Destination Management Organisations in Kerala Tourism Industry.

1. To assess the level of destination satisfaction on various attributes of tourist destinations in Kerala.
2. To identify the gap in service quality to determine the tourist satisfaction with various products and services offered by Destination Management Organisations in the tourism industry in Kerala.
3. To measure the degree of relationship quality of Destination Management Organisations in the tourism industry in Kerala.
4. To evaluate the tourists' perception of the effectiveness of tourist retention strategies of Destination Management Organisations in the tourism industry in Kerala.
5. To propose theoretical models for customer relationship, destination satisfaction, service quality and relationship quality of Destination Management Organisations in the tourism industry in Kerala.

1.5 Hypotheses of the Study

Based on the objectives of the study, the following hypotheses are formulated:

1. **H₀**: Expectation on attributes of attraction, activities, accessibility, accommodation and amenities are the same for both the foreign and domestic tourists.

2. **H₀**: Experience on attributes of attraction, activities, accessibility, accommodation and amenities are the same for both the foreign and domestic tourists.
3. **H₀**: Expectation on attributes of tangibles, reliability, responsiveness, assurance and empathy are the same for both the foreign and domestic tourists.
4. **H₀**: Experience on attributes of tangibles, reliability, responsiveness, assurance and empathy are the same for both the foreign and domestic tourists.
5. **H₀**: Experience on attributes of trust, commitment, cooperation, information and communication, loyalty and guest orientation are the same for both the foreign and domestic tourists.

1.6 Significance of the Study

Tourism is being a smokeless industry now as it provides a number of business and employment opportunities. It is one of the major contributors to the state exchequer and a main source of foreign exchange. Thus, it paves the way for rapid economic development. Identification of destinations which are having tourism potentials, sustainable development plan, erecting infrastructure facilities, chalking out comprehensive marketing and operational plans and the optimum utilisation of tourism potentials of the state is indispensable for bringing out the economic prosperity of the state through tourism activities. The wide network of inter-organisational relations and hand in hand operations of Destination Management Organisations and other service providers accelerate the pace of tourism operations. Moreover, higher tourist traffic will be resulted due to the tempo of tourism development and strategic positioning. More employment opportunities are generated in the tourism industry for the people of the hosting state in this regard.

Destination managers in organised and unorganised sectors take the responsibility of unveiling a destination before the global tourism market with all its potentials. It is a mandate of the organised sector to plan, manage and develop a destination for the well-being of the state. The unorganised sector goes for destination management for excavating maximum earnings from tourism and allied activities. The state is indirectly stood to benefit out of the endeavours of DMOs in the unorganised sector by way of

imposing tax on their income, the advantage of the divulging of untapped destinations and creation of basic amenities. Therefore, the policies and operational strategies of the destination managers decide the success of finding demand for tourism products and services. However, the tourism industry in Kerala is challenged by many creeping issues and deficiencies. It affects the future demand for the tourism products and services. The stakeholders of Kerala tourism should be aware of the significance of tourism development, conservation of natural beauties and resources, maintaining a peaceful atmosphere and protecting tourist destinations in order to attract tourists from other states and nations.

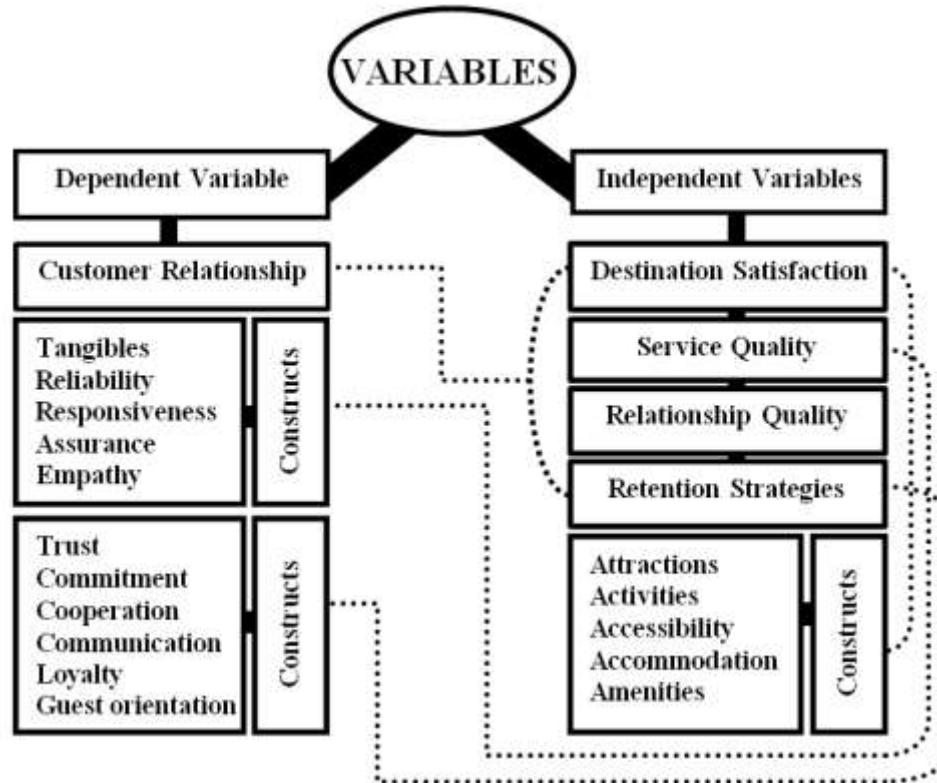
In case of DMOs in the unorganised sector, the customer relationship is critical to its survival and growth. A proper understanding of present conditions of destination attributes and tourists' perception of these attributes is highly beneficial for destination planning and further development programmes. Tourist satisfaction and service quality are the key factors in the survival of DMOs in the market. If the DMOs are capable of providing quality services to the tourists according to their expectations, taste and preferences, they can bring out more demand for the products and services. Relationship quality is significant in maintaining long lasting relations with the tourists. The degree of relationship quality maintained by DMOs should be known for deciding upon the approaches to keep close contact with the clients for future business. Tourists' perception of the effectiveness of the present retention strategies in retaining the existing clients of the DMOs is needed to be studied to improvise and to find trends for innovation.

The study would become significant as it concentrates on assessing the expectation and the experience of tourists on attributes of destination satisfaction, service quality, relationship quality and effectiveness of retention strategies of DMOs. It is useful for them to plan and execute products and services according to the expectations of the clients to harvest better results. It enables the DMOs to adopt a tourist-centred approach in operations and management, the authorities to issue norms and guidelines and the public to be aware of the necessity of creating a congenial ambience for sustainable tourism development.

1.7 Variables of the Study

The study aims to know the customer relationship of Destination Management Organisation in Kerala Tourism Industry which comprises of dependent variables and independent variables. The Fig. 1.1 shows the variables of the study.

Fig.1.1 Variables of the Study



1.8 Research Design

The research design of the study is descriptive in nature. It is descriptive as well as empirical as it assesses the customer relationship by determining the destination satisfaction, gaps in service quality, degree of relationship quality and tourists' perception of the effectiveness of retention strategies by means of observation and the inferences drawn from the analysis of primary data collected from the respondents. This research tries to find out the answer to the research problem from the actual experience of the foreign and domestic tourists.

1.9 Population

The population for the research is the foreign and domestic tourists who visited different tourist destinations in Kerala and consumed the products and services of and the Destination Management Organisations in the unorganised sector of Kerala Tourism Industry from January 2013 to June 2014. The required samples were drawn from the accessible population.

1.10 Sampling Design

Purposive sampling is used for selecting different tourist destinations in Kerala and the DMOs were selected from the selected destinations conveniently. The foreign as well as domestic tourists were selected from the selected DMOs based on Accidental Sampling Method. A sample of 348 tourists was selected for collecting primary data for the study.

Table 1.1 Compositions of Respondents

Sl.No.	Districts	No. of Respondents										
		Foreign (C/o)					Domestic (C/o)					
		TO	TA	RT	HL	TL	TO	TA	RT	HL	OT	TL
1	Trivandrum	5	3	11	7	26	5	5	8	6	0	24
2	Alappuzha	4	7	7	4	22	3	4	5	4	0	16
3	Kottayam	0	2	12	2	16	2	4	4	2	1	13
4	Idukki	2	5	10	5	22	3	6	5	4	0	18
5	Ernakulum	8	10	5	9	32	8	9	11	7	2	37
6	Thrissur	4	3	3	2	12	6	7	10	8	1	32
7	Kozhikode	2	5	6	2	15	2	3	5	2	0	12
8	Wayanad	4	8	13	0	25	3	4	4	2	0	13
9	Kasaragod	2	1	2	3	08	0	2	2	1	0	5
Total	348	31	44	69	34	178	32	44	54	36	4	170
TO–Tour Operator, TA–Travel Agent, RT–Resort, HL–Hotel, TL–Total, OT–Others												
Backwaters (Alappuzha, Kottayam, Ernakulum), Hill station (Idukki, Wayanad), Wildlife (Idukki, Wayanad), Beaches (Trivandrum, Alappuzha, Kozhikode), Dams (Idukki, Thrissur, Trivandrum), Pilgrim Centres (Trivandrum, Thrissur, Ernakulum, Kottayam), Monuments (Ernakulum, Thrissur), Waterfalls (Thrissur, Wayanad, Trivandrum), Forts (Kasaragod, Ernakulum, Trivandrum), Museums (Trivandrum, Ernakulum, Kozhikode).												

1.11 Methods and Tool for Collecting Data

The data required for the study were collected through both primary and secondary sources. The primary data were collected from foreign and domestic tourists who consumed the products and services of DMOs and have visited various tourist destinations in Kerala.

The secondary data were collected from the published materials from the Department of Tourism, Government of Kerala, Annual reports of the Ministry of Tourism, Government of India, Reports of World Tourism and Travel Council, Promotional materials of DMOs, World Wide Web, Books, Conference Proceedings and Journals like Annals of Tourism, KITTS Indian Journal of Tourism and Hospitality Management, Journal of Hospitality and Tourism Research, Journal of Travel Research, International Journal of Culture, Tourism and Hospitality Research, Asia Pacific Journal of Tourism Research, International Journal of Hospitality Management, Journal of Vacation Marketing, International Journal of Contemporary Hospitality Management etc.

The study also used observation and personal interview for collecting the primary data. The tool used for collecting the required data was structured and pre-tested questionnaire. The primary responses of tourists about the attributes of destinations, services, products and facilities provided by Destination Management Organisations were collected by administering the tool designed.

1.12 Tools for Data Analysis and Presentation

Descriptive statistics like Averages, Standard Deviation and Percentages were used for describing the primary data collected. Non-Parametric inferential statistical tests like Wilcoxon Test is used for assessing the difference between the tourists' expectation and experience on the study variables and its attributes and Mann-Whitney U test is used for determining the difference in the perception of foreign and domestic tourists about the variables. Diagrams, graphs and charts are used for presenting the tabulated data in a simplified manner. Diagrammatic presentation of the analysed data is made for explaining the theoretical relationships between the variable and attributes under study.

1.13 Model Extracts Used in the Study

In view of the objectives of the research, extracts of well-known theoretical models developed by previous researches have been used throughout the study. The pre and post visiting perception on variables of the HOLSAT Model⁶ viz. Attraction, Activities, Accessibility, Accommodation and Amenity and their customised attributes are evaluated to determine the tourists' destination satisfaction at various tourist destinations in Kerala. A gap analysis of tourists' expectation and experience on the dimensions of the SERVQUAL Model⁷ viz. Tangibles, Reliability, Responsiveness, Assurance and Empathy and their attributes are made to measure the gap in service quality to determine the tourist satisfaction on products, service and facilities provided by Destination Management Organizations in Kerala Tourism Industry. Extracts of the RELQUAL Scale⁸ are taken for evaluating the tourists' perception of the degree of relationship quality maintained by Destination Management Organisations.

1.14 Result of Reliability Analysis

Table 1.2 Result of Reliability Analysis

Items	Number of items	Cronbach's Alpha	
		Expectation	Experience
Attraction	17	.888	.843
Activities	9	.897	.893
Accessibility	7	.829	.751
Accommodation	6	.874	.709
Amenities	16	.941	.924
Tangibles	10	.973	.960
Reliability	6	.979	.935
Responsiveness	6	.991	.954
Assurance	5	.991	.914
Empathy	7	.978	.942
Trust	7	.959	
Commitment	4	.810	
Cooperation	4	.907	
Communication	6	.944	
Loyalty	6	.870	
Guest Orientation	6	.952	
Retention Strategies	20	.972	

Source: Primary data (pre-testing)

A pre-testing of the questionnaire is conducted by using Cronbach's Alpha reliability test in order to fix the reliability of the questionnaire developed for collecting primary data. The questionnaire is administered among 36 foreign and domestic tourists in total and the Cronbach's Alpha for the different set of questions was greater than the standard Cronbach's Alpha 0.70. Therefore, it is assumed that the questionnaire is reliable and is eligible to be administered for the research. The Table 1.2 shows the Cronbach's Alpha of the individual variables of the study.

1.15 Period of the Study

The study is conducted during the period of 2009-2014. The primary data for the study have been collected from the foreign and domestic tourists who have visited different tourist destinations in Kerala and used the services of DMOs in the unorganised sector of Kerala Tourism Industry during the period of January 2013 to June 2014.

1.16 Limitations of the Study

The study has some limitations. Some of them are indicated below:

1. The study considered only English speaking foreign and domestic tourists.
2. The scope of the study is limited to the DMOs in the unorganised sector of the tourism industry in Kerala. DMOs in the organised sector are not considered even though they play a pivotal role in the destination management in Kerala.
3. The response rate of the questionnaire was moderate. The tourists were reluctant to take part in the study due to the size of the questionnaire. Due to this constraint, the sample size of the study is limited to 348 tourists (178 foreign and 170 domestic tourists).
4. The researcher is forced to collect pre and post visiting perception of tourists at a time due to the difficulty of accessing the same tourists again.
5. Unscientific and non-probabilistic sampling techniques are used for selecting the sample as the size of the population and the location of the sample units are not defined.

6. The study considered the perception of foreign and domestic tourists only. The perception of the officials of DMOs, the Government and other stakeholders are not taken into account even though they are significant in the destination management and customer relationship.

In spite of these limitations, this research could adequately explain the state of customer relationship in DMOs, based on the perceptions of foreign and domestic tourists.

1.17 Operational Definitions

Destination Management Organisations (DMO) are the organisations which create strategic planning for infrastructure development, conservation, investing and training needs of the tourism industry, conduct destination marketing and research, provide space for arranging conference and seminars, provide consistent information to tourists, combine tour and travel related products and services, collecting feedback and statistics for monitoring and evaluations. They maintain in-depth knowledge of local areas, their tourism potentials and possibilities and provide highly specialised help for effective marketing of such events, products and services. DMOs in the unorganised sector comprises of Tour Operators, Hotels, Resorts, Travel Agencies, Tourist Taxi, Conference Venues, Home stay, etc. The DMOs offer many services in destinations including meet and greet tourists, transportation services, hotel accommodation, restaurant services, sightseeing, entertainments, arranging conferences, seminars and other tourism activities in a highly professional way.

Destination Satisfaction is a measure of how the attractions, activities, accessibilities, accommodation and amenities meet or exceed the expectation of the tourists. Destination satisfaction happens when the actual experience of the tourists on the various destination attributes exceeds the tourists' expectation on these destination attributes.

Domestic Tourist is a person who is a citizen of India comes on a visit to different destinations in Kerala for leisure or any other purpose other than employment or

any income earning activity and consumed the products, services or facilities offered by DMOs as part of their travel and tour throughout Kerala.

Foreign Tourist is a person who is not a citizen of India comes on a visit to different destinations in Kerala for leisure or any other purpose other than employment or any income earning activity and consumed the products, services or facilities offered by DMOs as part of their travel and tour throughout Kerala.

Relationship Quality refers to how contented or satisfied a tourist is in his or her relationship with the DMOs. It is the cognitive evaluation of the level of trust, commitment, cooperation, communication and information, loyalty and guest orientation of DMOs perceived by the tourists who consumed their products and services.

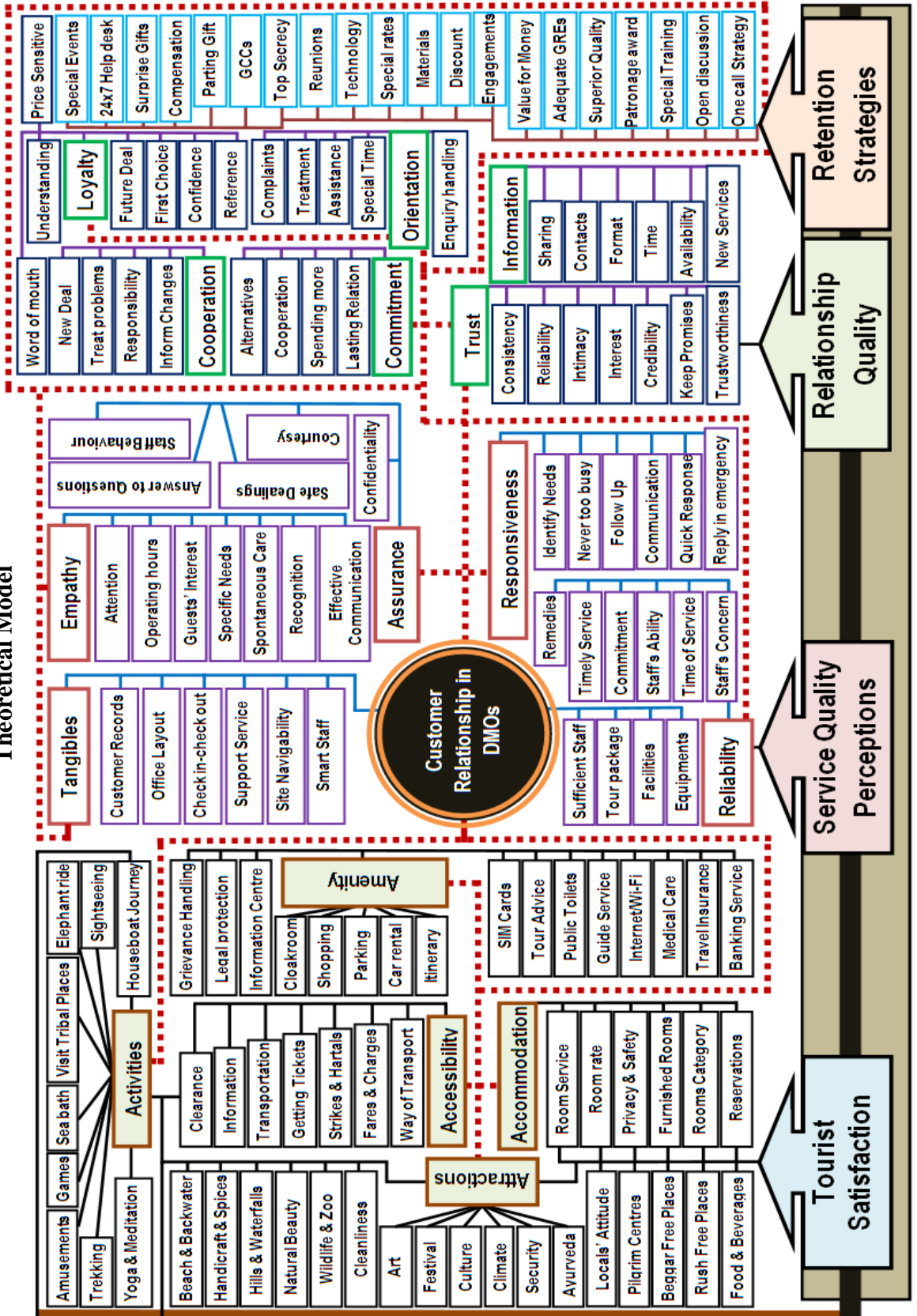
Service Quality refers to the extent of the gap in between the tourists' expectation on tangibles, reliability, responsiveness, assurance and empathy and the actual experience of tourists on these dimensions. The tourists may have expectations about the performance of organisational dimensions, quality of products and services before visiting the organisation and their post visiting experience is compared with the expectation. If the actual experience is better than the level of expectation, the service quality will be better and may lead to tourist satisfaction.

Tourist/Customer/Guest/Client is the person who visited tourist destinations and destination management organisations and used products and services of DMOs in Kerala.

1.18 Theoretical Model

Customer relationship in DMOs is complex and involves complicated interrelationships of certain variables and their attributes. The study has developed a theoretical model based on the conceptual relationship among the attributes of tourist satisfaction, service quality, relationship quality and retention strategies. Moreover, the conceptual model is able to comprehend the breadth and depth of the study. The fig. 1.2 depicts the conceptual model of customer relationship in DMOs in Kerala.

Fig. 1.2
Theoretical Model



1.19 Scheme of Reporting

The research result is reported in nine distinct chapters as follows:

Chapter 1

This chapter consists of the background of the study, research problem, scope and coverage, objectives, hypotheses, significance, variables of the study, research design, population, sampling design, method and tools for collecting data, tools for analysis of data, models extracts used in the study, result of reliability analysis, period of study, limitations of the study, operational definitions and the theoretical model. The scheme of reporting is also furnished in this chapter.

Chapter 2

This chapter presents a review of the literature on the variables of customer relationship viz. tourist satisfaction on destination attributes, service quality, relationship quality and tourist loyalty. The chapter is presented in such a way to depict the emergence of the variables and the significant contributions during the periods.

Chapter 3

This chapter comprises of an introduction to Kerala tourism, types of tourism in Kerala, an overview of the Kerala Tourism Industry, tourist statistics of Kerala, tourist destinations and achievements of Kerala Tourism.

Chapter 4

This chapter contains the details of DMOs in Kerala Tourism Industry. It includes an introduction to the destination, destination management, Destination Management Organisations in organised and unorganised sectors of Kerala Tourism Industry.

Chapter 5

This chapter deals with the analysis of assessment of foreign and domestic tourists' destination satisfaction on the attributes of Attractions, Activities, Accessibility,

Accommodation and Amenities of tourist destinations in Kerala. Descriptive statistics and Wilcoxon test are used for the analysis. The hypotheses related to destination satisfaction are tested with the help of Mann-Whitney U Test. In the first phase of the chapter includes the demographic profile of the tourists who have participated in the study.

Chapter 6

It deals with the identification of DMOs preferred by the tourists and the evaluation of the gap in service quality perceptions to determine the tourists' satisfaction with the products and services by using descriptive statistics and the Wilcoxon test. The hypotheses related to service quality perceptions are tested with the help of Mann-Whitney U Test.

Chapter 7

This chapter gives the assessment of the degree of relationship quality between the tourists and the destination management organisation based on the result of the analysis of the perception of tourists on the attributes of trust, commitment, cooperation, information and communication, customer loyalty and guest orientation of DMOs in Kerala.

Chapter 8

It deals with the identification and evaluation of the tourists' perception of the effectiveness of retention strategies in generating repeat visits.

Chapter 9

The last chapter gives a summary of chapters, important findings, suggestions and conclusion of the research. The last section in this chapter provides the scope for further researches.



Works cited:

1. UNWTO. *Technical Manual; Collection of Tourism Expenditure Statistics*. 1995.
2. DOT, Govt. of India. *India Tourism Statistics at a glance 2013*. July 2014.
3. Chiesa, Jennifer Blanke and Thea. *The Travel & Tourism Competitiveness Report*. Geneva: World Economic Forum, 2013.
4. Ajims P Muhammed and V.P.Jagathyraj. "Challenges faced by Kerala Tourism Industry." *Conference on Tourism in India - Challenges Ahead*. Kozhikode: IIMK, 2008. 13-16.
5. Negative Economic Impact of Tourism. *United Nations Environment Programme*. Retrieved December 13, 2014, from <http://www.unep.org>
6. Snaith, John Tribe and Tim. "From SERVQUAL to HOLSAT: holiday satisfaction in Varadero, Cuba." *Tourism Management* 19.1 (1998): 25-34.
7. Parasuraman A., Valarie A. Zeithaml and Leonard L. Berry. "SERVQUAL: A Multiple - Item Scale for Measuring Consumer Perceptions of Service Quality." *Journal of Retailing* 64.1 (1998): 12-40.
8. Carmen Lages, Cristiana Raquel Lages and Luis Filipe Lages. "The RELQUAL Scale: A Measure of Relationship Quality in Export Market Ventures." (2004). Retrieved from <http://econpapers.repec.org/paper/unlunlfep/wp447.htm>, on December 14, 2014.



REVIEW OF LITERATURE

CONTENTS

Items	Page Number
2.1 Introduction	19
2.2 Customer relationship	19
2.3 Tourist Satisfaction	20 – 41
2.4 Service Quality	41 – 59
2.5 Relationship Quality	59 – 65
2.6 Tourist Loyalty	65 – 70
2.7 Conclusion	70 – 71
Works Cited	72 – 83

CHAPTER II

REVIEW OF LITERATURE

2.1 Introduction

This section is concerned with definitions, descriptions and summaries of selected literature about the concepts tourist satisfaction, service quality and relationship quality and tourist loyalty. Every research primarily attempts to find out the gap in the area of research and tries to fill it and opens new scope for further studies. The researcher, here makes a humble attempt to come across some literary works closely related to the application and impact of the variables under the study. Journal articles, conference proceedings, working papers, articles in periodicals and documents from websites are reviewed and critically studied. In the first phase of this chapter, available literatures on the assessment of tourist satisfaction using various conceptual models, destination satisfaction using HOLSAT model are reviewed in order to synchronise the emergence of the concept of tourist satisfaction and to fix the research gap in this aspect. The second phase includes the summaries of the research works on the identification of service quality gaps and the assessment of the service quality perceptions using the SERVQUAL model. The third phase presents the reviews on relationship quality constructs. The last phase illustrates the concept customer loyalty based on the abstracts previous researches on the thrust area.

2.2 Customer Relationship

Customer relationship means the way the tourism organisations communicate and interact with the society in order to gain and retain the customers. It is inevitable for a DMO to maintain good relations with their existing customers and the public to create a group of loyal customers and to ensure repeat visits. Customer relationship plays a significant role in understanding the customer taste, preference, perceptions and motivations. It is hard to a service based organisation to figure out to grow and run without assessing the extent of its relations with the existing customers. Customer orientation and acknowledgement help an organisation to build strong bond relations with

the customers. The key aspects of customer relationships are customer satisfaction, service quality, relationship quality, customer loyalty and customer retention. A sense of belongingness is to be placed in the minds of customers and they want to feel involved with the organisation. The successful service organization in the tourism industry should consider the satisfaction level of tourists, the quality of services provided, the way of handling complaints, the way of interacting with the clients and the strategies adopted for tourist retention.

2.3 Tourist Satisfaction

Satisfaction is the feeling of pleasure that arises when you have the things you need or want or when the things you want to happen have happened¹. **Gerson (1993)**² says that customer satisfaction is one of the most important issues concerning business organizations of all types, which is justified by the customer-orientation philosophy and the main principles of continuous improvement of modern enterprises. Therefore, customer satisfaction should be measured and translated into a number of measurable parameters. Customer satisfaction measurement is the most reliable feedback system, considering that it provides in an effective, direct, meaningful and objective way the clients' preferences and expectations. In this way, customer satisfaction is a baseline standard of performance and a possible standard of excellence in any business organization.

Oliver (1993)³ made an attempt to extend current thinking about post-purchase response to include attribute satisfaction and dissatisfaction as separate determinants not fully reflected in either cognitive or affective paradigms presented. Analysis depicted that confirmed the disconfirmation effect and the effects of separate dimensions of positive and negative effect and also suggested a multidimensional structure to the affective dimensions. The study addressed four major issues: the structure of affect in the consumption process, the role of attribute satisfaction / dissatisfaction, the degree to which attribute satisfaction and affective states complement one another and the theoretical implications of this expanded theory are explored with reference to existing views of satisfaction. The results from the two samples suggest quite strongly that

attribute satisfaction affects the overall satisfaction directly, attribute satisfaction influences positive effect, attribute dissatisfaction affects negative effect, and positive and negative affect are positive and negative influences, respectively, on satisfaction.

Tate (1993)⁴ argues that tourist satisfaction is the positive perceptions that tourists form or gain after engaging in tourism activities or the degree to which tourists are pleased with their experiences. Moreover, one needs to know travel motivations of tourists in order to understand satisfaction.

Ellis (1999)⁵ reviewed and discussed the topic of customer satisfaction and its application to the hospitality and tourism industries and also defined the concept and analyzed its importance to services in general and to hospitality/tourism services in particular. Based on the discussion on the dimensions and attributes of satisfaction, lists the main methods of measuring satisfaction and concludes with a review of global and cross-cultural issues that affect satisfaction. It is disclosed that, if properly designed, administered and analyzed, the process of monitoring customer satisfaction can be beneficial to any hospitality enterprise and make the difference between offering a mediocre product and an excellent, quality product. Therefore, it is possible to say that satisfaction with a hospitality experience such as a hotel stay or a restaurant meal is a sum total of satisfactions with the individual elements or attributes of all the products and services that make up the experience.

Foster (1999)⁶ conducted a study to explore the rationale for, and difficulties of operationalising, the measurement of tourists' satisfaction with their experiences in particular destinations. It is suggested that the on-going systematic measurement of satisfaction with destinations is a valuable exercise that will have tangible benefits, but accept the difficulties of doing this in a meaningful manner. The principal dispute presented was that the measurement of tourists' satisfaction with a particular destination involves more than simply measuring the level of satisfaction with the services delivered by individual enterprises. There needs to be a much broader, more encompassing means of measuring satisfaction, one that relates closely to the motivations, which tourists have for visiting the destination in the first place. It is stated that measuring tourists'

satisfaction with a destination is conceptually different from measuring satisfaction at the transaction specific level. Moreover, it was contended that while satisfaction at the destination level was influenced by the various transactions that occur at that destination, an individual's level of satisfaction was influenced by much broader, global factors, some of which are beyond the capacity of the tourism industry to affect.

Baker and Crompton (2000)⁷ define satisfaction as the tourist's emotional state after experiencing the trip. Therefore, evaluating satisfaction in terms of a travelling experience is a post-consumption process.

Jin Huh (2002)⁸ attempts to investigate the relationship between cultural/heritage destination attributes and tourist satisfaction. The major objectives of the study were to identify the relationship between cultural/heritage destination attributes and the overall satisfaction of tourists who visit cultural/heritage destinations. It is revealed that even if general tour attractions, Heritage Attractions, Maintenance Factors, and Culture Attractions have a significant relationship with the overall satisfaction of tourists, Heritage Attraction and Cultural Attraction were more important factors that influenced overall tourist satisfaction than General Tour Attraction and Maintenance Factors. The respondents with previous experience were more satisfied than the respondents without previous experience.

Crompton (2003)⁹ describes the term satisfaction as the fulfilment of needs or drives and motives. The study came out with two main approaches to describe the satisfaction. The first approach is a need based one, which illustrates that satisfaction is closely related to motivation i.e. satisfaction as a static fulfilment of needs. The second approach says that satisfaction is a process that involves a subjective assessment of the difference between expectations and perceived service. It is "the evaluation of the extent to which an individual's perceived reality meets with his or her current expectations". It is stated that satisfaction is seen as the difference between expectations and perceived experiences.

George Costa (2004)¹⁰ reviewed the nature of leisure, fitness and sport activities, as well as live entertainment services, as a component of the hotel product, in order to

appropriately assess and standardize quality towards customer satisfaction. The majority of resort hotels offer animation services free of charge, aiming at profits and other benefits. Evaluating those services appears critical, because they hold up autonomy and require greater human involvement compared with other hotel services. Animation is a component of the tourism and hotel product that consists of an unknown percentage of experiential dimensions and technical and functional dimensions of services. Those services were built-in in the vacation package and do not allow for a value for the price evaluation process. They argued that tourism is a totality of experiences rather than a set of services and indicated that animation in resort hotels can be respected in this fashion as a component of the total travel experience, which creates the proper socio-psychological environment. From the perspective of customer satisfaction, a planning for educating customers should be applied in order for the participant to understand and support the service. It is suggested that marketing departments should choose additionally qualitative methods to evaluate the experiential and emotional aspects of the animation services in the hotel environment.

Su (2004)¹¹ made this study which is focused on hotel guest comment cards and customer satisfaction management-schemes. The researcher used content analysis to determine the extent to which each hotel's comment card design corresponded to the identified best practice criteria. The results revealed that no single hotel analyzed within the survey sample of this study meets all identified best practice criteria for their GCCs. Service quality and customer satisfaction have increasingly been identified as key factors in the battle for competitive differentiation and customer retention. The paper discloses some important aspects regarding the design and use of GCCs for managing tourist responses and feedbacks, which lead to satisfaction. The study depicts that there was no standardized GCC for all hotels in the chain or brand, none of the GCCs in the study met the criterion of 'use a direct expectations-met scaling system to rate each attribute', the lack of provision for open ended comments for customer freedom to remark on missing facilities, low percentage showed that there was no ground for the measures of overall satisfaction and loyalty, only few cards provided separate sections for key market segments, impossible to collect potentially powerful feedback on the relative effectiveness of a hotel or chain's advertising and marketing channels, did not find

questions relating in any way to the guest's awareness of the competition and ineffective effective layout of questions. This paper gives an outline about the use of GCCs to measure tourist satisfaction but the study revealed that most of the hotels did not meet the standard as intended.

Prebensen (2004)¹² made a study which is focused on tourist satisfaction with a destination as a state, which is influenced by the process of buying behaviour, which further materialises in intentional behaviour or intention to re-buy and recommend. The purpose of the article is to analyze the effect of antecedents such as motives for travelling, activities joined at destination, and perception of single items related to the trip, upon overall tourist satisfaction and subsequent on tourist intention to re-buy and recommend the trip. The results revealed that tourists behave fairly rational while choosing activities in line with their inner motives. They also become highly satisfied, which materialises primarily from positive word of mouth. They choose activities, which are consistent with their initial motives for taking a vacation, and they become satisfied. Satisfaction with the service/organizing side of the journey explained overall satisfaction with the destination and positive word of mouth. These results indicate that improvement in the service/organizing attributes of the journey contributes to an increased overall satisfaction.

Fujita (2005)¹³ aimed to analyze the relationship between foreign tourists' satisfaction, importance of information gathering and tourists' behaviour. Foreign tourists' behaviour and attitudes and the degrees of tourists' satisfaction were analysed. The result indicated that average degrees of satisfaction for Asian tourists were relatively lower than those for non-Asian. The model estimation results showed that to improve the service and comprehensibility of signs is necessary to increase foreign tourists' satisfaction. This paper was also a mean to show the relationship between tourist satisfaction and tourist value related to travel behaviour for foreign tourists at the destination. Consumer value related to sightseeing behaviour, degree of satisfaction for signs in public spaces, political implications and future directions of inbound tourism, relationship between road congestion level and consumer satisfaction were formed part of the study.

Chang (2005)¹⁴ attempted to identify the variables that relate to customer satisfaction during a guided package tour service encounter, including the role of the tour leader and the service performed by suppliers – itinerary arrangements, auxiliary support and service delivery. Expectations, customer on-tour attitude, behaviour, and equity were identified as the factors affecting customer satisfaction during the service encounter. Moreover, the consumption experience of pleasure seeking and enjoyment of the tour had a significant effect on customer satisfaction. The study identified two primary sources of complaints, the tour operator's itinerary planning and hotel selection and the tour leader's competence. The findings indicated that the tour leader was a significant determinant psychologically, spiritually and practically in influencing the success of the tour product. The customer's degree of expectation was strongly related to past travel experience and the perception of package tour products customers' expectations were closely related to past personal experiences – good experiences resulted in higher expectations; negative experiences resulted in lower expectations. Prior expectations, attitude, behaviour, and equity were found to have significantly influenced customers' enjoyment and satisfaction on the tour. Couples have more enjoyment and fewer complaints than the solo participants do. Cultural differences and individual personality also influence the satisfaction of customers. Finally, this study identified some important variables, which were related to customer satisfaction during a mixed international guided package tour: expectation, customer on-tour attitude and behaviour, the perception of equity and the performance of the tour leader.

Thuy- Huong Truonga (2006)¹⁵ reviewed the value of HOLSAT Model as a means of identifying tourists' satisfaction with a holiday destination. The main objective of their study was to use the HOLSAT model to assess the satisfaction levels of travellers by comparing the expectations of their destination against their actual experiences. The findings indicated that the HOLSAT model was a valuable tool that can be used to evaluate the satisfaction of tourists with particular destinations. It proved to be easy to apply and a useful diagnostic tool that can be used in the future planning and management of the tourism industry, enabling wholesale and retail travel agents to improve levels of service and develop appropriate products to meet the expectations of the travel market. In this study, the measurement of travellers' satisfaction was seen from

the results of a comparative process between experiences of holiday attributes in compared with the expectations of those attributes. These findings have important implications for segmentation marketing and could be utilized for tourism planning and product development for Tour Operators.

Patricia Oom do Valle (2006)¹⁶ conducted a study, which explores the relationship between travel satisfaction and destination loyalty intention. They provide a detailed analysis of the cause-effect relationship by establishing that greater levels of satisfaction result in increased likelihood of future repeat visits and a keen willingness to recommend the destination to others. The study depicts that tourist satisfaction is one contributing factor to destination loyalty intention. It is observed that high satisfaction levels are more related to willingness to recommend than intentions to return and revisiting destinations carries some costs, even when a previous visit was highly satisfactory. The tourists with higher qualification levels are potentially more judgmental when assessing places they are visiting since, very likely, they are already aware of alternative holiday destinations and, therefore, more critical in terms of assessment.

Taberner (2006)¹⁷ conducted a study to ascertain whether tourists rate their experience about the aspects of a destination in a way that they did not like and to determine the influence of dissatisfaction dimensions on tourists' overall satisfaction and on their intention to return. The study criticized the common problem in satisfaction surveys, asking only positive questions to ascertain the level of satisfaction of tourist on different destination attributes by including negative questions. The analyses depicted that the statements of dissatisfaction had an obvious bearing on both the tourists' degree of overall satisfaction and their intention to return to the destination and suggested that overlooking such effects could mean giving up the opportunity to correct the negative aspects of the holiday experience. The results showed that the experiences of dissatisfaction lower the tourist's overall satisfaction, and that negative perceptions tied to over-commercialization, overcrowding and environmental deterioration considerably lower the visitor's intention to return to the destination. They pointed out that evaluations of dissatisfaction had a greater bearing on the intention to return than on overall satisfaction. The study was concluded with a recommendation to include both positive

and negative questions in satisfaction surveys to unveil the right perception of tourists on a particular attribute and even getting more about those variables.

Young Namkung (2007)¹⁸ conducted a study with the primary objective of investigating component factors in relation to the customer satisfaction and behavioural intentions in mid- to upscale restaurants. The study also attempted to identify which attributes among food related qualities are critical in improving satisfaction and heightening revisit intention. The study disclosed the fact that food quality is one of the fundamental components to satisfy restaurant customers. It is concluded that food is a fundamental component of the restaurant experience and it will continue to have a major impact on consumer satisfaction and return patronage. Tasty and fresh food plays an important role in the attempt to overtake competitors. The findings suggested that restaurateurs could improve customer satisfaction by offering tasty and visually appealing foods at an appropriate temperature. The results recommended giving more attention to popular menu offerings, their limited resources to improve the quality of those items rather than developing various menu items and recognizing the customer's place a high value on healthy and nutritious menu items suitable to their health needs.

Badwaik (2008)¹⁹ made a study to explore the opinion of tourists towards facilities at The Maharashtra Tourism Development Corporation Limited (MTDC) holiday resorts, to decide the criteria, which effect tourist satisfaction and to analyze the aspects such as lodging, boarding and overall ambience at these locations in order to provide insights into efforts at promoting tourism effectively. The findings illustrate the aspects of lodging, boarding and overall ambience at the locations in different regions of the Maharashtra and comparing these aspects with the tourist arrivals were showing upward trend gradually. It was observed that this was because of the better services and better developmental efforts by the local authorities, MTDC and Central Government Authority. Moreover, some locations showed dissatisfaction of tourists and heavy downward trend of tourist arrivals. Therefore, it is worth understanding that the issue of promoting tourism is linked to the issue of tourist satisfaction. Based on the study, tourists were of the opinion that the development of the tourist location in terms of beautification has not been undertaken, with respect to the response to the development

of water sport and trekking facilities; it was revealed that these facilities have not developed satisfactorily. At the same time, it has plentiful opportunities at these destinations.

Filep (2008)²⁰ presented a happiness approach from positive psychology for appraising tourist satisfaction. According to this approach, happiness was a product of positive emotions, engagement and meaning. It was argued that the happiness measures can better evaluate tourist satisfaction. This approach allows for an examination of meaningful travel experiences. The happiness model for tourist satisfaction also neatly links to the quality of life concept. These measures did not depend on expectations, they assess both post hoc and immediate conscious experiences, they can be used to measure eudemonia and can assess emotional as well as cognitive dimensions of satisfaction. In this paper, three core determinants of human happiness emerged, positive emotions (experiencing and savouring pleasures), engagement (losing the self in engaging activities), and meaning (participating in meaningful activities). It was illustrated that positive emotions should not be cultivated just as end states in themselves but also as a way of achieving psychological growth and psychological well being over time. The dimension of engagement closely resembled the concept of flow or optimal experience and it is found that flow was a state when everything comes together for an individual and when one was completely absorbed in his/her voluntary activity. Finally the dimension of meaning was studied through long, in-depth interviews and written narratives about significant life events, life transitions or periods of struggle etc. These studies of meaning could uncover personal growth and self-development themes.

Avelini Holjevac, Marković, & Sanja (2009)²¹ disclosed that one of the biggest contemporary challenges of management in service industries is providing and maintaining customer satisfaction. Service quality and customer satisfaction have increasingly been identified as key factors in the battle for competitive differentiation and customer retention. The purpose of their study was to examine hotel guest comment cards and customer satisfaction management schemes in hotels. The primary objective of GCCs is to understand guests' needs, gather their opinions and comments, most importantly, to assess guests' satisfaction with services provided. The results of this study provide hotel

professionals with an assessment of current methods of measuring and managing customer satisfaction in hotels. This study was a great use to hotel managers in providing a direction on how to conduct and modify the existing practice of measuring customer satisfaction in hotels. Findings indicate that in most hotels GCCs was found in a folder on a room table and were not distributed randomly. Response rates were low and no incentives were provided for completing questionnaires. GCCs were designed according to managers' personal experience, and managers received analysis reports once a month. The majority of GCCs does not have an effective question order, only a few of them provide a measure of overall satisfaction, and only one includes the question about meeting guests' expectations. It can be concluded that the efficiency of customer satisfaction measurement with GCCs depends on the measurement methodology. It is clear that guests should be additionally motivated and that GCCs should be designed with a greater impact of a scientific approach.

V. J. Patil (2009)²² conducted a study of hill-station tourist satisfaction with the main objective to assess the level of satisfaction of tourist and their views about various facilities provided to them at the destination and to identify the area requiring special attention. It is disclosed that the tourist and residents of the destination can play a major role in this regards because mostly these two parties frequently come into contact, which will increase the popularity of the destination. It is found that there is a general dissatisfaction about accommodation and parking facilities. They suggested that recreational facilities needed to be expanded as the present places of recreation become overcrowded during peak season. It is noted that during peak season, there is a common complaint that the hotel industry provides inadequate facilities as compared to the rates charged. The variety and quality of the food served by the restaurants is also not up to the satisfaction of a large section of tourists.

Tzuhui A. Tseng (2009)²³ found that leisure preference, participation, constraint, satisfaction, and overall life satisfaction are influenced by one's socioeconomic background. Because of living in a new country, their past and current leisure participations although are strongly related and they are different. They had also found a

positive relationship between leisure participation and leisure satisfaction along with the judgment that their leisure satisfaction was also positively related to their life satisfaction.

Tanja Dmitrovic (2009)²⁴ carried out a research with the purpose of presenting a conceptual framework for measuring tourist satisfaction and hence to provide DMOs with a comprehensive tool for understanding the key factors of destination competitiveness and quality improvement. It also aimed to provide a short review of the existing models for measuring customer satisfaction in tourism to conceptualize a model of tourist satisfaction at the destination level, which can be served as a background for designing a universal, economical, short and easily applicable measurement instrument. The analysis of the antecedents like quality, image, value, and costs and risks of customer satisfaction provides insights into the processes underlying the creation of satisfaction, while the outcome constructs like complaint behaviour and loyalty indicate the consequences of dissatisfaction. The proposed model provides a basis for the continuous monitoring and improvement of the competitiveness of a given destination. The main contribution of this paper was the development of a conceptual model of tourist satisfaction and formulating research propositions.

Arrey (2009)²⁵ investigated the relationship between tourists' overall satisfaction and cultural festival attributes. Nine festivals attributes (organization, promotion, facilities, shopping, facilitates, refreshment, food, infrastructure, environmental ambience and safety and security) were investigated out of which four showed a significant relationship with overall satisfaction. The study showed that cultural tourism festival attributes have a significant effect on overall tourists' satisfaction. The result revealed some festival attributes like organization, promotion, facilities and the friendliness of locals were predictors of the level of tourists' overall satisfaction with the festival. These attributes could be packaged and manipulated by way of strategy formulation to increase the level of tourist satisfaction. The study suggested that the event organizers should send information concerning the festival, destination, and new products offered by the Destination Management Organization (DMO) to the festival customers. This will institute long- term relationship with repeat visitors and attract potential visitors to the festival, which is the major source of information for the event. These findings would

help event planners and marketers specially the DMOs and the festival organizers in formulating strategies that will enhance visitor satisfaction and the competitiveness of the festival. They can do so by focusing more on the provision of facilities like parking spaces, construction of viewing points with seat-outs etc.

Yerian (2009)²⁶ made a study, which assessed tourist satisfaction and its links with tourist attractions and infrastructure. The study aims to establish the role of various tourist attractions (wildlife, physical features, and culture) in influencing tourists to visit, establish tourism satisfaction levels and potential repeat visits to protected areas and reasons for those levels and potentials, make appropriate recommendations for tourism and its relationship to tourist satisfaction, and to help to boost cash flows into the area to assist conservation work and the wellbeing of local people by going for assessment of tourist satisfaction. According to them, tourists were attracted primarily to wildlife viewing and most of the tourists were not influenced to visit the region by indigenous culture or physical features. This study also seeks to evaluate the role and pathway of tourist attractions and other recreational opportunities in tourism satisfaction, and to show how the destination can strengthen its image, enhance customer loyalty, and strengthen emotional connections between tourists and destinations in the tourist destination. The findings of this study showed that tourist satisfaction for all the parks was independent of tourist attractions, accommodation facilities, and tour services. They also showed that most tourists had clear expectations (hence a strong image) of their experience, most of it influenced by wildlife-based images rather than physical and cultural attractions. Yet, while non-wildlife attractions were not the prime factors for a visit, it was clear that these non-wildlife attractions enhanced the overall quality of tourist experiences. For the majority of tourists who travel through tour operators, the quality of the individual experience largely depends on the competency of the tour driver/guide. The driver is responsible for not only transporting tourists in and between parks but for locating wildlife for viewing, informing tourists about local wildlife and history, dictating daily schedules, and managing the level of tourist interaction with the local community.

Tahir Albayrak M. C. (2010)²⁷ disclosed that tourism enterprises usually propose both tangible and intangible products to their customers, which are

complementary, each other and perceived as the integral parts of a whole travel experience. They argued that the tangible and intangible products were dissimilar in characteristics, they could be distinguished by their effects on customer satisfaction or combined or improving customer satisfaction. In this study, they categorized hotel products by their tangibility and intangibility as well as their influences on customer satisfaction. The results showed that tangible elements of the products were more influential on overall customer satisfaction than intangible elements at the hotels. This study showed that customer perceptions about the tangible and intangible elements of the tourism products might be varied according to nationalities, although tourism products usually combine both elements. Therefore, the intangibility and the tangibility of the tourism products should be considered both separately and jointly when the total quality or customer satisfaction is in question. New products, which can be purely tangible, intangible, or a combination of both can meet the tangible or intangible needs of the tourists. However, the level of customer necessity, perception and satisfaction of these products may be varied according to their demographic characteristics or many other variables. In summary, the results of this research have shown that tangible elements of the tourism products are more influential on overall customer satisfaction, which can be more easily modified or renewable than intangibles.

AkınAksu (2010)²⁸ conducted a study to evaluate tourists' expectations and satisfaction. The aim of this study was a comparison of expectation-levels and satisfaction-levels of a selected sample of tourists. It is described that every satisfied tourist potentially will be revisiting the region and will be an ambassador of the region through 'mouth to mouth publicity'. Hence, creating loyal tourists to the region is very important when receiving new tourists. In fact, for all tourism destinations, developing local means of transportation, improving cultural and artistic activities, increasing interaction between tourists and local population, increasing sports activities, conformity to hygienic rules, giving updated, detailed and correct information and developing infrastructure of tourism destinations, are important. Feeling safe or having a perception of safety is very important and a key competitive advantage over rival destinations.

Perunjodi Naidoo (2010)²⁹ consider tourist satisfaction is one of the most important concerns of competitive destinations as it considerably affects the tourist's choice of the holiday destination, and the decision to visit the destination in the future. The study revealed that both first time, repeat tourists were satisfied with the destination, and this includes those travelling for leisure, Visiting Friends and Relatives (VFR) and business. The data collected provided important information regarding tourist satisfaction at the destination under scrutiny. As a result, it is considered that tourist satisfaction is one of the most investigated topics in the field of tourism due to its role in the survival of a destination.

Aamna Shakeel Abbasi (2010)³⁰ says that customer satisfaction is exceedingly personal estimation, which is deeply influenced by the customer expectations regarding the services. The study particularly highlights the significance of customer-centred philosophies with the overall goal in terms of customer. The result showed that improved and superior service quality and service features will augment the customer satisfaction. The effect of the study discovered that the service quality and service features play a significant part in customer satisfaction. It further validates the argument that satisfied customers will be having future intentions for visiting that hotel on long-term basis. Based on the findings, they suggested that service quality and service features will bring customer retention, loyalty and will facilitate in flourishing business. It is recommended that hotels should understand the needs of the customer and provide courteous services and the employees at front desk need to be neat and should strive to provide each customer a personalized touch.

Guzzo (2010)³¹ examined the tourist satisfaction in the hotel industry. The study analysed the tourist perceptions on public relations, overall service perception, transfer service, reception service, room quality, restaurant service, trips and excursions service, seaside service and entertainment. It is found that the main strengths of the hotel are the restaurant, the entertainment program and the organization. Human resource management in particular results to be especially effective in entertainment and restaurant service. The service heavily depends on the quality of the hotels structure. The main weakness of the

customer satisfaction management of the hotel is the lack of structured CRM (Customer Relationship Management) system. Even though there is a customer database exists, the data collection is not planned and the data gathered are not in a mode to use by management for marketing decisions easily.

Badarneh (2011)³² attempted to evaluate recent empirical studies on satisfaction and revisit intention. This paper intends to suggest a new model that is more comprehensive than those models used in previous studies. The new model offers new relationships between antecedents (destination image, perceived value, specific novelty seeking, and distance to destination) and both of satisfaction and revisit intention. Revisit intention in turn is suggested to be measured in a temporal approach. It is found that destination image have logical impact on satisfaction and revisit intention of tourist.

Maria Graça Batista (2011)³³ conducted a study with the objective of understanding the tourists' perceptions of service quality offered at the hotels in São Miguel, and the factors contributing to their satisfaction and loyalty. The results of the study depicted that the main influential variables of satisfaction were the quality of service offered and management of complaints. The factors that contributed most to the loyalty of the guests were the affective commitments, satisfaction, price, customer services and finally the image of the hotel itself. The information management became a fundamental factor in the satisfaction and loyalty of tourists. It is also found that strong and rich cultural identity and natural heritage is capable of becoming a great tourist attraction. The study opined that the constant search for guest satisfaction and loyalty would make it possible for the hotel business to sustain itself in today's fiercely competitive market. This study concludes that quality has the greatest impact on tourists' satisfaction and that affective commitment has the greatest influence on tourists' loyalty. In this sense, the organizations in this branch of services must invest their efforts primarily in the quality of their services to satisfy their guests and consider it as an essential strategy for the success and survival of hotel business, and represents a challenge to the managers.

Sahaf (2011)³⁴ illustrated that tourist satisfaction was crucial to the successful survival and operation of any tourist destination. The aim of the study was to measure satisfaction level of the tourists visiting the destination by evolving a model, which may help to incorporate major factors affecting in the measurement of the satisfaction level of the tourists at the destination level. In this study, they attempted to make use three broad critical attributes of the destination, namely, tourist information, tourist infrastructure and tourist services and facilities to measure the tourist satisfaction. They argued that the satisfaction of tourists depends on the overall quality of the critical factors at tourist destinations. While planning and implementing the strategies for the successful tourism development, it is imperative that the quality of these attributes should exceed or at least meet the expectations of the visiting tourist to the destinations. The study depicted that the absence of inadequacy of simple and basic infrastructure at the destination would make tourism seldom was successful because it will spoil the enjoyment of visitors. It was found that the provision for information was one of the primary attribute for tourist satisfactions and suggested that the information centres must provide adequate information at the convenient location where the intending tourist may want clarifications about the service offered. It was necessary to know the potential uses and the type of facilities required to meet the standards in order to have successful destination. It will induce visitors to stay longer or return for a repeat visit.

Zhu Mingfang (2011)³⁵ conducted a study to evaluate inbound tourists' satisfaction using a comprehensive tourist satisfaction index (TSI) system, which could aggregate the overall TSI based on the sectoral TSIs. Findings revealed that the sectors that require more intensive personal services such as hotels and shops did not do as well as those sectors with less intensive personal contacts such as transportation and attractions visited. Moreover, high tourist satisfaction is likely to contribute benefit to not only tourism goods/service providers, but also local governments and residents. Thus, much effort goes into establishing strategies and operating procedures, which will lead to higher satisfaction and to measuring satisfaction index of key product/service providers through benchmarking initiatives. The study depicts that the overall satisfaction of the tourists was influenced by their experience with tourist related public sectors and retail shops mostly.

Angelo A. Camillo (2011)³⁶ conducted a study to investigate strategically the determinants of tourist satisfaction in emerging tourism destinations. The effort of this research was to analyze the determinants of the satisfaction of tourists in developing beach tourism destinations by evaluating specific factors related to their expectations and satisfaction. The main objective of the study was to measure total tourist satisfaction. The study describes overall satisfaction as a function of the importance of the destination satisfaction determinants as perceived by the tourist. The results show that the efficiency of pedestrian traffic, parking, cleanliness, access to heritage sites, competence of operators, and staff knowledge were major determinants of tourist's satisfaction. Considering this assertion, it was found that the quality of tourist environment was the first influential determinant of choice tourist consider when selecting a destination.

Ehsan Sadeh (2012)³⁷ opined that tourist satisfaction is the key factor of success in the tourist industry and is extremely important to clarify which dimensions affect the satisfaction in the tourist industry. Their study tries to identify and present a model, which expresses the factors affecting tourist satisfaction and explains the consequences of the satisfaction. Consequently, model was presented including six variables and eight causal hypotheses. The study identified destination image, tourist expectation, and perceived value as influential factors on satisfaction. The study found that satisfaction decreases the tourist complaints, which finally end in loyalty. The study considered the tourist satisfaction as the key factor in the tourist industry and tried to explain the relationships between satisfaction and other variables in this sector. The satisfied tourists not only will revisit the place, but also will recommend it to others. Besides, increasing the level of satisfaction will reduce the number of tourists' complaints. The study suggests that, the tourist satisfaction will not be achieved unless the tourists feel that the quality received is greater than the money paid. This justification was usually based on the tourists' anticipation of the place and the image that they have before the travel. It is depicted that the satisfaction is created when the pre-travel expectations of the tourists are fulfilled by the real experiences after the travel.

S.Sivesan (2012)³⁸ conducted a study, which intends to focus on the heritage attributes and its role in the satisfaction of tourist. The major objectives for the present

study were to find of the relationship between heritage attributes and satisfaction of tourist, find out the factors that determine the heritage attributes and satisfaction of tourist, and identify the impact of heritage attributes and satisfaction of tourist and suggest means for increasing customer satisfaction. This study had evaluated heritage attributes through the variables of tourist package, style historical building, cultural village, and entertainment. Tourist satisfaction was assessed by quality service, accessibility, reliability and responsiveness. The study further points out the necessity to pay keen attention to the tourist satisfaction and maintain the heritage attributes. The results depict some important findings that strong positive correlations were available between tourist satisfaction and tour package and also other heritage attributes such style of historical building, cultural village and entertainment were positively correlated with tourist satisfaction. They suggested that heritage attractions might help tourism marketers had better understand their customers, identifying which attributes satisfy tourists who visit cultural/heritage destinations could help tourism planners develop strategies to attract customers and knowing who the satisfied tourists are may reduce marketing costs and maintain the cultural/heritage destination's sustainability.

Çoban (2012)³⁹ conducted this study to determine the impact of the destination image on satisfaction and loyalty. The study came out with some valuable findings that tourists' satisfaction and loyalty set the ambiance for sustainable tourism, and helps the development of the region and deploy. A positive destination image and satisfaction was the basis for tourist' visits all over again. If a destination that provides accommodation for the faithful tourists who repeat periodically, it will provide employment opportunities and economic benefits to its citizens. The results indicated that in order to make tourists re-visit the destination and recommend it to the others, they should be satisfied with the best and the most important factors in terms of satisfaction are touristy substructure-transportation options and image factors about touristy attractions. That is why it was necessary to guarantee the services given to tourists are appropriate and qualified and to found new workings, which have these qualities, to set service standards and to develop them, to check transportation options and to do the necessary works to fix or to provide alternative transportation vehicles. It might be necessary to increase the activities of tourism information offices. It was found that that language knowledge was an important

element of the people and foundations who participate in employment process as much as it was important while introducing the destination. Therefore, it can be recommended that the staff who can speak different languages in the region should be hired or there should be language-teaching classes for those people. Importance should be attached to emotional image factor, advertising works which remind of the region's magical atmosphere since they affect tourists' satisfaction, various activities (animations and cultural ones) made for a relaxing and joyful vacation. The image's emotional component may bring out new job opportunities for productive entrepreneurs.

Kuriakose (2012)⁴⁰ came out with a study is to analyze the satisfaction level of tourists relating to the backwater tourism in Alleppey, Kerala and the facilities provided in the houseboats and to get the perception, experience and expectations of tourists about the destination and the facilities. In this study, they attempted to know how far the tourist both domestic as well as international is satisfied with the facility available in the backwater tourism in Alleppey. It depicted that local attractions, accessibility, facilities were some of the factors that generate tourist flow to a particular location. Absence of any of these facilities may deter the tourists from travelling to enjoy the attractions of backwaters in Kerala. The inferences of the study depicted some important facts about level of tourist satisfaction relating to the backwater tourism in Kerala. Most of the tourists both domestic as well as international were satisfied with the facilities and the food provided in the houseboats, many of the tourists were attracted to the destination by infusing tradition to tourism. It was found that willing and active involvement of local people was an essential prerequisite for the success of development programs by the concerned authorities. They did not forget to give some suggestions based on the study results. There is an immediate need to introduce tourism awareness in the society to ensure a positive interaction between hosts and guests, which will promote tourism entrepreneurship. This will lead to a radical change in the concept of tourism even though traditional tourism is in the adolescent stage.

Izatul Yussof (2012)⁴¹ conducted a study to measure the level of travel experience acquired through their early expectations. They applied the concept and extracts of HOLSAT Model and described the findings based on a significant level on the

two aspects of tourist activities, food and tourist attractions. The main purpose of this study was to measure the gap between expectations and experience of food tourists and to suggest improvement strategies that could assist in the planning of tourism development in providing better food tourism in the near future. This paper also suggested new strategies to enhance the delivery system of food tourism products. This study is important in the improvement of the weaknesses and lack of support that may exist in the food tourism sector to encourage more tourists to continue visiting tourist destinations. As a result, it is depicted that domestic tourists felt the food prices are expensive, but the international travellers found the food prices reasonable. It was essential to the tourist market segment in terms of discovering different food culture. By learning about different cultures effectively, the dining tourists will help improve food service and increase customer satisfaction. It is important to help the local tourism authorities, non-governmental organizations engaged in the tourism sector to improve the variety of food tourism products.

Abdul Highe Khan (2013)⁴² explores the influential factors that lead to tourist's satisfaction in Islamic tourist destinations in Malaysia. It is found that destination image, religious motivations and service quality of tourist destinations are closely related with tourist satisfaction towards the Islamic destinations in the Country. The extended length of stay shows the tourist satisfaction and the enhanced destination loyalty of foreign tourists. The study reveals the importance of religious motivations in choosing the tourist destinations and relation with destination image and destination loyalty in particular.

Qadir (2013)⁴³ employed a performance based approach of service quality for measuring tourist satisfaction argued that tourist satisfaction is one of the most significant concerns of a competitive destination as it greatly affects the choice of a destination, the consumption of tourism products and services and then the repeat visit intention. It is viewed that tourist satisfaction is recognized as the right way to create and maintain a loyal customer base and succession plan in a growing and highly competitive global tourism market. Satisfied tourists bring out success to the tourism activities in a country. It is noticed that dissatisfied tourists may spread negative words and impressions about a destination and spoil the market reputation.

Dingding Chao (2013)⁴⁴ argues that the tourists need to ensure that the trip is well-organised and involves a smooth flow of visits and travel as per the detailed itinerary prepared by the service provider. The study aims to examine the influence of the sequence of visiting tourist attractions on the tourist satisfaction at the expectation and perception levels. The study used participatory simulation with a virtual environment platform to assess the tourists' experience. It is noted that the contrast bias at the experience level is more evident than at the expectation level and the sequence of information on attractions provided to tourists, influences the expected satisfaction and the organization of the actual trip affects the experience satisfaction with each destination. The changes in the perceived variety have the least effect on the tourist satisfaction.

Maria Oroian (2013)⁴⁵ explored the relationship between tourist satisfaction and destination loyalty intention. The result of the study confirms that the tourist satisfaction is a determinant of tourist loyalty as it exhibits a direct causal relationship. It substantiates that tourist satisfaction contributes to the destination loyalty intention. It is also found that socio-demographic and motivational factors have significant influence on the destination loyalty. The study reminds that the destination attributes viz. traffic, tourist information centres, shopping centres; cultural events, clubs and public safety and security are to be improved in terms of tourist satisfaction. The study shows that tourists experiencing higher levels of satisfaction expose willingness to return to the destination and to recommend it to others.

N.H.M. Salleh (2014)⁴⁶ conducted a study to identify various services that affect the level of tourist satisfaction and to estimate the tourist satisfaction index. Diversity of tourism products, support facilities overall trip and safety level are the services that affect the tourist satisfaction. It is noted that high level of satisfaction increased the probability of future revisits and also increased the tendency for tourist to make recommendations for others to visit the destination. The most influential factor in determining the tourist satisfaction is support services followed by safety, overall trip and diversity of tourism products. The study gives certain recommendations for improving the support services which have direct communication between tourists and the staff, develop effective

communication skills of staff with command on multiple languages through training and courses, give attention to transportation service quality and recreational facilities.

Mai Ngoc Khuong (2014)⁴⁷ attempted to identify the factors influencing tourist destinations satisfaction. A quantitative approach and methodology has been used for conducting the study. The study indicates that the higher levels of service quality, expenditure, infrastructure and accessibility, natural environment, safety and security and destination image are related with higher level of tourists' destination satisfaction. The factors of these variables and general negative attributes plays pivotal role in increasing destination satisfaction. Out of the factors that affect destination satisfaction, expenditure is the most effective factor in contributing satisfaction. It is found that infrastructure, accessibility and natural environment were also highly associated with tourists' destination satisfaction.

Huang Hui-Chuan (2014)⁴⁸ claims that physical and mental relaxation is the highest influencing dimension of tourist satisfaction. Mood relaxation and stress relieving is the notable attribute of the dimension and the reputation of a scenic place and satisfying desire fetched the lowest score among the attributes. It is found that age, level of education; occupational status and monthly income have significant influence in determining the tourist satisfaction with service quality. The study reminds that the dimension of public facilities should be given due consideration as it is significant in bringing out tourist satisfaction. Parking space, convenient shuttle services, beautification of landscapes and environmental cleanliness are to be considered in this regard.

2.4 Service Quality

Myerscough (2002)⁴⁹ conducted a study which focuses attention on the underlying constructs included in the SERVQUAL instrument. A SERVQUAL Index was developed for gap score calculation of expectation and performance. The present study conducted an analysis of the appropriateness of using this instrument in the assessment of Information Systems quality. This result of the study indicates that individuals utilized different internal models when identifying their expectations for service quality than when assessing the performance level of this same service attributes.

Strong evidence is noticed to support the fact that users assess expectations for an information systems service level in a way different from how the same user measures the actual performance quality of information systems services. Therefore, it is found that the calculation of the gap score difference between expectations and performance.

Sung-Sook Kang (2004)⁵⁰ analyzed the effect of service quality on customer satisfaction and customer behavioural intentions at hotels. The Results from this empirical study showed strong evidence of service quality as perceived by guests being influenced by the type of accommodation. In addition, among service quality factors, physical aspect had the most powerful impact on customer satisfaction and customer behavioural intention. Creativeness ranked second, followed by unexpected service and encounter performance. Making clear the criteria on which guests judge service quality should help providers to grasp the key factors determining customer satisfaction. This study did not solicit guest comments. Building on this empirical study, there was a need to clarify service quality factors and determinants of customer satisfaction in the lodging industry though further empirical study of diverse lodging facilities.

Alvin Hung-Chih Yu (2005)⁵¹ assessed the perceptions of service quality among participants in the Overseas Chinese Youth Language Training and Study Tour, which is aimed at familiarizing the participants with their Chinese language and culture. The dimensions of the SERVQUAL model were used to measure the quality, and factor analysis extracted three dimensions including reliability, responsiveness, and assurance. For this purpose, they developed an instrument comprised of modified REQUAL items. Compared to the REQUAL model, these results revealed that the fourth and fifth dimensions, empathy and tangibles, did not affect the perceived service quality of the Study Tour. As for the significant indicators of the overall service-quality, assurance and reliability factors were both statistically significant indicators, which mean that, the staff's inspiring knowledge and enthusiasms would be the positive force for perceived service quality. For those students from various corner of the world, trust in staff would be the most important index of their service quality definitions. Finally, the results of this study indicated that it might be possible to create service quality evaluations, which are more accurate instruments for measuring the service quality in the various service

sectors. Moreover, for the best indicators of service quality in the tourism sector, the tourist's experience might be the key indicator for evaluating tourism quality, because the tourism industry is essential people serving people.

Lau Pei Mey (2006)⁵² conducted a study to measure service quality and customer satisfaction of the hotels in Malaysia: Malaysian, Asian and non-Asian hotel guests. The study assessed the expectations and perceptions on various service quality dimensions of Malaysian Hotels by applying the modified instrument of SERVQUAL model. It also compared the expectations and perceptions of Malaysia, Asian and Non Asian guests. The findings of the paper depicts that the perception of hotels guests are lower than their expectation and there is no difference between the level of overall satisfaction of Malaysian, Asian and Non Asian guests with regard to the facilities and service provided by the hotel industry. But it is noted that there is significant difference between Malaysian hotel guests and non-Asian hotel guests with regard to the overall satisfaction towards the hotel stay as a whole.

Vera Patrício (2006)⁵³ made an attempt to discuss the applicability of SERVQUAL to restaurant services and to examine the inclusion of the customer perception in this environment. It was an exploratory study to know about applicability of the general model in specific service situations. The researcher modified the SERVQUAL instrument by merging the dimensions of reliability and assurance in to a single factor, as customers do not differentiate the the issues. The result of the study depicts that the time convenience is the significant factor revealing an increased demand of customers for service availability and same time is tangibles disclose insignificance in this regard. The study concludes that soft and hard skills of the employees, obtained through their technical and relational education with a strong focus on service customization, are key factors of successful restaurants.

Gržinić (2007)⁵⁴ made an attempt to explain the concept of service quality measurement in the Hotel industry. The study states that the service quality is an indispensable element for the good conduct of hotel business and for attaining competitive advantage in the industry also. The SERVQUAL model was used to describe

the internal quality and find out the gaps in quality. The result of this study depicts the importance of applying this model that the managers should understand the guests' opinion about the dimensions of the service quality to provide better service by identifying the SERVQUAL Gap. It was applied in Hotel industry to assess the level of guests' perceptions and experience to provide managers useful information to ensure promised services in the future. In summary, this piece of work tried to describe the importance of SERVQUAL model in the assessment of hotel service quality for the benefit of providing quality services according to the guests' preference.

Ling (2007)⁵⁵ conducted a study to assess the service quality of Travel agencies in Taiwan. The study has used the attributes in the SERVQUAL model to measure the service quality and the overall satisfaction of the travellers on the products and services of the travel agencies. This study was aimed to fix the gap of perception and experience on various dimensions of SERVQUAL model. The result of the application of the model in travel agencies depicts that reliability dimension has the largest gap and the tangibles have the shorter gap. Paired t- test was used to substantiate the significant difference between the expectation means and experience means. Gap scores were also used to see the effect of superior quality. Positive gap scores contributed superior quality and negative ones showed the poor quality. The study found out a high difference among the various dimensions of SERVQUAL. The work also proposes some valuable suggestions for improving competitive advantage by improvising the employees' service attitude, sincerity, and their willingness and ability to solve clients' problems at greater pace. This paper also opens a scope for innovative value added services by putting practical human resource strategies, to recruit, train and develop the workforce for ensuring customer satisfaction.

Vesna Žabkar (2007)⁵⁶ describes the difficulty of unveiling and positioning of tourist destinations in a developing society. Customer satisfaction and service quality are found to be the main factors for improving the destination's competitiveness and increasing attractions of these destinations. The objective of the study was to define the casual relationship between customer satisfaction and perceived service quality to identify the factors contributing the attractiveness of tourist destinations. The result of the

study shows that perceived service quality influences tourism satisfaction, which decides the tourist intention to return the destination. It also facilitates the understanding of factors governing tourist loyalty. The study measured the tourists' willingness to select the same destination in future and willingness to recommend the destination to their dear and near ones. It would, in turn, become the base for developing strategies for strengthening the competitiveness of the destination. It is disclosed that the higher degree of perceived service quality leads to the higher tourist loyalty.

Prabaharan (2008)⁵⁷ conducted a study to assess service quality on Kerala tourism based on SERVQUAL model and its six major dimensions; Tangibility, Responsiveness, Reliability, Service product, Assurance and Service Responsibility. The result revealed that the service quality depends upon the tangibility service made any tourist sectors. It is depicted that the responsiveness and tangibility are very important for sustainable tourism development in India. The assurance has very low influence in the service made by Kerala tourism. There is no invariance between the reliability and tangibility. From this empirical SERVQUAL research, the researchers have identified the mediating factor for service quality of Domestic and foreign tourists are totally different. The Tangibility dimension of SERVQUAL influences domestic tourists and the Responsiveness dimension of service quality influences the foreign tourists. Hence, the researchers conclude that the Kerala Tourism Staff has got a low impact of commitment towards the Domestic as well as Foreign tourists.

Qin (2008)⁵⁸ explores the potential dimensions of service quality in fast-food restaurants (FFRs) in China. The researcher developed the "FFR success model" and empirically examined using the original five dimensions in the SERVPERF scale with the additional dimension of "recoverability" to measure service quality. The findings indicated that recoverability, tangibles, reliability and responsiveness are four most significant dimensions of service quality in the fast-food industry in China. Meanwhile, the relationship between the perceived service quality and its dimensions was examined. The findings showed that the modification of the SERVPERF instrument in a specific setting in different cultures was necessary. The significance of recoverability in this study supports primary modification of the SERVPERF instrument in the fast food industry.

Assurance and empathy were removed according to the results of exploratory factor analysis in this study. Reliability, recoverability, tangibles and responsiveness are all important dimensions of service quality in fast food restaurants. The study has made some suggestions that it is critical to provide reliable and responsive services for fast food restaurants. Customer relationship management is important because reliability and trust are prerequisite for the successful business. In addition, the appealing physical facilities have a significant effect on customers' perceptions of the service quality in fast food restaurants. Finally, the recovery strategies in fast food restaurants play a more and more important role in the perceptions of service quality which might influence customer satisfaction and behavioural intentions, even company financial performance.

Huang (2008)⁵⁹ conducted a study on Determinants of Service Quality for Tourists' Satisfaction and Loyalty for Wine Tourism with the objective of comparing the efficiency of SERVQUAL and SERVPERF for measuring the service quality in wine tourism and to examine the impact of various dimensions of service quality on tourists' satisfaction and loyalty. The study depicts that SERVPERF is more efficient and appropriate than SERVQUAL for measuring the service quality. Reliability and tangibles were the key dimensions contributing both tourist satisfaction and loyalty. A measurement scale was developed by modifying the SERVQUAL multiple item scale, to measure the dimensions of tangibles, reliability, responsiveness, assurance and empathy. The study the capabilities of SERVPERF approach and SERVQUAL approach to predict the tourist satisfaction and loyalty and the statistical result discloses that SERVPERF is more appropriate model for understanding service quality. The study also recommends the use of SERVPERF as instrument for assessing service quality.

Mohammed (2008)⁶⁰ conducted a study to analyse the service quality in the hospitality industry with the objective of assessing the quality of service provided by five star hotels, by employing SERVQUAL model and the gap theory. The study adopted the concept of gap analysis for measuring service quality in terms of number of gaps as indicators of service quality. The study depends on two service quality gaps related to customers and the management. The outcome of the gap analysis indicates that customers are dissatisfied with the service quality attributes related to Tangibles, Reliability, and

Assurance. With regard to the management gap analysis, management overestimates for the dimensions of Reliability and Empathy and underestimate for the dimension of Assurance. In general, the gap analysis shows some discrepancy in the views of customers and management towards the service quality of the hotel.

Elliott (2009)⁶¹ conducted this study which extended current research by testing a framework for understanding the underlying relationships between perceived service quality, switching costs, and customer satisfaction with a service provider. The researcher examined the influence service quality on the various dimensions of switching costs and the result of the this study suggested that the level of perceived service quality was directly related to the level of switching costs i.e. social, lost benefits, and procedural that consumers perceive they would incur if they switched from one service provider to another. This study also distinguished between customers who have positive feelings towards a service provider and consumers who have negative feelings toward a service provider. The results suggest that there are some differences in the relationships between service quality, switching costs, and customer satisfaction depending on if consumers have positive or negative feelings toward a service provider. The study has made three primary contributions to the marketing literature. The relationship between service quality and switching costs was found to be significant and positive, a consumer satisfaction level with a service firm was not significantly affected by switching costs associated with that firm, and the relationships between service quality, switching costs, and customer satisfaction vary across satisfied and dissatisfied consumers.

Prybutok (2009)⁶² aimed to explore the potential dimensions of service quality, and examine the relationship between service quality, food quality, perceived value, customer satisfaction and behavioural intentions in fast-food restaurants (FFRs). They used factor analysis and structural equation modelling to estimate the relationship between service quality, customer satisfaction, and behavioural intentions. The results of the study indicated the significance of five dimensions of service quality; tangibles, reliability/responsiveness, recovery, assurance, and empathy. Service quality and food quality were two main determinants of customer satisfaction. They introduced a new variable recovery to measure service quality along with the existing dimensions of

SERVPERF Model. The FFR success model includes service quality, food quality, perceived value, customer satisfaction and behavioural intentions was developed as an outcome of the research paper. The results also suggest that FFRs should train employees in service recovery standards and guidelines and it is important to empower employees so that they can compensate customers for service failures. The findings showed that service quality is an important antecedent of customer satisfaction. There is a significant relationship between food quality and satisfaction supports the contention that food characteristics are still influential factors when customers make their decisions about the selection of FFRs.

Doanh (2009)⁶³ considers service quality of hotels as a strategic tool for increasing the competitiveness of destinations. The aim of the study was to assess tourists' expectations and perceptions of the services provided by the hotel industry in Hanoi, Vietnam and to find out the service quality dimensions related to overall stay satisfaction and the likelihood of returning. The study showed that in some hotel attribute tourists' perceptions fell short of their expectations. The study also found that tourists' educational levels had important effects on tourists' expectations and perceptions of service quality. The results of regression analysis indicated that tangibles and responsiveness were the two most influential dimensions in determining tourists' overall satisfaction levels and their likelihood of returning to the same hotels. It was found that there was a gap between tourists' expectations and perceptions in term of service quality provided. Moreover, in this study revealed that, educational levels play an important role in tourists' expectations and perceptions. Tangible and responsiveness dimensions were the two most significant dimensions in determining tourists' overall satisfaction levels and their likelihood of returning to the same hotels. Based on the findings, it is suggested that hotel managers should make more efforts to improve service quality along these two dimensions; managers need to focus on the development of human relation skills between employees and guests. In addition, hotel managers should focus more on improving the employees' service attitude and sincerity, the ability to solve tourists' complaint and problems, and the capacity of providing fast and efficient service.

Sutanto (2009)⁶⁴ investigated the dimensions of quality of service and its influence on customer satisfaction of hotel industry. This study put to test a model of customer satisfaction for the hotel industry using the transaction-specific framework. It is found that the variable technical or outcome dimension is the most important aspect of service quality to customers and therefore it is suggested that the hotel owners and service providers should consider three major elements of service quality such as technical or outcome dimension, functional or process related dimension and the corporate image.

Dayang Nailul Munna Abang Abdullah (2009)⁶⁵ made a study on the influence of service and product quality towards customer satisfaction in the hotel industry with the objective of identifying the attribute which influence customer satisfaction and to establish their relationships with customer satisfaction. The variable for the study were ambience, food quality and service quality as independent variables and customer satisfaction as the dependent variable. The findings depicts that there is a positive relationship between ambience and service quality with customer satisfaction. Customers' perception about place/ambience is good. The relationship between food quality and customer satisfaction is also found significant. The negative correlation value of food quality says that if the food quality is higher than the customers' perception the customer satisfaction will be adversely affected. This unusual result had happened because of the fact that the customer will recognize the restaurant and tend to be satisfied even though its foods are not so delicious compared to other famous restaurants, if the service of the restaurant is excellent. It is also found that service quality has a positive relationship with customer satisfaction. It is concluded that good service quality is determined by pace of solving problems, reliability of information provided, politeness, friendliness and helpfulness of the staff and dining privacy.

Sher Akbar (2010)⁶⁶ examined with the purpose of exploring the relationships between hotel service quality failure, customer perceived value, recovery of service quality, customer satisfaction and loyalty in the hotel industry by administering SERVQUAL and RECSERVQUAL scales. The variables for the study were perceived service quality, recovery of service quality, customer satisfaction and customer loyalty.

The result indicates that revitalization of service quality has positive effects on the customer loyalty and indirect effect on customer value and customer satisfaction. It is found that hotel service quality has no direct effects but indirect effects on customer satisfaction. It is interestingly noted that customers directly gain loyalty from the process of service revitalization and if they experience higher service revitalization, they will turn as a loyal customer to a particular service provider. When customers experience better repeated transactions they will have higher satisfaction and loyalty. The study proposed some suggestions that service failure can be recovered through proper responsiveness, perceived value and compensation. Quick response during service failure can be used as an important strategy to retain loyal customers.

Raspor (2010)⁶⁷ examined customers' perceptions of service quality in the Croatian hotel industry. The aim of the study was to assess the perceived service quality of hotel attributes and to determine the factor structure of service quality perception. The researchers used a modified SERVQUAL scale to assess service quality perceptions from the perspective of domestic and international tourists. The study results indicated the rather high expectations of hotel guests regarding service quality. Reliability, empathy, competence of staff, accessibility and tangibles are the key factors explaining customers' expectations of hotel service quality. The findings pointed out the need for improving the crucial quality attributes and enhance service quality and business performance.

Luminita (2010)⁶⁸ conducted a study to evaluate the various elements of guest service quality and their perceived performance based on three aspects of service quality like equipments, staff training and staff behaviour. The study gave much emphasis to the examination of staff training and behaviour compared to other factors. The findings depict that service staff has a significant role in ensuring service quality. It is insisted that the employees should interact, interact, monitor and motivate their clients to consume the services. The result of the study substantiates the dominant role of employee's personality, specialized training and attitude in building service quality in an organisation. As far as concerned, staff kindness is the attribute which contributes the service quality. Moreover, responsibility, appearance, communication and staff skills

were appreciated by the tourism consumers. According to SERVQUAL, confidence and receptivity factors fetched highest score in this study.

Raja Roslan Raja Abd.Rahman (2010)⁶⁹ stated the importance of studying the service quality which is a crucial factor for the success of hotel and resort business. This study intended to analyse the role of various dimensions of service quality to increase the level to tourist satisfaction and to pave the way for the managers to understand what their guests really want. It is pointed out that service quality perceptions may vary from one country to another country. It was a comparative study of identifying the perceptions of tourists regarding service quality dimensions of hotels and resorts. In case of hotels, new dimensions .i.e. exterior and variety were emerged along with the other existing dimensions of SERVQUAL. The result of the resort category shows two new dimensions as exterior and image. The regression analysis revealed that empathy, responsiveness, tangibles exterior are relevant factors determining service quality of hotel business. But, reliability is the sole factor for the overall satisfaction of resort business. The remaining factors were not much significant in this regard.

Al-Rousan (2010)⁷⁰ attempted to examine the impact of service quality dimensions in the five star hotels in Jordan. This paper was the outcome of an extensive study about the relationship between tourism service quality dimensions and customer loyalty at five star hotels. It depicts that dimensions of service quality such as tangibility, reliability, responsiveness and empathy predicts the customer loyalty. It is found that tangibility is the most significant dimension of tourism service quality. The study has contributed a modified questionnaire by adapting the SERVQUAL scale with some modifications for measuring the tourism service quality perceived by the hotel guests. A convenience sampling approach was employed for distributing questionnaires. The result of the study indicates that the most significant predictor of tourism service quality is tangibles followed by empathy, reliability and responsiveness. It is found that customers agreed that the hotel provides high levels of service quality but not necessarily agree that the hotel ensures high satisfaction.

Dabestani (2010)⁷¹ conducted a study to assess the service quality gaps and perceptions of tourists in fourstar hotels in Iran. The purpose of this paper was to measure the service quality gaps through correlation analysis based on various dimensions of service quality. The findings indicate that all the gaps are positive and the price as the dimension having the highest positive value. The element communication has the highest correlation courtesy with other dimensions of service quality. The study opined that hotels in Iran play a vital role in improving the tourism possibilities and contributing remarkable change in the economic and social changes in historical cities in Iran.

Rahman (2011)⁷² investigated tourists' perceptions of services delivered by resort operators in a Malaysian lake-based tourism site. The results showed that tourists are satisfied with products and services offered at Lake Kenyir. Assurance and sustainable constructs showed the highest service delivery scores. The high performance of the assurance and sustainable constructs, specifically involving the lake and the natural attractions as well as no crowdedness and unspoiled settings, should be maintained to increase the frequency of tourist visits to the area. Future improvement efforts should also emphasize recycling, reuse, and focus on factors outside of the typical resort services. This study extended the service quality model to include sustainable constructs and thus ensured that service quality assessment is suitable in its application to the lake-based tourism industry. Therefore, resort operators, park managers and tourism authorities should focus on these constructs and items to maintain high performance to attract tourists to the area. In addition, tourists gave the item 'emphasized that tourists recycle and reuse products' the lowest score, implying a possible area of improvement in the future. This implies that factors beyond the product and service delivery provided the resort operators should also be assessed to increase tourist visits to the area.

Ivana Blešić (2011)⁷³ examined the consumers' satisfaction and experience as a key segment of the managing of quality system of services in the hospitality industry. The study was conducted in five spas in South-East Europe. Measuring the quality of services was based on the SERVQUAL model. The researchers used statistical methods of *t*-test of independent samples and analysis of variance ANOVA for comparing the mean values of the results and certain statistical significances of their differences. Service

quality is of paramount importance for keeping the guests and critical indicator of future economic activity. Request for better quality of products and services, do hotel companies face one of the most important strategic priorities. The results of researches have shown that guests in general are not satisfied with hotel services. Their expectations have been higher than experienced quality of services with all determinants, except for determinants of empathy, where the positive values of the gap are the result of low expectation. The burning issue in providing quality services in spa hotels represents the inadequate furnishing, equipment, and lack of additional hotel facilities for entertainment and leisure for guests, as well as wellness & spa programs. This problem should be overcome by developing a strategy with short and long-term plans and by stimulating investment in the development of spa tourism. Furnishing and construction of facilities that comply with the requirements of a modern guest, would lead to the extension of the tourist season and attracting wealthier tourists. The study proposed some suggestions as to identify groups of consumers i.e. market segmentation that are characterized by common features, which are reflected in their demand for suitable hotel products and services, plays a very important role in the business of hospitality companies.

Puciato (2011)⁷⁴ evaluated the quality of hotel services using SERVQUAL questionnaire. The in compliance of properties and features of the hotel to test consumers' expectations were shown in the study. Calculated negative indicators adopted negative values for each of the dimensions of quality of service provided. Least evaluated were the reliability, responsiveness and tangibility. The least number of guests was dissatisfied with the quality attributes of services such as empathy and assurance. Measuring the quality of hotel services is an important tool for assessing the degree of compliance with the requirements of the consumer. For a hotel to continuously perfect its services, a pattern is necessary to which one can compare them. Such a pattern may be the SERVQUAL questionnaire. The study indicated the incompatibility between the properties and characteristics of the rated hotel to consumer expectations. SERVQUAL questionnaire presented in the paper may serve as a useful tool in the daily work of hotels that want to earn and keep customers through continuous improvement of its operations.

Kouhpaei (2011)⁷⁵ made a study to critically evaluate the negative impact of unsatisfactory services received by the passengers. The researcher argued that any issues related to lost baggage, unnecessary flight delays, missing connecting flights, coupled with no smoking, no alcoholic beverages, no diversity and variety of food menus, old aircraft, unfriendly air travel atmosphere would gradually result in a grave loss of profitability to the air carrier industry. Therefore, it is important to state, that any shortcoming in providing reasonable quality services, from the air service provider, could cause passengers; mood swing, fear, anxiety, and loss of loyalty. The airline passengers' expectation, from the initiation of travel to the end of the journey is to be provided by the most pleasurable hospitality or SERVQUAL. Both passengers and air-carrier should be aware that giving or receiving of a fair SERVQUAL must be based on the same investment they both invest. Expecting a SERVQUAL furnished for the first class passengers or business class passengers is not the same as the economy class passengers. The airlines must watch out for issues concerning passenger safety, convenience, and comfort level during their flights, to achieve desired levels of customer satisfaction. A major chunk of customer service satisfaction comes from the contribution of quality in service, passenger driven strategies to satisfying passengers at the right time, place, and price.

Janatyan (2011)⁷⁶ conducted a study with the objective of analyzing the correlation of service quality gaps and to estimate linear relationship between overall customer dissatisfaction and the gaps of a travel agency. They developed a SERVQUAL questionnaire considering the various service quality aspects for this purpose. The findings of the study disclose that accommodation facilities fetch maximum gap score and the minimum value related to on time delivery of service. As per the study, the analysis could not address any correlation between gap scores of dimensions of SEVQUAL. However, the regression analysis approved the relationship between the gaps of empathy, tangibles and the overall satisfaction. The study has highlighted tangibles as the most important dimension of service quality.

Jusoh (2011)⁷⁷ conducted a study to understand customer expectations and perceptions as well as the factors influence their evaluation and satisfaction on the

services provided by hotel industry by using a comprehensive scale adopted from SERVQUAL. The objective of this study was to measure and evaluate the service quality in Penang hotels based on the Gap model for finding where hoteliers may fall short in meeting the needs of their customers. It was important for hoteliers and marketers are able to define the importance of service quality dimensions like tangibility, reliability, responsiveness, assurance, and empathy and their relative importance to satisfaction. This study focused on to identify some factors that may influence customer satisfaction in the hotel industry. The study compared the customer expectation and perception in order to find out shortfalls in providing service quality. The bigger the gap score is, the more serious the service quality shortfall from the consumer's viewpoint. Thus, the delivery of quality services remains essential to the success of the hospitality industry. The study suggested that Service organizations could achieve a strong reputation for quality service only when they consistently meet or exceed customer service expectations. The findings showed that our emphasis on the service quality antecedents is vital because the dimensions of service quality play a significant role in the performance of a hotel as a service sector. It is thus necessary to measure customer satisfaction in order to assess the service providers' performance.

Suki (2012)⁷⁸ examined the impacts of assurance, reliability, responsiveness, tangible and empathy aspects on tourists' satisfaction towards hotel service delivery. The researcher used multiple regression analysis to examine the relationship between independent variables and dependant variable. The results indicated that service quality is significantly associated with empathy and reliability where the empathy was the best predictor of tourists' satisfaction followed by reliability. The findings implied that the need for a service firm to strategically leverage on the key antecedents of empathy and reliability in its pursuit of tourists' satisfaction, particularly hotel providers. The caring, individualized attention that the hotel staffs provides to its clients is the very important recipe that all hotel providers should be practicing in delivering maximum tourists' satisfaction and consumption experiences in order to create a pleasurable and happiness emotions or ambivalence. The findings say that there was a significant relationship between dimensions of service quality i.e. empathy and reliability with tourists' satisfaction while assurance, responsiveness and tangible were having an insignificant

relation to tourists' satisfaction with hotel service delivery and is not a matter of consideration for them.

Suzana (2013)⁷⁹ examined the relationship between service quality and customer satisfaction with the purpose of discussing the impact of perceived service quality dimensions on customer satisfaction in the hotel industry. The study used modified SERVQUAL model and multiple regression model in order to prove the evidence of the effect of perceived hotel service quality dimensions on the overall customer satisfaction. The result of the study shows that reliability, accessibility and tangibles have a significant and positive effect on overall customer satisfaction. The dimensions empathy and competence of staff have positive influence on hotel guests' satisfaction. Moreover, interpersonal skills of the employees, courtesy, competence, employees' ability to deliver promised service and their willingness and skillfulness to solve guests' complaints are highlighted in the study.

Shahab Alam Malik (2013)⁸⁰ conducted a descriptive study to analyse the different service quality attributes of a restaurant by assessing the perceptions of its customers. The service quality attributes considered for the study are restaurant staff, tips, tangibles, convenience and food quality. The relationship between these attributes and the overall customer satisfaction was examined. The reasons for visiting a restaurant were also identified as part of the study. It is noted that there is a significant relationship between the service quality attributes and the overall customer satisfaction except the attribute of tips and convenience. Food quality, freshness, taste and caring staff were the most influential factors of customer satisfaction. Overcrowded restaurant, insufficient parking area and insufficient facilities for disabled persons are the elements of customer dissatisfaction.

Al-Ababneh (2013)⁸¹ assessed tourists' perception towards the quality of tourism services provided at Petra historical site, and measured the tourist satisfaction by examining the impact of quality tourism product on overall tourist satisfaction. The study established the relationship between the service quality and tourist satisfaction using regression model. It is noted that service quality has direct influence on the tourist

satisfaction on destination facilities, accessibility and attraction. It is evident that the components of tourism products have positive impacts on the tourist satisfaction. The study says that the tourists' satisfaction can be enhanced by improving the level of service quality on destination attributes.

Kofi Poku (2013)⁸² investigated the service quality impacts on customer loyalty of hotels in Ghana. The study states that customer satisfaction is not based on classification of the hotels but on service quality that gives value for money which in turn produces customer loyalty. The study confirms a direct relationship between customer satisfaction and loyalty. It is noted that tangibility does not determine customer loyalty and the tourists were least satisfied with the dimension. Therefore, the study reminds that the hotel classification should be based on service quality not on tangibles as it plays an insignificant role in determining customer loyalty.

Wiriyakitjar (2013)⁸³ aims to measure and compare the differences in the desired service quality expectations of hotel customers, as well as identifying the service dimensions that matter hotel guests. The result of the study indicates that competitiveness is the highest factor among the service quality dimensions of hotels viz. confidence, professionalism empathy and tangibles. This dimension comprises of competitive qualifications, such as similar services as competitors, and national or international hotel standard accreditation. This element stimulates hotel operators to research the market, learn to know what their competitors do, improve their overall service quality, and aim for a standard accredited. The study gives empirical contributions to the hospitality researches. An industry-specific modified SERVQUAL is administered in this study to measure the customer satisfaction.

Gloria Honny Asirifi (2014)⁸⁴ argues that the delivery of high quality services is one of the most important and difficult tasks that a tourism organization faces due to its unique characteristics such as intangibility, perishability, variability, inseparability and its labour intense nature. The service quality is determined and judged by the customers' perception of how well a service meets or exceeds their expectations and the service quality leads to customer loyalty. It is insisted that the hospitality organizations should

pay more attention to the tangible dimension of service with respect to the appearance of staff and that of their responsive attitude and prompt response to the tourists' request. The quality of these aspects has significant effect on the customer loyalty and profitability of the organization. It is remembered that the management should focus on the measure and scrutinizing the level of customer satisfaction, service quality and customer loyalty as these three elements are crucial for tourism industry. Periodic training and upgrading of service facilities may enhance the service quality.

Bucak (2014)⁸⁵ conducted a study to determine the impact of perceived service quality at hotels on customer satisfaction. The service quality is important for hotel business as its market is getting saturated and becoming sharply competitive. Providing better quality services means maximizing the value obtained by the customer. It is found that the most significant factor of perceived service quality is empathy. Reliability, physical appearance, eagerness and assurance are the other significant factors in this regard. The most important aspect restraining customers not to prefer the hotel is insincerity of the staff and the result shows that the hotel staff is effective in service quality terms.

Antoneta (2014)⁸⁶ argues that quality management is important in any establishment since it enhances organization's performance and profitability. The study aims to investigate hotel guests' perceptions of service quality in hotels. As part of the study four dimensions of service quality were assessed viz. responsiveness and empathy, reliability, assurance and tangibles. It is evident that there is a gap between customers' perceived and expected service quality standards of hotels industry. The findings indicate that actual service was less than expected service in variables. The dimensions of service quality have greater impact on customer satisfaction of excellent hotels. It is identified that the hotels have ample space for improving their service quality by considering the customers' expectations and the perceptions so as to generate customer satisfaction and to attain market competitiveness.

Maraj Rehman Sofi (2014)⁸⁷ examines service quality and tourist satisfaction in the study. The researcher considers the significance of quality service as a vehicle for

communication in a growing in competitive markets for tourism sector. It is described that customer satisfaction is the leading norm for determining the quality of service that is actually delivered to customers. The study undertakes tourist satisfaction by examining causal relationships among the tourism products and overall tourist satisfaction at destination level. It is carried out to measure the tourism service and its impact of tourist satisfaction by examining parameters like main services, accessibility and the infrastructure. The regression analysis was made to reveal the relationship between the facilities and infrastructure dimension of service quality with tourist satisfaction and it is claimed that the study is opened new avenues for existing literature.

2.5 Relationship Quality

Sanghyun Lee (2001)⁸⁸ states that relationship quality between the salesperson and the meeting planner was important in assessing the possibility of a long-term relationship. The rationale of this study was to identify meeting planners' perceptions of their relationship with hotel salespeople during the meeting planning negotiations. The study offered a research model of relationship quality, and tested this model empirically using a quantitative method based on a survey of meeting planners' perceptions. This model proposed some antecedents of relationship quality like frequency and feedback of communication, expertise, willingness, power, gender differences and turnover. The results depicted those salespersons' expertise, power, and willingness to play important roles in determining a good quality of relationship perception in meeting planners' minds. It also indicated that a good quality relationship is a predictor of establishing an intention of a long-term relationship. The results from this study provide evidence that frequency and feedback communications do not affect relationship quality significantly. However, salespersons' strong expertise, power, and willingness can enhance relationship quality. Willingness is the most important factor to improve relationship quality. High salesperson turnover was a significant predictor of reduced relationship quality.

Cheng (2004)⁸⁹ examines two aspects of relationship quality in the bed-and-breakfast (B&B) industry. The purposes of this study were to investigate the association between relationship marketing activities and relationship quality, and the association

between relationship quality and consequences. The study indicated that greater innkeepers' attributes, guest orientation, mutual disclosure, and home like atmosphere create greater relationship quality, which resulted in greater repeat patronage and positive word-of-mouth recommendations. Moreover, word-of-mouth has a higher influence on relationship quality than does repeat patronage. Finally, repeat patronage and previous word-of-mouth referrals have an effect on profitability; however, these are only two of many factors that influence profitability. Therefore, the study concluded that friendly, guest-oriented, and knowledgeable innkeepers are determining factors affecting guests' perceptions and evaluations of innkeepers. Furthermore, it is suggested that innkeepers' knowledge pertaining to trip planning and local events is an important factor that results in greater guest satisfaction.

Carmen Lagesa (2005)⁹⁰ developed a new measurement scale the RELQUAL scale to assess the degree of relationship quality between the exporting firm and the importer. Relationship quality was presented as a high-order concept. Findings reveal that a better quality of the relationship results in a greater amount of information sharing, communication quality, long-term orientation, as well as satisfaction with the relationship. The findings of the study also revealed that relationship quality is positively and significantly associated with performance. This model is highly beneficial to assess the relationship quality among service providers the customers.

Fisher (2006)⁹¹ examined the effects of relationship quality on the customers' desires to react after service failures. They hypothesized that the effects of relationship quality make contingent upon the attributions customers about the firm's controllability over a service failure. Mainly two competing hypotheses i.e. love is blind and love becomes hate were examined and reconciled. The "love is blind" hypothesis posits that when low controllability is inferred, high relationship quality customers experience a lesser desire for retaliation than low relationship quality customers do. On the other hand, the "love becomes hate" hypothesis specify that when high controllability is inferred, high relationship quality customers experience a greater desire for retaliation than low relationship quality customers do. The findings highlighted the importance of understanding the potential for customer retaliation. The results depicted that strong

relationship quality only prevents customers from retaliating when they infer that the firm has little control or responsibility for the service failure. They argue that finally, a desire for retaliation significantly predicts negative word-of-mouth complaining to a third party and patronage reduction.

Miguel A. Moliner (2007)⁹² studied how the post purchase perceived value of a tour package influences the relationship quality with a travel agency. The fundamental object of the study was how long-term relationships are created and maintained. The indicators of the research were satisfaction with the relationship, the customer's trust and the customer's level of commitment. The results showed that the tourist's satisfaction was the key variable in the relationship quality. This study focused on the relationship marketing and analyses the relationship between post purchases perceived value of a tourism package and relationship quality with a travel agency. The study divulged that the first moments are important because they generate an impression in the tourist that remains for a long time. A key antecedent of relationship quality is therefore in the most basic feelings i.e. emotional value derived from the individual transactions between the travel agency and the tourist. The research threw light on some important aspects like the effects of social value, trust and commitment, strongest behavioural component and action tendency, which involves dedicating effort to maintain the relationship in the long term.

Chang, (2008)⁹³ investigated the determinants and outcomes of relationship quality in the context of the China travel industry. They developed and tested a conceptual model to identify the determinants of relationship quality and the relationship between relationship quality and key relationship outcomes. The study depicted the effect of proposed predictors on relationship quality and found that high relationship quality resulted in higher customer loyalty. As per the conceptual framework of the study, they proposed six antecedents like customer orientation, mutual disclosure, employees' expertise, effective communication, likability and core service delivery that affect relationship quality and reputation. The Model demonstrates that higher relationship quality resulted in higher reputation and customer loyalty. Mutual disclosure and employees' expertise were the strongest influences on relationship quality in the travel

industry. The study also depicts that customer orientation, high core delivery service and effective communication lead to higher relationship quality.

Alwie (2010)⁹⁴ opined that relationship quality is the manifest of successful relationship marketing activities. The purpose of this research was to examine the relationship between relationship quality and loyalty across service types like Credence services versus Experience Services. In this study, the researcher proposed eight relationship quality dimensions consist of interpersonal factors like closeness, communication, communication quality and special care and firm factors like commitment, trust and satisfaction. The findings revealed that relationship quality influenced the loyalty in both service types. Importantly, all dimensions of relationship quality have different magnitude of influence of relationship quality in both credence services and experience services; with commitment has the strongest influence and communication quality as the weakest dimension. In short, in developing good relationship quality, the service provider should focus on both firm factors as well as interpersonal factors. According to this study, relationship quality has a strong influence on customer loyalty in both credence and experience services. In addition, all dimensions of relationship quality were found to be significant in contributing to relationship quality.

Vilte Auruskeviciene (2010)⁹⁵ initiated a study to identify the dimensions of relationship quality that enables professional services companies to establish long-term relations with their clients and fosters the loyalty of the client. The theoretical framework of relationship quality dimensions and customer loyalty interrelationship has been empirically tested. The findings depicted that the three variables, functional quality, trust, and commitment have a significant effect on customer loyalty. Functional quality construct is the most important in building long-term relationship with customers in a professional services market i.e. functional quality impact on customer loyalty is more important than trust and commitment dimensions. It was expected that all dimensions of relationship quality have a positive impact on client loyalty. Furthermore, it was disclosed that technical quality does not have a significant impact on customer loyalty, communication effectiveness, social benefits and special treatment benefits almost never positively relates to client loyalty.

Seyed Alireza Mousavi (2011)⁹⁶ used a conceptual model of some factors influencing the relationship quality of employee – customer to evaluate the linkage between customer orientation, relational orientation and mutual disclosure with relationship quality. The results of this research depicted that “mutual disclosure” has most of the effect on quality relationships between employees and customers. It was the most important relationship quality factor in the perspective of hotels customers. It is interestingly noted that customer orientation was as the least important quality relationship factor by respondents. The fuzzy TOPSIS methodology was used in this study to review and rank the factors affecting quality relationship between employees and customers in the hotel industry. Service providers' attributes and relational orientations were the other notable factors having effect on relationship quality.

Raemah Abdullah Hashim (2011)⁹⁷ investigated the relationship quality of trust, commitment and satisfaction perceived by the customer that can influence their loyalty towards a budget hotel. Building up loyalty through relationship marketing as in the case of a budget hotel has been found to be a long-term investment and loyal customers were more broadminded towards occasional inferior performances. This study revealed that there was a direct relationship between relationship quality and loyalty with the exception to trust. In addition, this study confirmed that commitment and customer satisfaction are the important factors in building customer loyalty. Regression analysis depicts positive relationship between the relationships between relationship qualities of loyalty. It also reiterates the importance of the aspect of relationship quality in fostering customer loyalty. They argued that consistency in service and the latest information on the hotel pricing might be useful in building trust. The advantage of this kind of relationship is that it will result more cost reduction and will be profitable to the organization through customized service and comfort rendered to the customer. However, as customers, they need information as to the latest developments pertaining to the hotel. The element of surprise should not appear especially when the guest arrives. The study depicted that consistency in service and the latest information on the hotel pricing was useful in building trust and suggested that the advantage of this kind of relationship is that it will result more cost reduction and will be profitable to the organization through customized service and comfort rendered to the customer. The other variables explored in this study

were interpersonal communication, conflict resolution, socialization, benefits and information dissemination. The presence of these perceived different variables had different effects on the customer loyalty.

Mario Pepur (2011)⁹⁸ conducted a study to see the interdependence between various relationship quality dimensions. In this paper, tourist objects were hierarchically clustered according to the relationship quality dimensions for testing the characteristics according to which the clusters significantly differentiate. Consequently, the interdependence between the observed relationship quality dimensions was examined. Taking into account the relationship quality dimensions, a hierarchical clustering of tourist facilities has been carried out in order to analyze characteristics, which make the set clusters different from one another. Furthermore, they conducted cluster analysis of tourist facilities. The aim of this analysis was to identify facilities more committed to the bank and the ones less committed to the bank. The empirical results of the study showed that there was a statistically significant difference between the observed clusters of tourist facilities.

Huang (2012)⁹⁹ conducted a study for providing a casual model to explain the effect of relationship quality on customer loyalty via mediating effect which might be provided by customer satisfaction. The researcher developed a casual model of three variables to explore customer group homogeneously and examine the mediating effect. The results indicate that relationship quality can result to customer loyalty via increasing customer satisfaction, thus affecting the firm's relationship quality leading to customer intention through customer satisfaction. The results indicated that relationship quality did affect customer loyalty regarding effectiveness of relationship marketing. Among its main determinants, the researcher has found a significant and positive effect of relationship quality on customer loyalty. The relationship quality has significant positive effects on loyalty across all types of goods/services. Thus, a higher level of relationship quality leads to a higher level of loyalty. One of the major findings of the study showed that customer satisfaction plays a mediated role between relationship marketing and customer loyalty. These results highlighted the relevance of framing the study of customer loyalty in a context of high relationship quality, due to the higher effects found

when taking a customer satisfaction variable into account. This study contributed to the casual marketing relationship suggesting the ways to build long-term relationship with customers in a service environment, which is different from the previous, including information about the nature of hospitality service, and the relationship among relationship quality, customer satisfaction and loyalty. In addition, it determines which relationship quality strategies lead to higher customer satisfaction and loyalty in different customer segments.

Ali Af. Asgari (2012)¹⁰⁰ investigated the determinants of e-relationship quality on e-satisfaction in hotel websites. The objectives of this study were to investigate the association between determinants of e-relationship quality and e-satisfaction. The findings revealed that the communications function, followed by relational function and transactional function was the most important dimensions that would affect customer e-satisfaction. Furthermore, the findings of this study indicated that there is a positive relationship between the e-relationship quality and e-satisfaction. The results displayed that the communicational function, followed by relational function and transactional function were the most important dimension that would be affected customer e-loyalty. The traditional communicational function concentrated on common interaction among a firm and customers in marketing. This function continued to perform a prominent role in the online context due to an online provider was in a better position to take advantage of the Internet for disseminating information as well as answering all inquiries from customers. Considering the relative influence of the transnational functional, the dominant factor of transaction function was website service quality related to the useful website content, content website convenience, website accessibility, website security, and website design followed by transaction complexity. The relational function included customized service and personalized Web Pages. The personalized hotel website was a prominent characteristic that could allow hotel guests to report personal needs, complaints and suggestions. Therefore, in order to have a competitive advantage, a hotel provider should offer services/products via the website with active communication interaction, low transaction complexity and high customization.

2.6 Tourist Loyalty

Tideswell (2004)¹⁰¹ has conducted a study on developing and rewarding loyalty to hotels. Relationship marketing and loyalty programmes are the fundamental factors for hospitality and tourism organisations to think and chalk out strategies to secure their loyal customers. Market segmentation of different levels of loyal guests and gap analysis of reward for loyalty are discussed in this paper. The recency of the guests' last visit, length of association with hotel property and number of times of stay are the indicators of the study. Hotel guests who revisit a property frequently show the same characteristics in terms of loyalty behaviours and attitudes. The findings of the study depict that low loyalty category of guests generally say positive things about the hotel property, but they are not so attached to the property that they will not switch to another hotel property if a better price is offered or if the current hotel property has no availability at the time they prefer to stay. The guest with low levels of attitudinal loyalty is clearly most subjected to competitive offers. Retaining of loyal customer is contingent on remaining competitive with similar properties in terms of price. It is found that Price strategies, or transactional tactics, are not likely to be the key requirements for ongoing loyalty for these guests. Rather, they are most likely to favour strategies that recognize them as being special to management of the hotel, such as providing in-room amenities for which past visits show they have a preference for. The study also views that the benefits guests want to receive in return for their ongoing loyalty do not pivot on frequent user or points programs. The gap analysis says that guests feel there is some room for improvement in how well hotels provide many of these specialized loyalty rewards to their guests.

Uysal (2005)¹⁰² offered an integrated approach to understanding tourist motivation and attempts to extend the theoretical and empirical evidence on the causal relationships among the push and pull motivations, satisfaction, and destination loyalty. A research model has been developed to investigate the relationships among the hypothesis by using structural equation modelling. It is viewed that destination competitiveness can be improved and sustained by creating a positive tourist behaviour and highest tourist satisfaction. The motivation variables are the fundamental factors in increasing satisfaction with destination services and products as well as enhancing

destination loyalty. The study depicts that attention to tourists' relaxation, family togetherness; safety and fun appeal the tourists' internal motives to travel. The appropriate destination attraction and activities are to be allocated and delivered to tourists to enhance the destination competitiveness. It is found that the internal source of motivation affects the destination loyalty and it leads to revisiting the destination and recommending them to others. It is concluded that destination loyalty has causal relationship with motivation and satisfaction.

David DM Mason (2006)¹⁰³ focussed on a qualitative survey of hotel guest loyalty. A model of hotel guest loyalty is created directly from the loyalty perceptions of the respondents. The model developed for the study offered an alternative way of thinking about the hotel guest loyalty. Moreover, the model disclose the importance of hotel guest relationship. It is noticed that loyalty is a complex and dynamic construct and depends on the interaction with many influential factors. The potential factors identified in previous researches are reputed and found to be relevant in determining hotel guest loyalty. But, the result of the study shows that many of such factors are not relevant in determining hotel guest loyalty. In short, once a guest has convicted that the hotel gives appropriate care and value for money for all services and products, then loyalty will be generated and sustained that guest may feel that they are getting something in value that other guests are not.

Campo (2008)¹⁰⁴ analysed the way of forming tourist loyalty to a tour operator and the effects of price promotions on satisfaction and tourist loyalty. The study is initiated with the objectives of analyzing the formation of tourist loyalty to tour operator for determining the influence of its main antecedents, satisfaction, perceived quality and perceived price, the effects of price promotions on tourist loyalty to tour operator and to explore the influence of the tourist's effort in seeking promotions. The result of the study primarily indicated that the perceived quality is the main antecedent of tourist loyalty to a tour operator. It is found that tourists who are more intensive, search for advantageous prices and lower the effect of price promotions on tourist loyalty. The effect of perceived quality on tourist loyalty to tour operator is direct, positive, and of high intensity. Perceived price shows an indirect and positive effect on loyalty. In short,

when tourists evaluate the quality of package tours, the most important variables are quality offered by tour operator including the design and development of the trip and the quality offered by the travel agency.

Li (2009)¹⁰⁵ conducted a study on the loyalty which is affected by non performance factors, such as brand parity, brand market share, and loyalty proneness. It tried to explore the effects of the non-performance factors on brand loyalty in a tourism context and provides partial support to their direct effects on loyalty. The findings depict that brand parity does not affect attitudinal loyalty but positively affects behavioural loyalty. The brand parity's effect on loyalty was not a direct and linear one.

Heesup Han (2009)¹⁰⁶ examined the relationships among three components of the physical environment like decor and artefacts, spatial layout, and ambient conditions, price perception, customer satisfaction, and customer loyalty in the restaurant industry. This paper intended to open the ways of increasing the customer loyalty by improving the understanding of the role played by the physical environment, price perception and customer satisfaction. It is found that the three factors of the physical environment influenced customers' perceived price, and which enhanced customer satisfaction level and directly or indirectly influenced customer loyalty. Décor and artefacts were pointed out as the important predictors of price perception out of the physical environment. The result of the study highlights the significance of physical environment, price perception and customer satisfaction in promoting customer loyalty. It is found that price perception has simultaneously influenced customer satisfaction and customer loyalty. Consumer perception of price fairness in a restaurant is primarily depending on menu price. Therefore, provide innovative and pleasing atmosphere and high quality services to improve the price perception. In short, in order to maximize the positive impact of price perception on customer loyalty, restaurateurs should enhance customer satisfaction levels.

Panisa Mechinda (2010)¹⁰⁷ tried to explore the antecedents of tourists' attitudinal loyalty towards medical tourism in a major tourist destination in Thailand. The analysis indicated that loyalty towards medical tourism is mainly driven by satisfaction, trust,

perceived value, destination familiarity, as well as destination image. The examination of antecedents reveals that Trust is the major factor for hospitals and satisfaction for clinic tourists. The least powerful predictor in this study was destination image. The results says that the medical tourists who possess positive images are more likely to process information about medical services and show relatively high loyalty towards tourism industry. It can be concluded that key success factors of medical tourism mainly come from performance of medical institution in creating satisfaction, providing value and building trust, but the role of destination in creating positive image and building familiarity is moderate.

Mage (2010)¹⁰⁸ conducted a study to address the concept of customer loyalty in the hospitality industry. The best way to win and sustain customer loyalty is to keep customers' happy. The main challenge behind measuring customer satisfaction in the hospitality industry is how to quantify, analyse, measure and track customer satisfaction. The study introduced a model for estimating customer loyalty. The study discloses a strong relationship between customer loyalty and customer satisfaction. Loyal customers are high-value customers. It is remembered that hospitality organizations should understand that managing customers for loyalty should not be interpreted as managing them for profit maximisation. Moreover, hotel managers and operators need to extensively consult with the clients for purposes of establishing the products' characteristics/features they desire.

As'ad H. Abo-Rumman (2011)¹⁰⁹ conducted an empirical study to examine whether relationship quality, satisfaction, commitment, trust, communication and conflict handling has impact on the level of loyalty for Jordanians holiday travellers toward travelling agents. The results of the study revealed that satisfaction; commitment, trust and conflict handling have significant impact on Holiday Travellers Loyalty, and is noted that communication has no significant effect on loyalty. A study model has been developed to explore the relationship quality constructs like satisfaction, commitment, trust, communication and conflict handling and how can these components enhance the holiday traveller's loyalty. The study put some recommendations that decision makers in the travelling agents should continually work on improving the commitment, which leads

to loyalty, and to find out appropriate ways to develop this relationship through the establishment of a mechanism to retain travellers. It is depicted that the relationship quality between tourists and travel agents is influenced by many factors like positive word of mouth and commitment. The positive word of mouth and commitment of employees will result into tourist retention.

2.7 Conclusion

The review of available literatures on tourist satisfaction, service quality, relationship quality and customer loyalty explains the importance of this variable in managing customer relationships in the Destination Management Organisations. As per the findings of previous researches, tourist satisfaction is a process that involves a subjective assessment of the difference between expectations and perceived service. It is the evaluation of the degree to which an individual's perceived reality meets with his or her current expectations. The concept of tourist satisfaction is also viewed as the positive perceptions that tourists form or gain after engaging in tourism activities or the degree to which tourists are pleased with their experiences. The Service quality of Destination Management Organisations is an important tool for assessing the degree of compliance with the requirements of the consumer. Service Quality is an indispensable element for the good conduct of hospitality business and for attaining competitive advantage in the industry. The customer expectation and perception are compared in order to find out shortfalls in providing service quality. The bigger the gap score is, more serious the service quality shortfall from the consumer's viewpoint. Thus, the delivery of quality services remains essential to the success of the hospitality industry. Previous researchers examined the impacts of assurance, reliability, responsiveness, tangible and empathy aspects on tourists' satisfaction towards Destination Management Organisations' service delivery. Tangibility, Responsiveness, Reliability, Service product, Assurance and Service Responsibility are the main factors contributing service quality and satisfaction. Responsiveness and tangibility are found to be the important variables for sustainable tourism development in India. It has been noticed that relationship quality of trust, commitment and satisfaction, perceived by the customer that can influence their loyalty towards hospitality business at tourist destinations. Guest orientation, mutual disclosure,

and home-like atmosphere create greater relationship quality, which resulted in greater repeat patronage and positive word-of-mouth recommendations. Moreover, salespersons' strong expertise, power, and willingness can enhance relationship quality. Willingness is the most important factor to improve relationship quality. The Findings of the previous studies reveal that a better quality of the relationship results in a greater amount of information sharing, communication quality, long-term orientation, as well as satisfaction with the relationship. Perceived quality is the main antecedent of tourist loyalty to a destination manager. It is found that tourists who are more intensive, search for advantageous prices and lower the effect of price promotions on tourist loyalty. The researcher finds the least number of studies about the tourist satisfaction, service quality, relationship quality, tourist loyalty and retention in Kerala tourism perspective. Therefore, the researcher puts forward this research to assess the customer relationship in Destination Management Organisations in Kerala tourism industry in a new dimension. After going through the available literature, it is difficult to find the studies relating to customer relationships, destination satisfaction, service quality, tourist loyalty and relationship quality in Destination Management Organisations in Kerala Tourism Industry. Therefore, it is desirable to have a study on the concerned matter, as it is one of the most sought after tourist destinations in the world.



Works Cited:

1. The Pocket Oxford American Dictionary and Thesaurus (2010: 692)
2. Gerson, Richard F. *Measuring Customer Satisfaction : A Guide to Managing Quality Service*. Menlo Park: Crisp Publications, Incorporated, 1993.
3. Oliver, Richard L. "Cognitive, Affective, and Attribute bases of the Satisfaction Response." *Journal of Consumer Research* 20 (1993): 418-430.
4. Tate, Mounir G. Ragheb & Richard L. "A behavioural model of leisure participation, based on leisure attitude, motivation and satisfaction." *Leisure Studies Journal* 12.1 (1993): 61-70.
5. Ellis, Abraham Pizam and Taylor. "Customer satisfaction and its measurement in hospitality enterprises." *International Journal of Contemporary Hospitality Management* 11.7 (1999): 326-339.
6. Foster, David. "Measuring Customer Satisfaction In The Tourism Industry." *Third International & Sixth National Research Conference on Quality Management*. Melbourne 3001, Victoria Australia: The Centre for Management Quality Research, RMIT University, February 15, 1999.
7. Baker , D.A and Crompton J.L. "Quality, satisfaction and behavioural intentions." *Annals of Tourism Research* 27.3 (2000): 785-804.
8. Huh, Jin. *Tourist Satisfaction with Cultural/Heritage Sites: The Virginia Historic Triangle*. Master Thesis. US. : Faculty of Virginia Polytechnic. Institute and State University. , 2002.
9. Crompton, Shu Tian-Cole & John. "A conceptualisation of the relationships between service quality and visitor satisfaction, and their links to destination selection." *Leisure Studies Journal* 22.1 (2003): 65-80.
10. George Costa, Eleni Glinia, Mario Goudas & Panagiotis Antoniou. "Recreational Services in Resort Hotels: Customer Satisfaction Aspects." *Journal of Sport Tourism* 9.2 (2004): 117–126.
11. Su, Allan Yen-Lun. "Customer satisfaction measurement practice in Taiwan hotels." *International Journal of Hospitality Management* 23 (2004): 397–408.

12. Prebensen, Nina K. "Tourist Satisfaction with a Destination: Antecedents and Consequences ." (2004). Retrieved March 12, 2014 from http://www.esade.edu/cedit2004/pdfs/52_Prebensen.pdf
13. Fujita, Tomoyuki Furutani and Akira. "A Study on foreign tourists' behavior and consumer satisfaction in Kamakura." *Journal of the Eastern Asia Society for Transportation Studies* 6 (2005): 2154 - 2169.
14. Chang, David Bowie and Jui Chi. "Tourist satisfaction: A view from a mixed international guided package tour." *Journal of Vacation Marketing* 11.4 (2005): 303–322.
15. Thuy- Huong Truonga, David Foster. "Using HOLSAT to evaluate tourist satisfaction at destinations: The case of Australian holidaymakers in Vietnam." *Tourism Management* 27, (2006): 842–855.
16. Patricia Oom do Valle, João Albino Silva, Júlio Mendes and Manuela Guerreiro. "Tourist Satisfaction and Destination Loyalty intention: A Structural and Categorical Analysis." *International Journal of Business Science and Applied Management* 1.1 (2006).
17. Taberner, Joaquín Alegre Marin and Jaume Garau. "Satisfaction and dissatisfaction with destination attributes: influence on overall satisfaction and the intention to return ." (2006). Retrieved 8 November, 2012. from: <http://www.esade.edu/cedit/pdfs/papers/pdf6.pdf>
18. Young Namkung, SooCheong Jang. "Does Food Quality Really Matter in Restaurants? Its Impact On Customer Satisfaction and Behavioral Intentions." *Journal of Hospitality & Tourism Research* 31.3 (2007): 387-410.
19. Badwaik, A.V. Shukla & Harish B. "Tourist Satisfaction – A study of Tourist destinations in Maharashtra." *Conference on Tourism in India – Challenges Ahead*. IIMK, May 2008. 137-142.
20. Filep, Sebastian. "Measuring Happiness: A new look at tourist satisfaction." *Proceedings of the 18th Annual Council for Australian University Tourism and Hospitality Education (CAUTHE) conference*. Surfers Paradise, Queensland, Australia: Department of Tourism, Leisure, Hotel and Sport Management, Griffith University, Gold Coast, 11th – 14th of February, 2008.

21. Avelini Holjevac, Ivanka, Suzana Marković and Raspor and Sanja. "customer satisfaction measurement in hotel industry: content analysis study." *4th International Scientific Conference "Planning for the future learning from the past: Contemporary Developments in Tourism, Travel & Hospitality"*. Rhodes Islands, Greece, April 2009.
22. V. J. Patil, R. V. Bhole and S.V. Dhake. "A study of hill station tourist satisfaction : A case study of Mahabaleshwar." *Shodh, Samiksha aur Mulyankan (International Research Journal)* II.5 (2009).
23. Tzuhui A. Tseng, David Y. Chang & Ching-Cheng Shen. "The relationships between leisure behaviors and life satisfaction of foreign labors in Taiwan – the case of Thai labours." *Advances in Hospitality and Leisure* 5 (2009): 25-50.
24. Tanja Dmitrovic', Ljubica Knez'evic' Cvelbar, Tomaz' Kolar, Maja Makovec Brenc'ic Irena Ograjens'ek and Vesna Z' abkar. "Conceptualizing tourist satisfaction at the destination level." *International Journal of Culture, Tourism and Hospitality Research* 3.2 (2009): 116-126.
25. Arrey, Bassey Benjamin Esu and Vivian Mbaze Ebock. "Tourists' Satisfaction with Cultural Tourism Festival:a Case Study of Calabar Carnival Festival, Nigeria." *International Journal Business and Management* 4.3 (2009).
26. Yerian, Moses Makonjio Okelloand Sarah. "Tourist satisfaction in relation to attractions and implications for conservation in the protected areas of the Northern Circuit, Tanzania." *Journal of Sustainable Tourism* 17.5 (2009): 605–625.
27. Tahir Albayrak, Meltem Caber and Safak Aksoy. "Relationships of the Tangible and Intangible Elements of Tourism Products with Overall Customer Satisfaction." *International Journal of Trade, Economics and Finance* 1.2 (2010): 140-144.
28. Akın Aksu, Ebru Tarcan Icigen, Ruya Ehtiyar. "A Comparison of Tourist Expectations and Satisfaction: A Case Study from Antalya Region of Turkey." *TURIZAM* 14.2 (2010): 66-77.

29. Perunjodi Naidoo, Prabha Ramseook-Munhurrun, Jeynakshi Ladsawut. "Tourist Satisfaction with Mauritius as a Holiday Destination." *Global Journal of Business Research* 4.2 (2010).
30. Aamna Shakeel Abbasi, Wajiha Khalid, Madeeha Azam and Adnan Riaz. "Determinants of Customer Satisfaction in Hotel Industry of Pakistan." *European Journal of Scientific Research* 48.1 (2010): 97-105.
31. Guzzo, Gandolfo Dominici and Rosa. "Customer Satisfaction in the Hotel Industry: A Case Study from Sicily." *International Journal of Marketing Studies* 2.2 (2010): 3-12.
32. Badarneh, Ahmad Puad Mat Som and Mohammad Bader. "Tourist Satisfaction and Repeat Visitation; Toward a New Comprehensive Model." *International Journal of Human and Social Sciences* 6.1 (2011): 38-45.
33. Maria Graça Batista, João Pedro Couto and Diana Botelho. "Tourists' Satisfaction and Loyalty in the Hotel business: an application to the island of São Miguel, Azores." 2011. Retrived 8 November 2012 from http://www.ceeapla.uac.pt/uploads/pms/attachments/7225_paper17-2011.pdf
34. Sahaf, Aijaz A. Khaki and Musadiq A. "Satisfaction of visiting tourists to Kashmir Division." *South Asian Journal of Tourism and Heritage* 4.1 (2011): 63-71.
35. Mingfang, Zhu. "Assessing Inbound Tourists' Overall Satisfaction Using the Tourist Satisfaction Index : A case study of Shenzhen, P.R. China." *International Conference on Economics and Finance Research*. Singapore: IACSIT Press, 2011.
36. Angelo A. Camillo, Angelo Presenza, Antonio Minguzzi. *The Determinants of Customer Satisfaction in Emergent Tourist Destinations: A Strategic Investigation in South Central Italy*. Retrieved 6 August, 2011 from <http://ssrn.com/abstract=1861390>
37. Ehsan Sadeh, Farid Asgari, Dr. Leila Mousavi, and Sina Sadeh. "Factors Affecting Tourist Satisfaction and Its Consequences." *Journal of Basic and Applied Scientific Research* 2.2 (2012): 1557-1560.
38. S.Sivesan. "Heritage Attributes and Its Role in the Satisfaction of Tourist in Sri Lanka." *KKIMRC IJRSSM* 1.1 (2012).

39. Çoban, Suzan. "The Effects of the Image of Destination on Tourist Satisfaction and Loyalty: The Case of Cappadocia." *European Journal of Social Sciences* 29.2 (2012): 222-232.
40. Kuriakose, Issac George and Saji. "A Study to analyze the Satisfaction Level of Tourists relating to facility available in the Backwater Tourism in Alleppey." *International Journal of Engineering and Management Research* 2.3 (2012).
41. Izatul Yussof, Azizi Bahaiddin & Badaruddin Mohamed. "Tourist evaluation on the food experience in tourism: Case study in terengganu." *3rd International Conference on business and Economic Research Proceeding*. Bandung, Indonesia, 2012. 2561-2576.
42. Abdul Highe Khan, Ahasanul Haque and Muhammad Sabbir Rahman. "What Makes Tourists Satisfied? An Empirical Study on Malaysian Islamic Tourist Destination." *Middle-East Journal of Scientific Research* 14.12 (2013): 1631-1637.
43. Qadir, Mushtaq Ahmad Bhat and Nabina. "Tourist Satisfaction in Kashmir: An Empirical Assessment." *Journal of Business Theory and Practice* 1.1 (2013): 152-166.
44. Dingding Chao, Taro Kanno and Kazuo Furuta. "Experimental study on tourist satisfaction using participatory simulation in a virtual environment." *Springer Plus Open Journal* (2013).
45. Oroian, Maria. "Exploring the relationship between satisfaction and destination loyalty in business tourism." *Academica Science Journal* 2.1 (2013): 35-47.
46. N.H.M. Salleh, A.N Zarul, R. Othman and S.H Mohd Idris. "Determinant Factors and Tourist Satisfaction Index: A Case Study at the Pulau Kapas Marine Park." *AENSI Journals - Advances in Natural and Applied Sciences* 8.1 (2014): 5-11.
47. Ngoc, Mai Ngoc Khuong and Nguyen Thoai. "factors affecting tourist destination satisfaction through mediating variable of perceived service quality – a study in Ho Chi Minh City, Vietnam." *5th international conference on business and economic research (5th icber 2014) proceeding*. Kuching, Malaysia, 2014. 312-326.

48. Hua, Huang Hui-Chuan and Kuo Mei. "A Study on Tourist Satisfaction in Sanyi." *International Journal of Innovation, Management and Technology* 5.4 (2014): 244-248.
49. Myerscough, Mark A. "Concerns about SERVQUAL's underlying Dimensions ." *In Proceedings of 2002 International Association for Computer Information Systems Conference*. 2002. 462-470.
50. Sung-sook Kang, Nobuyuki Okamoto and Herbert A. Donovan. "Service quality and its effect on customer satisfaction and customer behavioral intentions: hotel and ryokan guests in Japan." *Asia Pacific Journal of Tourism Research* 9.2 (2004): 189 — 202.
51. Alvin Hung-Chih Yu, Duarte Morais and Garry Chick. "service quality in tourism: a case study of the 2001 study tour of Taiwan." *Proceedings of the Northeastern Recreation Research Symposium*. Bolton Landing, New York: USDA Forest Service, Northeastern Research Station, 2005. 318-326.
52. Lau Pei Mey, Abdolali Khatibi Akbar and David Yong Gun Fie. "Measuring Service Quality and Customer Satisfaction of the Hotels in Malaysia: Malaysian, Asian and Non-Asian Hotel Guests." *Journal of Hospitality and Tourism Management* 13.2 (2006): 144-160.
53. Vera Patrício, Rogério Puga Leal and Zulema Lopes Pereira. "Applicability of SERVQUAL in restaurants: an exploratory study in a Portuguese resort." *Enterprise and Work Innovation Studies* (2006): 127-136.
54. Gržinić, Jasmina. "concepts of service quality measurement in hotel industry." *Ekonom. Misao Praksa DBK. GOD XVI*. (2007): 81-98.
55. Ling, Lee Jin. *Service Quality of Travel Agencies in Taiwan*. Taiwan: Tourism and Leisure Business Management Department, 2007.
56. Vesna Žabkar, Tanja Dmitrović, Ljubica Knežević Cvelbar, Maja Makovec Brenčič & Irena Ograjensek. "Understanding perceived service quality and customer satisfaction in tourism : a case of Slovenia." *Ist International Scientific Marketing Theory Challenges in Transitional Societies Conference*. Maribor, Slovenia, 2007. 167-174.

57. Prabaharan, A. Arulraj and V. Rajagopal. "Service Quality on Tourism: Application of Structural Equation Modeling." *Conference on Tourism in India – Challenges Ahead*. Calicut: IIMK, 15-17 May 2008. 143-150.
58. Qin, Hong. "service quality perceptions in fast-food restaurants in China." *Decision Sciences Institute 39th Annual Meeting Proceedings*. Baltimore, Maryland: Decision Sciences Institute, 2008. 1821-1826.
59. Huang, Li-Chun. "Determinants of Service Quality for Tourists' Satisfaction and Loyalty for Wine Tourism." *The Australian and New Zealand Marketing Academy Conference*. Taiwan, 2008. 1-3.
60. Mohammed, Almossawi and. "Analyzing service quality in the hospitality industry: the case of Bahrain." *Indian Journal of Economics & Business* 7.2 (2008): 215.
61. Elliott, Juan Meng and Kevin M. "Investigating Structural Relationships Between Service Quality, Switching Costs, and Customer Satisfaction." *Journal of Applied Business and Economics* 9.2 (2009): 54-66.
62. Prybutok, Hong Qin and Victor R. "Service quality, customer satisfaction, and behavioral intentions in fast-food restaurants." *International Journal of Quality and Service Sciences* 1.1 (2009): 78-95.
63. Doanh, Nguyen Van Huy and Nguyen Khanh. "servqual application to assess service quality in the hotel industry in Hanoi, Vietnam." *Journal Science & Technology* 71.9 (2009): 17-25.
64. Sutanto, J.E.. "Dimension Quality of Service influence customer satisfaction in the Hotel." *Proceeding, International Seminar on Industrial Engineering and Management*. Bali, 2009. A108-A113.
65. Dayang Nailul Munna Abang Abdullah, and Francine Rozario. "Influence of Service and Product Quality towards Customer Satisfaction: A Case Study at the Staff Cafeteria in the Hotel Industry." *World Academy of Science, Engineering and Technology* (2009): 185-190.
66. Sher Akbar, Ahmad Puad Mat Som, Fazli Wadood and Naser Jamil Alzaidiyeen. "Revitalization of Service Quality to Gain Customer Satisfaction and Loyalty." *International Journal of Business and Management* 5.6 (2010): 113-122.

67. Raspor, Suzana Marković and Sanja. "Measuring Perceived Service Quality Using SERVQUAL: A Case Study of the Croatian Hotel Industry." *Management* 5.3 (2010): 195-209.
68. Luminita, Ban Olimpia & Popa. "Guest Service Quality Assessment in Tourism, using an Attributes scale." *Annals of Faculty of Economics* 1.2 (2010): 378-384.
69. Raja Roslan Raja Abd. Rahman, Khalthom Husein, Hassan Adnan, Ahmad Hidayat Ahmad Ridzuan & Juan Rizal Saari. "effectiveness of SERVQUAL dimensions in increasing customer satisfaction between hotel and resort in Melaka." *Journal of Human Capital Development* 3.2 (2010): 133-150.
70. Al-Rousan, M. Ramzi, and Badaruddin Mohamed. "Customer Loyalty and the Impacts of Service Quality: The Case of Five Star Hotels in Jordan." *International Journal of Human and Social Sciences* (2010): 886-892.
71. Dabestani, Arash Shahin and Reza. "Correlation Analysis of Service Quality Gaps in a Four-Star Hotel in Iran." *International Business Research* (2010): 40-46.
72. Rahman, Nor'Aini Yusof and Faiz Abd. "Tourists' Perceptions of Service Quality in a Lake-Based Tourism Area." *International Conference on Business and Economics Research*. Singapore: IACSIT Press, 2011. 84-89.
73. Ivana Blešić, Dragan Tešanović and Đorđe Psodorov. "Consumer satisfaction and quality management in the hospitality industry in South-East Europe." *African Journal of Business Management* 5.4 (2011): 388-1396.
74. Puciato, Boleslaw Goranczewski and Daniel. "application of SERVQUAL questionnaire in the measurement of quality of hotel services." *Polish Journal of Sports and Tourism* 18 (2011): 166-171.
75. Kouhpaei, Mahnoush. "The Right SERVQUAL Wins Passenger's Loyalty." *World Journal of Social Sciences* 1.4 (2011): 150-158.
76. Janatyan, Arash Shahin & Nassibeh. "Estimation of Customer Dissatisfaction Based on Service Quality Gaps by Correlation and Regression Analysis in a Travel Agency." *International Journal of Business and Management* 6.3 (2011): 99-108.

77. Jusoh, Farzaneh Mola and Jamil. "Service Quality in Penang Hotels: A Gap Score Analysis." *World Applied Sciences Journal 12 (Special Issue of Tourism & Hospitality)* (2011): 19-24.
78. Suki, Norazah Mohd. "Examining Hotel Service Quality Elements Effects on Overall Tourists Satisfaction." *European Journal of Social Sciences* 30.4 (2012): 646-653.
79. Suzana Markovic and Sanja Raspor Jankovic,. "exploring the relationship between service quality and customer satisfaction in croatian hotel industry." *Tourism and Hospitality Management* 19.2 (2013): 149-164.
80. Shahab Alam Malik, Laeeq Hassan Jaswal, Shujah Alam Malik and Tahir Mumtaz Awan. "measuring service quality." *International Journal for Quality Research* 7.2 (2013): 187–200.
81. Al-Ababneh, Mukhles. "Service Quality and its Impact on Tourist Satisfaction." *Interdisciplinary Journal of Contemporary Research in Business* 4.12 (2013): 164-177.
82. Kofi Poku, Mariama Zakari and Ajara Soali. "Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana." *International Review of Management and Business Research* 2.2 (2013): 600-609.
83. Wiriyakitjar, Phusit Wonglorsaichon and Rawida. "Hotel Customer Expectations of Service: A Provincial Analysis of Family Business in Chiangmai, Thailand." *Journal of Tourism Research & Hospitality* 2.3 (2013).
84. Gloria Honny Asirifi, Paul Goddey Gablah, Emmanuel Kwaw and Joseph Honny. "Quality service in the hotel industry: Evidence from Alisa hotel Ghana." *Science Journal of Business and Management* 2.5 (2014): 131-135.
85. Bucak, Turgay. "The Effect of Service Quality on Customer Satisfaction: A Research on Hotel Businesses." *International Journal of Education and Research* 2.1 (2014).
86. Aloo, Antoneta Njeri Kariru and Charles. "Customers' perceptions and expectations of service quality in hotels in western tourism circuit, Kenya." *Journal of Research in Hospitality, Tourism and Culture* 2.1 (2014): 1-12.

87. Maraj Rehman Sofi, Iqbal Ahmad Hakim and Mohd Rafiq Gadoo. "Service Quality Variables and Tourist Satisfaction at Destination Level – A Study of J&K Tourism." *International Journal of Applied Research and Studies* 3.2 (2014).
88. Lee, Sanghyun, and Stephen J. Hiemstra. "Meeting planners' perceptions of relationship quality." *Journal of Hospitality & Tourism Research* 25.2 (2001): 132-146.
89. Cheng, Shan-Shan. "Antecedents and consequences of relationship quality in the bed-and-breakfast industry of fu-hsing village, Taiwan Diss." *Texas Tech University*. Taiwan, May 2004.
90. Carmen Lagesa, Cristiana Raquel Lagesb and Luis Filipe Lagesc. "The RELQUAL scale: a measure of relationship quality in export market ventures." *Journal of Business Research*_(2005): 1040– 1048.
91. Fisher, Yany Gregoire and Robert J. "The effects of relationship quality on customer retaliation." *Marketing Letters* 17.1 (2006): 31-46.
92. Miguel A. Moliner, Javier S á nchez, Rosa M. Rodr í guez, Lu í s Callarisa. "Relationship quality with a travel agency: The infl uence of the postpurchase perceived value of a tourism package." *Tourism and Hospitality Research* 7.3/4 (2007): 194–211.
93. Chang, Yinghua Huang and Fei. "Exploring Travel Agency Relationship Quality and relationship outcomes in China." *Proceedings of the Annual Meeting of the Association of Collegiate Marketing Educators*. Xiamen, Fujian, China: Xiamen University, 2008. 443-459.
94. Alwie, Jamil Bojei and Aryaty. "The Influence of Relationship Quality on Loyalty in Service Sector." *International Journal of Economics and Management* 4.1 (2010): 81-100.
95. Vilte Auruskeviciene, Laura Salciuviene, Vida Skudiene,. "The Relationship Quality Effect on Customer Loyalty." *Pecunia* (2010): 23-36.
96. Seyed Alireza Mousavi, Maryam Ashraf, Parisa Rajaey, Nahid Moones Toosi. "An study some of the factors affecting on relationship quality employee - customer in the hotel industry by Fuzzy logic." *The Journal of Mathematics and Computer Science* 2.2 (2011): 348-358.

97. Raemah Abdullah Hashim, Puti Maizan Mashudi, Zainora Hayat Hudi, Nor Khalidah Abu Jahit, Safiah Rashid, Raja Hanaliza Raja Ahmad. "Influence of Relationship Quality on Hotel Guests' Loyalty: A Case Study of a Malaysian Budget Hotel." *Canadian Journal on Scientific and Industrial Research* 2.6 (2011): 220-229.
98. Mario Pepur, Zoran Mihanović and Josip Arnerić. "interdependence between relationship quality dimensions." *Croatian Operational Research Review (CRORR)* 2 (2011): 255-263.
99. Huang, Ching- Hsu. "The Impact of Relationship Quality on Customer Loyalty." *Journal of Contemporary Management* (2012): 53-68.
100. Ali Af. Asgari, Abu Bakar Abdul Hamid, Azadeh Asgari and Seyedhamed Mousavipour. "The Determinants of E-Relationship Quality on E-Satisfaction In Hotel Websites." *IOSR Journal of Engineering (IOSRJEN)* 2.9 (2012): 36-41.
101. Tideswell, Carmen, and Elizabeth Fredline. "Developing and rewarding loyalty to hotels: the guest's perspective." *Journal of Hospitality & Tourism Research* 28.2 (2004): 186-208.
102. Uysal, Yooshik Yoon and Muzaffer. "An examination of the effects of motivation and satisfaction on destination loyalty: a structural model." *Tourism Management* 26.1 (2005): 45-56.
103. Mason, David DM, Carmen Tideswell, and Elizabeth Roberts. "Guest perceptions of hotel loyalty." *Journal of Hospitality & Tourism Research* 30.2 (2006): 191-206.
104. Campo, Sara, and María J. Yagüe. "Tourist loyalty to tour operator: Effects of price promotions and tourist effort." *Journal of Travel Research* 46.3 (2008): 318-326.
105. Li, Xiang Robert. "Loyalty regardless of brands? Examining three non-performance effects on brand loyalty in a tourism context." *Journal of Travel Research* (2009).
106. Han, Heesup, and Kisang Ryu. "The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the

- restaurant industry." *Journal of Hospitality & Tourism Research* 33.4 (2009): 487-510.
107. Mechinda, Panisa, et al. "An examination of tourists' loyalty towards medical tourism in Pattaya, Thailand." *International Business & Economics Research Journal (IBER)* 9.1 (2010).
108. Mage, Grace Nduta. "Empirical Estimation of Customer Loyalty in Tourism Industry." *International Research Symposium in Service Management*. Mauritius, 2010. 1-18.
109. Al-Abdallah, Ghaith Mustafa, and Assd H. Abo-Rumman. "The Effect of Brand Associations on Customer Loyalty: Empirical Study on Mobile Devices in Jordan." *American Academic & Scholarly Research Journal* 5.1 (2013).



CHAPTER III

KERALA TOURISM: AN OVERVIEW

CONTENTS

Items	Page Number
3.1 Introduction	84 – 85
3.2 Kerala Tourism	85
3.3 Types of Tourism in Kerala	85 – 94
3.4 Tourism Industry in Kerala	94 – 96
3.5 Tourist Statistics of Kerala	96 – 100
3.6 Tourist Destinations in Kerala	100 – 110
3.7 Achievements of Kerala Tourism	111 – 113
3.8 Conclusion	114
Works Cited	115 – 116

CHAPTE R III

KERALA TOURISM: AN OVERVIEW

3.1 Introduction

A common feeling in the mind of people is that tourism is an activity related pleasure and holiday enjoyments. Tourism activity is the important fact in the modern world, having far-reaching economic, social and cultural impacts. The tourism industry is described as ‘leisure industry’, ‘smokeless industry’ where people travel or move from their usual dwelling place to another destination for holiday enjoyments, business, healthcare, pilgrimage, researches, visiting friends and relatives (VFR) etc. It is also a major contributor to the national exchequer and generator of massive employment opportunities in the host country or state. Tourism activities play crucial roles in the formation of the attitude and lifestyle of people. Therefore, tourism has become one of the major industries in many countries and thus put a comprehensive effect on their economy and social culture. Kerala Tourism enjoys many unique features in its geographical, socio-cultural, climatic and aquatic environment, which have elevated it as one of the most favourite tourist destinations in Asia. Richness in serene emerald backwaters, equable climatic conditions, lush green pastures and hill stations, exotic wildlife, Ayurvedic healthcare holidays, expansive plantations and paddy fields, enchanting performing arts, spectacular festivals, unique cultural and historic monuments, delicious spicy cuisine make it Gods Own Country and proffer an exceptional experience of the holidays. Kerala is one of the top tourist destinations in India and is named as one of the ten paradises of the World by the National Geographic Traveller. It has many unique features, which are famous in the world, especially its eco-tourism and responsible tourism initiatives. Its culture, traditions, demography, scenic beauties; tropical specialties made it a breathtaking destination in the tourism markets all over the world. Kerala tourism destinations were unknown and untapped nearly 30 years back. By the beginning of 2000s, the industry has grown as one of the full-fledged industry in Kerala. Now days, it is one of most visited tourists spots in India. The extensive overseas marketing efforts initiated by KTDC hit the target and laid the

foundation stone for the growth of the tourism industry. Later on, the industry has transformed itself as one of the notable destinations in India for holiday enjoyments. The industry has adopted a tag line *Kerala-Gods own Country* for promotion of its destinations in the global markets and for increasing the pace of its growth and expansion. Kerala tourism primarily gives emphasis on ecologically sustained tourism activities in order to reduce the adverse effects of natural environment, ecological systems, culture and wildlife along with augmentation of economic and socio-cultural development of the state.

3.2 Kerala Tourism

Kerala, the God's Own Country enjoys exceptional features in the areas of its tourism activities which offer exciting holiday and leisure time opportunities. Special packages have been developed by the Tourism organisations for highlighting the tourism attractions in order to cater the need and expectations of tourists. Kerala tourism is growing day by day in terms of employment, gross output, capital investments and tax contributions. The Government and other tourism development and management organisations are keen in formulating policies, strategies conducive for socio-economic development of the state by protecting its natural environment and heritage. It has been emerged as an economic option to develop the state and the success of the industry lies in the potential of the industry to be flexible in absorbing and operationalising the opportunities available in the market. Kerala is a breathtaking land for various kinds of tourism activities. The geographical, socio-cultural, economic, climatic, natural and aquatic conditions are amazing and best suited for the varied requirements of tourists. Each tourist destination of the state concentrates on a theme and development of which is based on the premise so attributed¹.

3.3 Types of Tourism in Kerala

All categories of tourism in Kerala have been contributing the phenomenal economic growth of the state as part of the government's initiative of exposing Kerala as an ultimate tourist destination in global as well as domestic market. In order to boost up

the performance of all segments of this activity, the government has set up an institutional system and a hierarchy of dealing with the activities of all parties engaged in tourism operation and support services. The diversity of Kerala is promulgated by the varied categories of tourism activities emerged so far.

3.3.1 Heritage Tourism

Kerala is always famous for its rich heritage and culture. The state's glorious past and cultural diversities make a good mix of which draws attention of millions of tourists each year to its customs and traditions. The richness on heritage is reflected in and around various temples, palaces, forts and monuments. The pace of tourism of heritage of Kerala has been escalated due to the interest of global tourists in the temples and monuments. Every single structure has a piece of the record of past telling the story of ancient life. These relics are not only symbols of customs and traditions, but also emblematic of art and architecture used in it for tangible beautification. People from different religion have contributed an entirely different culture and lifestyle around the heritage memorials. The heritage sites have greater demand among the foreign tourists as it exhibits the cultural legacy of Kerala².

3.3.2 Eco-Tourism

This is relatively a new concept in the Kerala tourism. This concept is highly focused on the responsible travel and tour with minimal negative impact on the natural environment and on the well being of the people. Sustainability and eco-friendliness are the pivotal facts in eco-tourism emergence. It pertains to preserve the natural environment and protects the local culture from dilution. Consequent to the harmful effects of modern electronic life and the culture of use and throw, the natural way of organic living and its experience became an attraction in the tourism sector. It is viewed as the collective responsibility of Government, tourists, service providers and local people to keep tourist destination as eco-tourism spots. Since Kerala is one the greenest tourist spots in India, eco-tourism initiatives in it have taken off at a grand fashion³.

3.3.3 Backwater Tourism

Kerala backwaters offer the tourist one of the most incredible tour experiences of pleasure and holiday enjoyments. This backwater destination is made up of interconnected waterways, rivers, lakes and bays. It has a unique ecosystem that perfectly blends scenic beauty, soothing climate, traditional waterways travel on houseboats and delicious spicy foods for both foreign and inland tourists a wonderful experience of an aquatic based pleasure. The enchanting backwater destinations in Kerala put forward visitors many leisure options like boating, sightseeing and fishing facilities. Holiday packages on the Houseboats, traditional Kettuvalloms provide a fabulous experience to tourists. Cruise and dining at house boat and boat racing held during festival seasons are the major attractions of backwater tourism and which is reaping significant contribution to the exchequer. Foreign as well as inland tourists are highly interested in backwater destinations because of its ability to provide relaxing and rejuvenating experience to them⁴.

3.3.4 Adventure Tourism

It is recently grown in Kerala. This tourism activity is related to exploring remote and isolated places and using these places for engaging in risky and adventurous activities. Iron hearts will always prefer such places for trekking and other related activities. It satisfies the tourists' crave for having adventurous activities in hilly areas, seas, rivers and jungles where the involvement of risky activities and getting pleasure of overcoming those obstacles. Special training and practice are needed for this type of dangerous activities. Kerala offers tourist wonderful destinations of this kind to unleash their enthusiasm and let loose adventure spirit by involving in exciting activities. Adventurous travellers can resort Kerala for jungle safaris, off-road driving, backwater biking, wildlife tours, trekking, and rock climbing canoeing and water sports⁵.

3.3.5 Wildlife Tourism

Almost twenty-nine percent of the total land area of the state of Kerala is forest and it is known as a land of thick forests, national Parks and wildlife sanctuaries. These

destinations are famous worldwide and are visited by foreign and domestic tourists for experiencing the joy of watching wildlife and scenic excellence of the state. The green forests with a variety of exotic species, wild animals, reptiles, birds in their own natural environment offer an amazing experience to the visitors of Kerala. It would be a rare opportunity for many travellers to have a look on the rich wildlife of Kerala. The concerned authorities in Kerala initiate the action plan for the protection and conservation of wilderness and extinct species of animals, birds and other creatures in the state⁶.

3.3.6 Health Tourism

One of the biggest contributing segments of tourism in Kerala is its Ayurveda treatments and healthcare activities. It combines both traditional and modern treatment methods like Ayurveda, yoga, meditation and music for the needy people. Special packages have been designed exclusively for tourists by Herbal resorts, Ayurvedic resorts, hospitals and centres. People who are suffering from chronic diseases will prefer herbal treatments when they realize that other treatments are not effective in all sorts. Kerala has become a popular brand in medical tourism because of its systems of Ayurvedic treatments, yoga and meditation at cost effective means. High-quality services, good infrastructure, well trained and highly skilled practitioners and cost effectiveness are the main determinants of Kerala health tourism segment⁷.

3.3.7 Farm Tourism

One of the recent origins of Kerala Tourism is the farm tourism. Farm tourism in Kerala has great potential to grow without much investment and efforts as it is agriculture based state. The Kerala agriculture sector has unique features in the way of cultivation, crops cultivated, techniques of cultivations etc. This uniqueness creates an image of the farms in Kerala in the world tourism map. The popularity of farm tourism in Kerala rejuvenates farming activities throughout the state, motivating organic farming and foreign market for domestic products. The Government of Kerala has initiated numerous projects to prepare farms and projects these in front of the tourism market with a view to revitalize the decaying sector through tourism activities and increase the tourist traffic to Kerala⁸.

3.3.8 Village Tourism

The villages of Kerala say the rustic simplicity and stories of firm relatedness of communities and village life styles. The real beauty of Kerala lounges in its villages as they are less polluted and contaminated in all sorts. It offers a healthy stay and traditional cuisines to the tourists. The villages are capable of providing exotic experience to tourists because indigenous culture, customs, way of life, food habits, natural beauties of these villages are different to different. Small streams and rivers, paddy fields, coconut palm, cattle sheds, small huts, waterfalls are the prides of villages. A perfect relaxed holiday can be possible at these calm destinations. The villages are really arranging a feast to the eyes and minds by way of greeneries and spotting the life of indigenous people engaged in farming, fishing, pottery, stone cutting, inlays and handicrafts. The tourists can have a participatory tour to villages by mingling with local people and their activities⁹.

3.3.9 Monsoon Tourism

The monsoon in Kerala is a tourist attraction offering a distinct experience of natural flow with sunny interludes. The monsoon in Kerala is following a different pattern. It will not take a relentless pattern, but with sunshine. There are two rainy seasons in Kerala, the South west monsoon called *Edvappathy* which arrives in the month of June and the north east monsoon called *Thulavarsham* which may arrive in the mid October every year. This monsoon season attracts medical tourists also. According to Ayurveda, this season is the best time for herbal and rejuvenation therapies as the atmosphere keeps dust-free and cool which may make the body more receptive to treatments. The monsoon completely changes the landscape of Kerala with lush green pastures, free flow of rivers and streams, cascading of roaring waterfalls. It is the season of rainbows and brings everything to afresh the tourists. The Kerala tourism has a campaigning programme *monsoon campaign* to allure tourist to the state during this season and a schedule containing events to be conducted during the rainy months. Monsoon food festival, folklore festival, music festivals are conducted in Kerala associated with the monsoon¹⁰.

3.3.10 Beach Tourism

Kerala is blessed with finest lengthy beaches in its southernmost tip of India. They have a significant role in the tourism activities too. Sea bathing, beach games, sea foods and sunset viewing always give plentiful pleasure to active tourists in Kerala. The ideal time for visiting beaches in Kerala is October to March. Every year large numbers of foreign and domestic tourists arrive at the lovely beaches in Kerala. Its long seashore consists of various tranquil beaches in different districts that make the tour meaningful and memorable¹¹.

3.3.11 Pilgrim Tourism

Kerala, the God's own Country, as its name indicates, the state includes plenty of places of worships and pilgrimages. The cultural and religious diversity of the state is very famous in the global tourism market. The religious festivals and ceremonies conducted throughout the year are participated by thousands of devotees from different parts of the country and even from abroad. Decorated elephants rally, colourful traditional costumes, traditional art forms and worships gives a spectacular experience to tourists. The presence of temples, churches and mosques at close vicinity proclaim the state of secularism in the God's own land. These pilgrim centres really touch the heart of people, refining and spiritually elevates. The sanctity of such places relieves people from all tensions of busy life¹².

3.3.12 Festival Tourism

Kerala is a land of variety of colourful fairs and festivals. It gives an opportunity to tourists to experience the rich culture and heritage of Kerala. These festivals have long traditions and closely related to the religious belief and ethnicity of different civilized groups in different parts of the state. Myths and legends played a pivotal role in the emergence of such fairs and festivals. The local people consider it as their celebrations. It is the external harmony of spirit of celebrations and manifestation of deep-rooted culture and tradition of the state. Long time austerity and prayers are mingled with decorations and preparations. The enthusiasm of the fairs and festivals is cascading from one

generation to another without any dilution in the fortitude. Traditional performing arts, procession, decorations, elephants and delicious Kerala cuisines are the attractions of such festivals. Tourists would not like to overlook these eye-catching celebrations. The Table 3.1 shows the notable festivals in Kerala¹³.

Table No. 3.1
Festivals in Kerala

Aanayoottu Festival	Kalpathi Ratholsavam	Palakkunnu Sree Bhagavathy Festival
Aarattu in Kerala	Kanjiramattom Kodikuthu	Pallikkunnu Perunnal
Aattachamayam in Kerala	Kerala Village Fair	Paripally Gajamela
Adoor Gajamela Festival	Kodungalloor Bharani	Pariyanampetta Pooram
Aranmula Boat Race	Koratty Muthy's Feast	Pattambi Nercha
Arattupuzha Pooram	Kuttikkol Thampuratty Theyyam	Payippad Boat Race
Arthunkal Perunnal Festival	Machattu Mamangam	Perumthitta Tharavad
Attukal Pongala Festival	Malabar Mahotsavam	Pooram in Trichur
Champakulam Boat Race	Malanada Ketukazhcha	Pulikali in Kerala
Chettikulangara Bharani	Malayattoor Perunnal	Sabarimala Festival
Chinakkathoor Pooram	Malik Dinar Mosque Uroos	Sarvajanika Ganeshotsavam
Cochin Carnival	Manarcad Perunnal	Swathi Festival in Kerala
Easter Festival	Muharram	Thaipooya Mahotsam
Edathua Perunnal Festival	Mujamkavu Parthasarathi Kshetram Annual Festival	The Great Elephant March
Elephant Festival	Neelempoor Padayani	Theyyam at Kanathoor
Feast at Parumala	Nehru Trophy Boat Race	Thirunakara Festival in Kerala
Guruvayur Festival	Nenmara Vallangi Vela	Uthralikavu Pooram
International Paragliding Festival	Nisha Gandhi Dance Festival in Kerala	Valliyookavu Festival
Jagannatha Festival	Oachirakkali	Vettukadu Perunnal
Kadammanitta Padayani	Onam Festival	Vishu Festival

Source: compiled by the researcher from various sources

3.3.13 Cultural Tourism

Kerala is an important cultural tourism destination in India as it has a rich culture and heritage. The culture is very intrinsic and deeply related to monuments, fairs and festivals, performing arts, spicy cuisine religious practices and ceremonies. The great history, social activists, artists and their masterpieces, martial arts, literatures, writings, philosophies, social reforms are also forming part of this prominent culture. A tour to Kerala is a rare opportunity to taste the cultural heritage of a great piece of land. Its

culture is mingled with Indian and Dravidian culture and is influenced by traditions, customs and moral values. Many special purpose tourists visit Kerala exclusively for learning and practice this rich culture¹⁴.

3.3.14 Shopping Tourism

It makes a joyful experience to tourists in Kerala. This land is a shop for traditional products, spices and handicrafts. Variety of handicrafts made from coconut shells, wood, and coir are famous in the market. Wide range of products made out of buffalo horn, teak, rose and sandal woods are eye-catching at the time shopping at various centres. Kerala is the land of spices. The state has a place in the global market for its valuable flavoured spices. They have international value as it is used for medicine, perfumes, cooking and as preservatives. Shops set up by artisans, private shops, government emporiums are selling such products. Foreign tourists are interested in such products because these items depict prototype of the culture, art forms, spice, agriculture and tradition of Kerala¹⁵. Grand Kerala Shopping Festival (GKSF) is a mega shopping festival conducted in Kerala for providing a distinctive shopping experience to people as well as tourists¹⁶.

3.3.15 Sports Tourism

Kerala tourism shows keen interest and provides a space for sports and games and it has sufficient contribution in this area. Kerala tourism offers a number of sports events including adventurous and aquatic sports. Certain tourists prefer such sports activities as part of their tour programme. Learning martial arts like Kalarippayattu, participating in adventurous sports like off road driving, aquatic games like swimming, boat racing, canoeing, etc. give an enchanting experience to the tourists. Sports tourism is focused on the activity based tourism pleasure to the visitors. Amusement parks, natural resources, rivers and lakes in Kerala support for such enjoyments¹⁷.

3.3.16 MICE Tourism

The term MICE refer to Meetings, Incentives, Conferences and Exhibitions. Kerala is a favourable destination for such group of tourists who wants to have calm and

quiet ambience with good infrastructure for planning, and facilitating conferences, seminars, workshops and other such events¹⁸. As part of the business strategic planning, operational decision making, marketing and sales promotion activities and training and developments of personnel, MICE are conducted at hotels, resorts, convention centres, etc. the ambience play a pivotal role in the inspiration and motivation for the productive sessions. Kerala is emerging as a MICE friendly destination by offering infrastructure and technology in global standards for meetings, conferences and exhibitions in a tranquil atmosphere. The local people of Kerala are ready to extend helping hands for the good conduct of such programmes.

3.3.17 Responsible Tourism

The concept of Responsible tourism shows successful developments in Social, Environmental and Economical sphere of Kerala. Kumarakom, Wayanad, Kovalam and Thekkady were emerged as strong destinations of Responsible Tourism¹⁹. It becomes a model for economic responsibility activities with the strong support from the SHGs, Local Self Government, Farmers and Industry partners. The organized team work enhanced and rejuvenated the local production of the regions in terms of agriculture produces, fish, chicken, egg and other non-perishable items like flours, processed food, local snacks, etc. Some of the specific responsible tourism projects launched by the Tourism department are Village Life Experience Project, Samrudhi Project, Vazhiyoram Project, Ecosystem Regeneration Programme, Eco-Camping, etc. Kerala considers responsible tourism as the best approach to maximise and synthesise positives of tourism developments and to curtail the evils of such developments. This is a holistic approach which does not make any social or environmental injuries. Rather, it provides improved amenities and comfort to tourists, better quality of life to local people²⁰.

3.3.18 High Range Tourism

Kerala has beautiful high ranges with exotic hill stations and dense forests. The Western Ghats, National Parks, wild life sanctuaries, tropical green forests are the favourite haunts of Kerala and wildlife aficionado. Generally, travellers are attracted by a day at tree houses, adventurous safari and wildlife watching, breathing of fresh air of

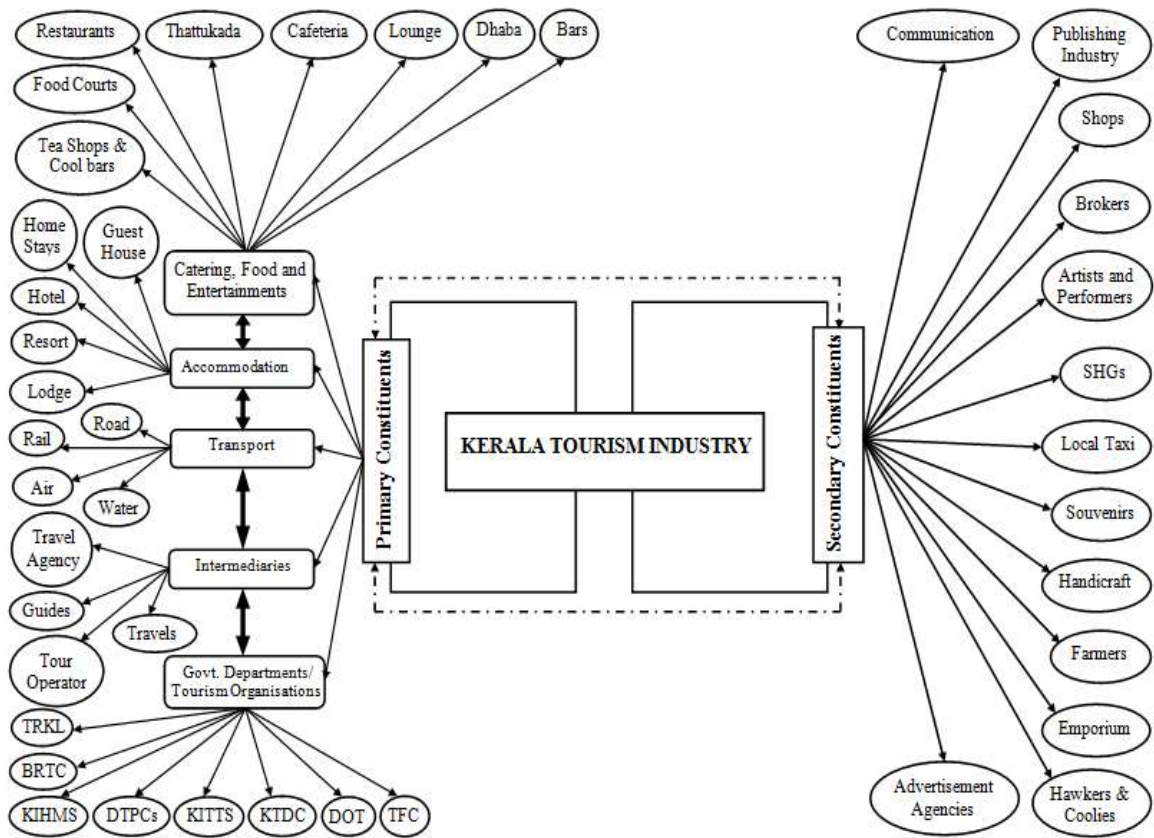
virgin green forests. These high ranges are really unexplored and untapped beauties of Kerala and have the potential of offering tranquillity and relaxation for tourists. The adventurous activities, sports tourism grow well in the high ranges. These are the excellent venues for iron hearts' pleasure and related activities. The high ranges contain lush green pastures and green forests with an abundance of flora and fauna²¹.

3.4 Tourism Industry in Kerala

Tourism is considered as a framework in which all activities and constituents interact with each other to address the satisfaction and benefits to all those who concerned or participating in the functioning of the system. The tourism industry in Kerala is operating as a holistic system in the global economic and social environment. The success of the tourism industry lies in maintaining balance in tourism activities by catering the expectations and experience of residents and tourists. Interactions between the supporting facilities and tourists and their perception of tourism products and services determines the tourism balance. The tourism system of Kerala influences the Government in terms of policy decisions, resource allocations, economic prosperity and destination developments; industry and business in terms of investments, profitability, and employment generation; and local people with regard to socio-cultural and economic integration. The demand for Kerala tourism destinations is greatly influenced by the leisure time, i.e. holidays, vacation, retirements, work cycle; time and discretionary income available, cost and accessibility, flexibility of work patterns, increased stress at workplace, customs and traditions, amenities and tangibles, urbanization, liberalization of policy and procedure issues, political stability in the international and domestic context. This Industry is an outcome of the collective efforts of various constituents in organized and unorganized sectors. The proper blending of the products, services and other outputs of different industries and organizations of all areas of economy characterize this industry. It comprises of suppliers of various tourism related services and products at tourism destinations. The constituents of Kerala Tourism Industry are ranging from very small business units operating at local levels to huge multinational companies and all these constituents are properly linked to each other. The collective efforts of these components determine the success path of the industry in the state. The primary and

secondary constituents running at formal and informal channels form a clear path to the operations of the industry. It is the responsibility of the constituents to mix tourism attractions, products and services systematically as packages to provide an exotic experience of Kerala. The healthy competitions in between the service providers foster the pace of the industry.

Fig. 3.1 Constituents of Kerala Tourism Industry



Recently, Tourism Industry in Kerala has attained thick and fast investments in starting a new tourism oriented units in the form of home stays, house boats, resorts and hotels. It shows the growth potential of this industry in conceiving, conceptualizing and operationalising the tourism opportunities in the state. As part of its strategy formulation, the possibilities and potentials of information technology have been used widely in various destinations. Mobile Websites, Bluetooth Kiosks, Social Media Campaigns, Micro-Blogging, and Social Networking in marketing, tourist service and feedback are some of the innovative technology-based initiatives launched to offer tourists a hassle-

free holiday enjoyment without unwanted external intervention and other privacy and security related issues.

3.5 Tourist Statistics of Kerala

The Department of Tourism, Government of Kerala gathers and publishes tourism statistics every year. It is a close-knit view of the quantitative and qualitative dimensions of tourism activities in the state. Since, tourism is a social activity having economic consequences, it is inevitable to collect and distribute destination-wise or area-wise volume, average length of stay and number of tourist visits for the purpose of policy making, developmental planning, investment decisions and strategy formulation for tourist satisfaction and retention. International tourist arrivals, duration of stay, domestic tourists' visits, domestic people going abroad, revenue and expenses are usually formed part of tourism statistics²². The table 3.2 shows the month-wise foreign tourist arrivals in Kerala during 2009-2013.

Table 3.2
Month-wise Foreign Tourist Arrivals in Kerala during 2009- 2013

Sl.No	Month	No. of Tourists				
		2009	2010	2011	2012	2013
1	January	77839	87553	94966	106314	113627
2	February	71136	86747	94185	103220	115403
3	March	57250	61334	66854	75544	85953
4	April	43473	50910	57215	61335	66371
5	May	25386	26783	28938	30470	32600
6	June	19499	24685	26738	28280	29758
7	July	28914	36188	40931	42977	45786
8	August	39079	49518	56230	59904	64518
9	September	29283	37859	44673	47440	51032
10	October	38870	49512	59414	63690	67702
11	November	56880	66526	73843	78833	83484
12	December	69649	81650	88998	95689	101909
Total		557258	659,265	7,32,985	793696	858143

Source: Department of Tourism, Government of Kerala

Table 3.3
Month-wise Domestic Tourist Arrivals in Kerala during 2009- 2013

Sl.No.	Month	No. of Tourists				
		2009	2010	2011	2012	2013
1	January	696878	730803	777064	831477	913203
2	February	600648	634454	676327	711899	771880
3	March	635963	658610	686745	727842	779086
4	April	649553	684522	722497	760280	813247
5	May	730310	776648	824988	893462	986407
6	June	569624	614955	653916	695897	744703
7	July	552162	596335	643806	679215	724122
8	August	585658	655937	719963	777560	842995
9	September	609127	660903	747312	814580	892413
10	October	738253	836517	953630	1058530	1115718
11	November	726832	815827	913542	1002557	1072124
12	December	818529	929564	1061665	1123555	1201913
Total		7913537	8595075	93,81,455	10076854	10857811

Source: Department of Tourism, Government of Kerala

Table 3.4
District-wise Foreign Tourist Arrivals in Kerala during 2009 - 2013

District	No. of Tourists				
	2009	2010	2011	2012	2013
Trivandrum	176571	204049	224387	242739	268444
Kollam	8010	8211	9317	9976	11403
Pathanamthitta	599	829	964	1253	1255
Alappuzha	33493	41977	46019	50760	55364
Kottayam	24623	32,561	37573	40926	40932
Ernakulum	239364	277675	308674	330390	352314
Idukki	38185	48295	55778	62387	68880
Thrissur	3452	4326	5011	5946	6459
Palakkad	1170	1270	1331	1557	1874
Malappuram	13499	16915	18394	19417	20569
Kozhikode	7513	9017	9892	10476	10489
Wayanad	5362	6575	7567	9541	10844
Kannur	4186	5886	6038	6257	6972
Kasaragod	1231	1679	2040	2071	2344
Total	557258	659265	732985	793696	858143

Source: Department of Tourism, Government of Kerala

Table 3.5

District-wise Domestic Tourist Arrivals in Kerala during 2009 - 2013

District	No. of Tourists				
	2009	2010	2011	2012	2013
Trivandrum	1074562	1160640	1288555	1408688	1556435
Kollam	184867	196773	210808	220849	235593
Pathanamthitta	75660	82470	89115	96893	103276
Alappuzha	164223	183416	199670	211749	225061
Kottayam	274828	301599	334747	354270	382197
Ernakulum	1818748	1987743	2169426	2351631	2545573
Idukki	429402	464123	506990	555122	586546
Thrissur	1733862	1874211	2062032	2213893	2366389
Palakkad	332787	359961	383027	404017	438552
Malappuram	319635	347311	369773	388323	419884
Kozhikode	574896	612316	650676	686395	728041
Wayanad	368459	408151	451184	480125	519306
Kannur	420922	455822	486769	517566	553899
Kasaragod	140686	160539	178683	187333	197059
Total	7913537	8595075	9381455	10076854	10857811

Source: Department of Tourism, Government of Kerala

Fig. 3.2 Month-wise Foreign Tourist Arrivals in Kerala during 2009- 2013

Fig. 3.3 Month-wise Domestic Tourist Arrivals in Kerala during 2009- 2013

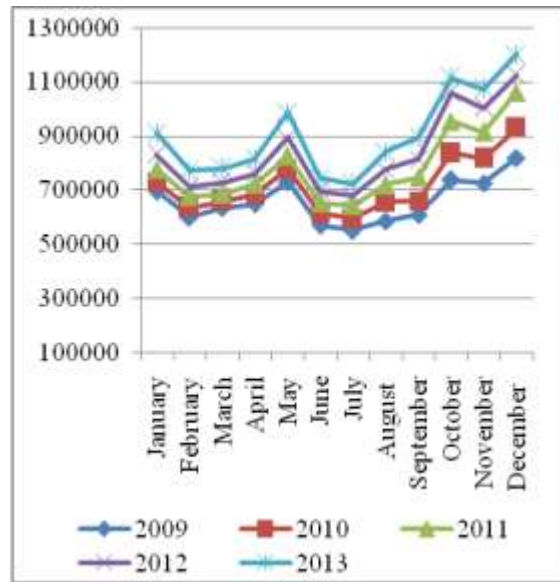
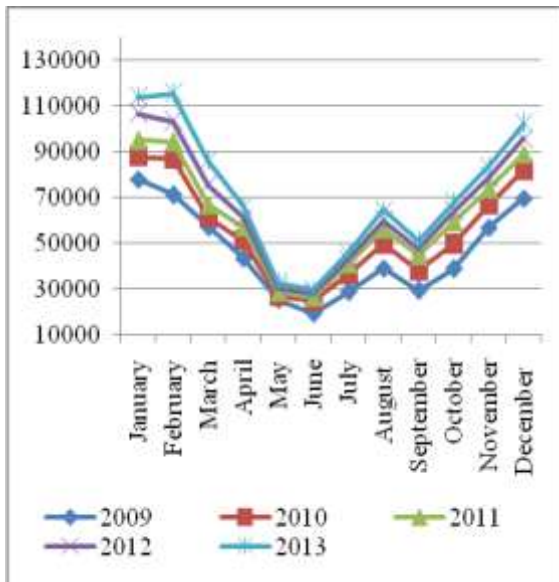


Fig. 3.4 District-wise Foreign Tourist Arrivals in Kerala during 2009- 2013

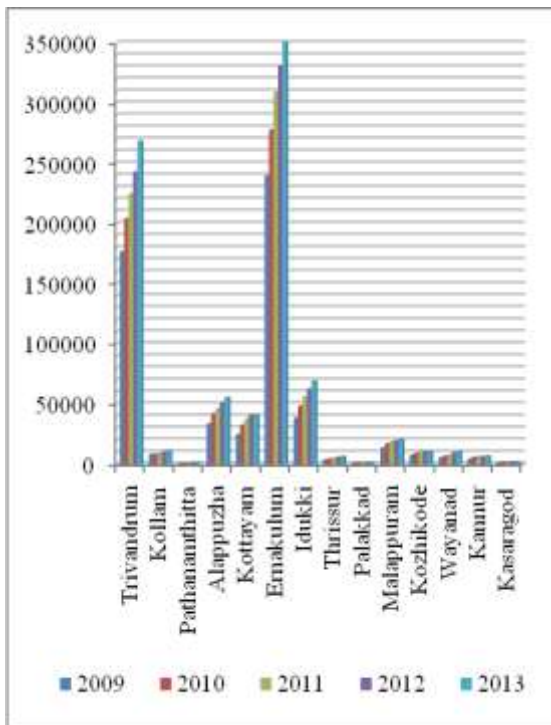


Fig. 3.5 District-wise Domestic Tourist Arrivals in Kerala during 2009- 2013

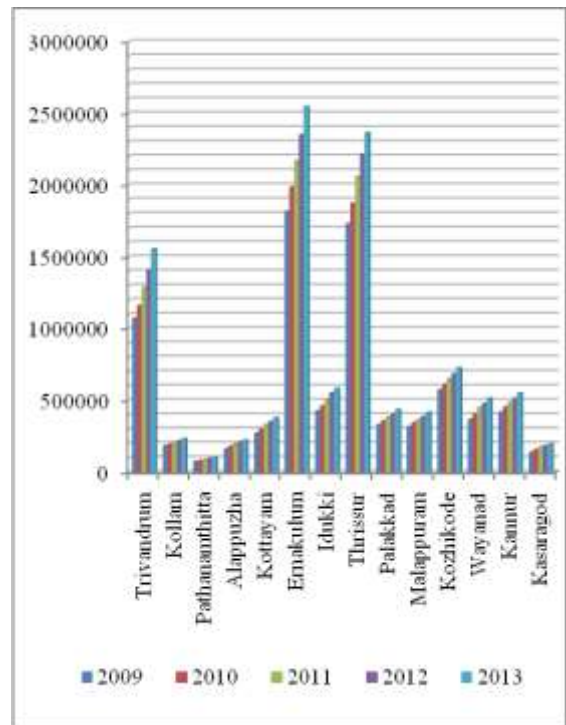


Table 3.6

Year -wise Tourist Arrivals in Kerala during 2009-2013

Category	2009	2010	2011	2012	2013
Foreign Tourist	557258	659265	732985	793696	858143
Domestic Tourist	7913537	8595075	9381455	10076854	10857811

Source: Department of Tourism, Government of Kerala

Fig. 3.6 Year-wise Foreign Tourist Arrival in Kerala during 2009-2013

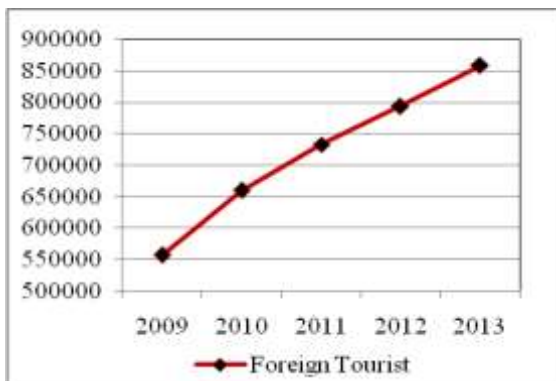
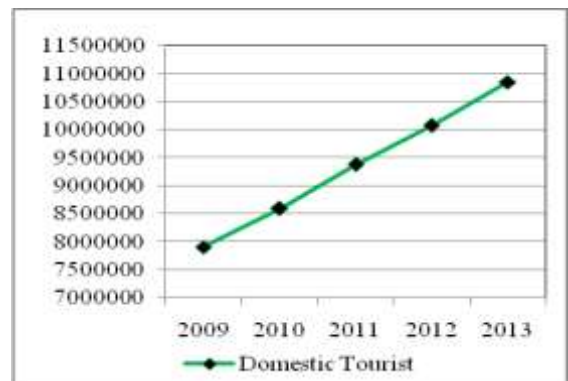


Fig. 3.7 Year-wise Domestic Tourist Arrival in Kerala during 2009-2013



The statistics of foreign as well as domestic tourist arrival in Kerala during the last 5 years show an increasing trend. The District-wise data depict that Ernakulam captured the highest share of foreign tourist visits during 2009-2013 followed by Trivandrum in this regard. The performance of Idukki, Alappuzha and Kottayam districts are also remarkable in attaining the foreign tourists' interest. The least preferred district is Pathanamthitta followed by Palakkad, i.e. these districts could not reach at the heart of foreign tourists for the last five years. The Month-wise statistics are highly useful in tourism strategic planning and implementation. It is evident from the statistics that the tourism activity in Kerala is subjected to seasonality factor. The foreign traffic is more in the month of January, February, November and December and least in May and June. However, domestic tourists' arrival is more in the year ending months October, November and December and least in June and July. The district –wise domestic tourist statistics show that Ernakulam and Thrissur districts occupy the first and second position respectively followed by Thiruvananthapuram district. The year-wise tourist statistics depict that Kerala tourism follows an upward trend in capturing both foreign and domestic tourists. In short, the Kerala tourism industry is consistently performing well in the global market in terms of administering tourist traffic.

3.6 Tourist Destinations in Kerala

Kerala is a home of the wonderful, breathtaking tourist destinations and is well known for its exotic hill stations, lengthy interlocked backwaters, beaches, wildlife sanctuaries, serene scenic places, Ayurvedic treatments and spicy South Indian cuisines. It has a wide range of destination categories to cater the needs of tourists from different part of the globe. Each destination is unique in providing enchanting experience to tourist irrespective of their profile.

3.6.1 Backwaters

Kerala backwaters are interconnected lakes linked by canals, inlets and rivers. It has a unique ecosystem that perfectly blends scenic beauty, soothing climate, traditional waterways travel on houseboats and delicious spicy foods for both foreign and inland tourists a wonderful experience of aquatic entertainments. Palm trees and other leafy

plants provide greenery to the surrounding landscapes of these aquatic hubs. It offers the tourist one of the most incredible tour destinations for pleasure and holiday enjoyments. This enchanting backwater destination offers visitors many leisure options like boating, sightseeing and fishing facilities. Holiday packages on the Houseboats, traditional Kettuvalloms provide a fabulous experience to tourists. The tropical specialties, sightseeing and a night at houseboats, spicy foods give an unforgettable journey to the tourists. In addition, the backwater destination is a dearest place for domestic tourists for holiday enjoyments and leisure irrespective of seasonable factors. They offer countless support for the tourism industry during the off-season too. The table 3.7 shows the region- wise backwater tourist destinations in Kerala²³.

Table 3.7
Backwater Tourism Destinations in Kerala

SOUTH KERALA	Poovar Backwaters	Kumbalangi
Achankovil River	Q S T and R Block Kayal	Kuruva Island
Akkulam Lake	Sasthamkotta Lake	Manimala River
Alappuzha canal	Sasthamkotta: Queen of Lakes	Marine Drive
Alappuzha Canal cruise	The Vembanad Lake	Ponnani River
Alappuzha Kochi Cruise	Thiruvallam, TVM	Pookot Lake
Alumkadavu	CENTRAL KERALA	Thekkadi
Kallada River	Bolgatty Island	Willingdon Island
Kayamkulam Lake	Canoli Kanal	NORTH KERALA
Kumarakom	Chaliyar	Chandragiri
Kuttanad	Chettuva lake	Chithari
Munroe Island	Ennamave Kayal	Dharmadam Island
Pambayar	Fort Kochi	Kavvayi Kayal
Paravur Kayal	Kabani river	Kuppam
Pathiramanal	Kadalundi	Mahe
Picnic Village in Kollam	Kadassankadave	Padanna Backwaters
Placid backwater stretch	Kallayi River	Valapattanam
Ponnumthuruthu Island	Korapuzha	Valiyaparamba

Source: compiled by the researcher from various sources

3.6.2 Beaches of Kerala

Kerala is well known for its most attractive, lengthy beaches in the world. The beaches are spectacular and are surrounded by palm trees, coconut groves, wide harbours,

and sheltered inlets. Tourists prefer the Kerala beaches for relaxing under the sun or taking a short stroll in the evening. Every year huge numbers of foreign and inland tourists arrive here in search of lovely beaches. Bathing and watching sunset from the beaches of Arabian Sea gives a charming and memorable experience. Kerala beaches are finest destinations offering an ambience for relaxing and for spending a day in peaceful and quiet way. Destination Management Organisations usually want to consider tranquil beaches while preparing their itineraries, designing tour and beach holiday packages. The best time for visiting Kerala beaches is between October and February since the weather and tropical conditions are at most pleasant and favourable²⁴. The table 3.8 includes the popular beaches in Kerala.

Table 3.8
Beaches in Kerala

SOUTH KERALA	Varkala Beach	Ezhimala Beach
Alappuzha Beach	Vizhinjam Beach	Kanwatheertha Beach
Chowara Beach	CENTRAL KERALA	Kappad Beach
Kappil Beach	Chavakkad Beach	Kappil Beach
Kollam Beach	Cherai Beach	Kizhunna Beach
Kovalam Beach	Dolphins Point	Kizhunna Beach
Light house Kovalam	Fort Kochi Beach	Kolavi Beach
Marari Beach	Kuzhuppilly Beach	Kozhikode Beach
Neendakara Beach	Munambam Beach	Mahe Beach
Papanasham Beach	Nattika Beach	Meenkunnu Beach
Poovar Beach	Padinjarekkara Beach	Muzhuppilangadu Beach
Samudra Beach	Thalikkulam Snehath Beach	Nadal Beach
Shankhumugham Beach	Vakkad Beach	Pallikere Beach
Somatheeram Beach	Vallikkunnu Beach	Payyambalam Beach
Thangasserin Beach	NORTH KERALA	Thaikkadappuram Beach
Thirumullavaram Beach	Bekal Fort Beach	Thikkoti light house
Thiruvambady Beach	Beypore Beach	Vadakara sand Banks
Valiyathura Beach	Chal Beach	Valapattanam Beach

Source: compiled by the researcher from various sources

3.6.3 Hill Stations in Kerala

Eastern part of Kerala is bestowed with high mountains and deep-cut valleys. The wild lands are covered with thick forests and leafy plants and other regions covered with

tea and coffee plantations or other forms of cultivation. Kerala's exotic appeal is focussed in the hill stations of the Western Ghats and the tropical forests are rich in flora and fauna. These hill stations are the best places for relaxation and sightseeing and have a pivotal role in maintaining soothing climatic condition in Kerala. The famous hill stations in Kerala are shown in the Table 3.9.

Table 3.9
Hill Stations in Kerala

SOUTH KERALA	Iringal	Silent valley
Agasthyakoodam	Kakkadampoil	Thrisanku hills
Charalkunnu	Kundala	Vagamon
Gavi	Kuttikkanam	Vandanmedu
Illaveezhapunchira	Lakkidi	Vattavada
Jatayupara	Mattupetti	Vellarimala
Maniyamkunnu	Munnar	Vilangankunnu
Ponmudi	Nadukani	Vythiri Hill Station
Vazhikkadavu	Neelakurinji bloom	NORTH KERALA
CENTRAL KERALA	Nelliyampathi	Chembra Peak
Amrithamedu	Pakshipathalam	Edakkal caves
Attappady	Pattumala	Kottanchery
Chellarkovil	Peermedu	Madayipara
Chithirapuram	Pullumedu	Neelimala
Devikulam Hills	Pythalmala	Ranipuram
Dhoni hills	Rajamala	Vellarimala
Echo point	Ramakalmedu	Wayanad

Source: compiled by the researcher from various sources

3.6.4 Waterfalls in Kerala

The God's Own Country is blessed with a number of large and small waterfalls splashing down from the mountains of Western Ghats. The thick forests hide the natural cascading showers to provide an enchanting experience to its visitors. The whispering and gurgle of small streams and roaring falls offer sparkling experience to tourists. It gives a little bit of adventurous pleasure and a fresh mind to those who touch it. Some waterfalls contain medicinal properties as because of their contact with medicinal plants

and trees in Western Ghats. The screaming waterfalls are always stunning and crazy. The waterfalls in Kerala are listed in the Table 3.10.

Table 3.10
Waterfalls in Kerala

SOUTH KERALA		NORTH KERALA
Aruvikkuzhi Waterfalls	Cheeyappara Waterfalls	Arippara waterfalls
Kalakkayam Waterfalls	Dhoni hills Waterfalls	Chethalayam Waterfalls
Melaruvithodu Waterfalls	Keezharkuth Waterfalls	Chethalayam Waterfalls
Palaruvi Waterfalls	Madammakulam Waterfalls	Kanjirakolli Waterfalls
Perumthenaruvi falls	Meenvallam Waterfalls	Kanthenpara Waterfalls
Punthenaruvi Waterfalls	Mulamkuzhi Waterfalls	Kozhippara Waterfalls
CENTRAL KERALA	Nyayamkad Waterfalls	Maruthalam Waterfalls
Adyanpara Waterfalls	Panieli Poru Waterfalls	Meenmutty Waterfalls
Athirappally Waterfalls	Powerhouse Waterfalls	Sentinel Waterfalls
Attukad Waterfalls	Thommankuth waterfalls	Soochippara Waterfalls
Attukal Waterfalls	Thoovanam Waterfalls	Thusharagiri Waterfalls
	Vazhachal Waterfalls	Vellarimala Waterfalls

Source: compiled by the researcher from various sources

3.6.5 Wildlife sanctuaries of Kerala

Kerala has a wide forest area of around 11,125 sq km and which wraps almost 29 percent of the total land of the state. These are a number of parks and sanctuaries in the state and all of these are popular tourist destinations and are regularly visited by tourists for enjoyments, sightseeing and night safaris. Watching diversity of wildlife in their natural dwelling place gives a wonderful experience to tourists. Varieties of animals, birds and other species are abundantly seen in the national parks and other sanctuaries. Fundamentally, the Government identifies and protects such places for bringing extinct animals, birds and creatures back to life and for maintaining balance of the environment. However, it opens massive opportunities for tourism activities and development of the state. Kerala is very famous for its abundance in green forests and wildlife sanctuaries²⁵. The organised wildlife sanctuaries in different parts of Kerala are shown region-wise in the Table 3.11.

Table 3.11
Wildlife Sanctuaries in Kerala

SOUTH KERALA	Kumarakom BS	Thekkadi TR
Agasthyamala B R	Kurinjimala WS	NORTH KERALA
Neyyar WS	Mangalavanam BS	Aralam WS
Pandipattu	Mathikettan Shola NP	Begur WS
Peppara WS	Mayiladumpara	Kadalundi BS
Shenduruney WS	Pambadum Shola NP	Malabar WS
CENTRAL KERALA	Parambikulam TR	Muthanga WS
Anamudi Shola NP	Pathiramanal BS	Nagarhole WS
Chimmini WS	Peechi-Vazhani WS	Nilgiri BR
Chinnar WS	Periyar WS	Pakshipathalam
Eravikulam NP	Silent Valley NP	Tholpetty WS
Idukki WS	Thattekkad BS	Wayanad WS
WS – Wildlife Sanctuary, BR – Biosphere Reserve, NP – National Park, BS – Bird Sanctuary, TR – Tiger Reserve		

Source: compiled by the researcher from various sources

3.6.6 Museums in Kerala

Kerala has a golden history and tradition, which have coined the way for the development of the society, culture and prosperity of the present state. The history depicts that Kerala has an innate civilisation, governance and model of development. There are a number of museums in the state to display the various aspects of the civilisation of people such as socio-cultural, literary and artistic contributions. These museums are carrying the relics of the great history of Kerala. Different museums in Kerala amass different kinds of artefacts. Moreover, the architecture of the buildings and interior designs of museums are also attractive to those who search it. The museums in Kerala are the witnesses and the relics of the great history of the small piece of land in the southern part of India. They are well maintained and opened to the world by continuing the process of adding the remains with time till the present becomes history and forth. Both foreign and domestic tourists highly prefer the natural museums as well as architectural wonders. The Table 3.12 shows the most popular museums in different regions in Kerala.

Table 3.12
Museums in Kerala

SOUTH KERALA	The Numismatics Museum	Shaktan Thampuran Palace
Bay Island Driftwood Museum	Kuthiramalika Palace	Tea Museum
Biotechnology Museum	CENTRAL KERALA	Teak Museum
Chacha Nehru's children's Museum	Archaeological Museum	Thrissur Zoo and Museum
Folklore museum	Art Museum	Thuchan Memorial
Kerala Soil Museum	Chitram Art Gallery	Town Hall Art Gallery
Keralam Museum of History and heritage	Guruvayoor Museum	Vaidyaratnam Ayurveda Museum
Krishnapuram Palace	Hill Palace museum Thripunithura	Vallathol Museum
Napier Museum and Sree Chithra Art Gallery	Indo-Portuguese Museum	NORTH KERALA
Natural History Museum	Madhavan Nair Foundation	Ambalavalayal Heritage Museum
Police Museum	Maritime Museum	Arakkal Kettu Museum
Priyadarshini Museum	Mural Art Museum	Indian Business Museum
Revi Karunakaran Memorial Museum	Museum of Kerala History	KIRTADS
Science and Technology Museum	Parikshit Thampuran Museum	Krishnamenon Museum
Sree Chithra Enclave	Punnathur Kotta	Pazhassi Museum and Art Gallery
Thakazhi Museum	Ramavarma Appan Thampuran Memorial	Water Museum and Bio Park

Source: compiled by the researcher from various sources

3.6.7 Dams in Kerala

Kerala is well known for abundant water resources. More than 40 rivers form the major source of water resource for the state. There are many Dams and reservoirs, which are mainly used for generating electricity and for irrigation purpose. These dam sites are well-known picnic spots and are frequently visited by foreign and inland tourists. The architectural specialities and power projects connected with the dams are interested areas of leisure, academic and special purpose tourists. Kerala is blessed with over 35 dam sites. The popular dam sites are listed in the Table 3.13.

Table 3.13
Dams in Kerala

SOUTH KERALA	Kanjirappuzha Dam	Poomala Dam
Aruvikkara Dam	Kulamavu Dam	Pothundi Dam
Kakki Reservoir	Kundala Dam	Sholayar Dam
Neyyar Dam	Malampuzha Dam	Siruvani Dam
Thanneermukkom Bund	Malankara Dam	Thumpoormuzhy Dam
Thenmala Dam	Mangalam Dam	Thunakkadavu Dam
CENTRAL KERALA	Mattupetti Dam	Vazhani Dam
Bhoothathankettu Dam	Meenara Dam	Walayar Dam
Chalakkudi Dam	Mullaperiyar Dam	NORTH KERALA
Cheruthoni Dam	Parambikulam Dam	Banasura Sagar Dam
Chimmini Dam	Peechi Dam	Karapuzha Dam
Chulliyar Dam	Peringalkuthu Dam	Kakkayam Dam
Idamalayar Dam	Peruvaripallam Dam	Peruvannamuzhi Dam
Idukki Dam	Ponmudi Dam	Pazhassi Dam

Source: compiled by the researcher from various sources

3.6.8 Forts in Kerala

Forts in Kerala show the synthesis of traditions, culture, power, trade and art of the state in its ancient times. The design and style of these forts are greatly influenced by the rulers of that time. These historic hubs depict the glorious past of the state and stand in front of the world of tourism to say about the rich historical background and culture of a great society in a great land. The forts are amazing in architecture and design which leave a unique experience in the minds of tourists. Most of these are the remnants of the era of foreign invaders and native emperors of Kerala.

Table 3.14
Forts in Kerala

SOUTH KERALA	Fort Kochi	NORTH KERALA
Anchuthengu Fort	Kunchan Smarakam Fort	Bekal Fort
East Fort	Nedumkotta	Chandragiri Fort
CENTRAL KERALA	Palakkad Fort	Hosdurg Fort
Chendamangalam Fort	Pallipuram Fort	St. Angelo Fort
Cranganore Fort	William Fort	Tellicherry Fort

Source: compiled by the researcher from various sources

3.6.9 Amusement Parks in Kerala

Amusement Parks are always most favourite tourist destinations for leisure tours as it is exhilarating for tourists of all age groups. Kerala has modernised, world standard amusement parks to offer to its visitors. It includes facilities and activities for exciting children, fun for adults and elderly people. Visitors enjoy both dry rides and water based rides. These parks offer modernised and the latest technology in amusements and other supportive facilities like eateries, toilets, changing rooms, conference halls, cloakroom, Medicare and parking facilities. Security systems at amusement parks are very crucial and careful maintenance is done to avoid accidents and injuries. The Table 3.15 depicts the list of amusement parks in Kerala.

Table 3.15
Amusement Parks in Kerala

SOUTH KERALA	Dream World	Veegaland (Wonderla)
Baywatch	Fantasy Park	NORTH KERALA
Happy Land Water Park	Kottakkunnu Amusement Park	Vismaya
CENTRAL KERALA	Silver Storm	Sadhoo Merry Kingdom

Source: compiled by the researcher from various sources

3.6.10 Monuments in Kerala

Kerala has a number of monuments and architectural wonders as evidence of its great history and cultural legacies. Visiting the state is always an amazing experience that may fill joy and pride of having a touch of the natural as well as the cultural wealth of the state. The monuments tell the stories of diverse culture and traditions emerged; the power and governance instituted by foreign intruders and native rulers, ancient trade and commerce with foreign nationals, invasions and successions and it remains as the memoirs of the great history of Kerala. The popular monuments of Kerala are shown in the Table 3.16.

Table 3.16
Monuments in Kerala

SOUTH KERALA	Bolgatty Palace	St. Francis Church
Karumadikkuttan	Burial Cave Eyyal	Thakur House
Kanakakunnu Palace	Cheraman Juma Masjid	The Dutch Cemetery
Koyikkal Palace	Chittur Gurumadam	Thrithala
Krishnapuram Palace	Eastern gateway	Tippu's Flag Staff
Madankavu	Ezhuthupara	Vaippikotta Seminary
Madavoorpara Rock Cut Cave	Jewish Synagogue	Vasco da Gama Square
Mannadi	Kallilmadam	Vasco House
Meshan Mani	Koder House	Vatteluth Inscriptions
Old Palace	Kottayil Kovilakam	Western gateway
Padmanabhapuram Palace	Kudakkallu Parambu	Yakkaradesam
Pandavanpara	Mattancherry Palace	NORTH KERALA
Punallur Suspension Bridge	Megalithic Monuments	Edakkal Cave
Remains of Old Fort	Monolithic Monument	Ezhimala Fort
The Secretariat	Muniyaras	Gundert Bungalow
Trivandrum Fort	Old Kacherry Building	Jain Temple
Vizhinjam Rock Cut Cave	Pierce Leslie Bungalow	Kunjali Marakkar's House
CENTRAL KERALA	Poonjar Palace	Nilambur Kovilakam
Alwaye Palace	Poonthanam Illam	Peelicode Cave
Ariyannur Umbrellas	Porkalam – Dolmens	Poyyilkotta
Bastion's Bungalow	Port hole cist	Tomb of Pazhassi Raja
Bishop's House	Shaktan Thampuran Palace	Vascoda Gama Monument

Source: compiled by the researcher from various sources

3.6.11 Pilgrim centres in Kerala

Kerala is a land of pilgrim centres. It consists of temples, churches, mosques and other places of worships in rustic, hillocks and packed areas across the state. Pilgrimage has a greater importance in the tourism market as people want to rejuvenate and relieve themselves from all the tensions and hardness at the workplace and in personal life. Hundreds of sacred places are there in Kerala and which offer religious ceremonies to devotees. The people are also able to participate in the religious festivals, prayers, rituals, meditation and yoga as they wish to relax and raise the mind to God Almighty. Colourful religious festivals, Elephant rallies and traditional art forms are very cherishing to especially foreign tourists²⁶.

Table 3.17
Pilgrim Centres in Kerala

SOUTH KERALA	Parumala Church	Sree Subramanya Swami Temple
Achankovil Temple	Sabarimala	St. Alphonsa Bharananganam
Alapra	Santhigiri Ashram	St. Francis Church Ernakulam
Ambalappuzha Sree Krishna Temple	Sivagiri Mutt	St. George Church Puthuppalli
Aranmula Parthasaradhy Temple	Sree Padmanabhaswami Temple	St. Joseph' Monastery Mannanam
Ariankavu Temple	Sree Vallabha Temple	St. Mary's Church Athirampuzha
Arthunkal Church	The Rock cut cave Temple	St. Mary's Church Kudamaloer
Beemapalli	Thekkedudi Cave Temple	St. Mary's Church Manarcadu
Cave Temple Kottukal	CENTRAL KERALA	Thaliyil Mahadeva Temple
Chakkulathukave Sree Bhagavathy Temple	Arattupuzha Temple	The Holy Cross Church Mapranam
Chambakkulam Church	Cheraman Juma Masjid	The Old Seminary Kottayam
Chavara Bhavan	CSI Cathedral Kottayam	Thirunakkara Mahadevar Temple
Chendamangalam Synagogue	Dharmasastha Temple Pakkil	Thirunavaya
Chengannur Mahadeva Temple	Erattupetta Puthenpalli	Thiruvambady Temple
Cherukolpuzha	Erumeli Vavarambalam	Vadakkumnadhan Temple
Chettikulangara Bhagavathy Temple	Guruvayoor Temple	Vaikom Siva Temple
Edathua Church	Irinjalakkuda Koodal Manikyam Temple	Vimalagiri Church
Ettumanoor Mahadeva Temple	Jainamedu Jain Temple	NORTH KERALA
Garuda Temple Triprangode	Juma Masjid Thazhathangadi	Ananthapura Lake temple
Kadammanitta Devi Temple	Kadappattoor Mahadeva Temple	Bathery Jain temple
Karumadikkuttan	Kaladi	Madhur Temple
Kodumon Chilanthyambalam	Kaviyoor Mahadeva Temple	Madiyankulam Durga Temple
Kottarakkara Ganapathy Temple	Kurisumala Kottayam	Malik Ibn Deenar Mosque
Kulathupuzha	Lokanarkavu Temple	Manjeswaram
Malanada Dhuryodhana Temple	Malankara Orthodox Syrian Church	Mishkal Masjid
Malayalappuzha Bhagavathy Temple	Malayattoor Church	Odathil Palli Mosque
Manjinikkara Dayara Church	Mangaladevi Temple	Peralasserry Subramania Temple
Mannarasala Sree Nagaraja Temple	Mattancherry Synagogue	Pishakarikavu
Maramon	Pallipurathukavu	Sree Ramaswamy Temple
Mata Amruthananthamayi Ashram	Paramekkavu Bhagavathy Temple	Tali Temple
Niranam	Parassinikadavu Temple	Thirumandhamkunnu Temple
Ochira	Pazhayangadi Mosque	Thirunelli Temple
Parasurama Temple	Sampaloor Church	Vettakkorumakan Temple

Source: compiled by the researcher from various sources

3.7 Achievements of Kerala Tourism

The Kerala Tourism Industry has been bagged many international, national awards for promising and outstanding activities for the last 15 years. This industry is properly recognised by PATA, Central and State Governments and other agencies. The best use of information technology, inclusive E-publications, fairs and festivals, campaigns, special projects like responsible tourism, efficiency, etc. were remarkable and acknowledged by the concerned authorities and agencies related^{27,28}.

Table 3.18
Awards/Achievements of Kerala Tourism

SL. NO	AWARD/ACHIEVEMENT	YEAR
1	Golden City Gate Gold Award for Print Campaign on Backwaters	2014
2	Most innovative use of Information Technology / Best Website	2014
3	Travel & Leisure Award for Best Indian State	2014
4	Travel & Leisure Award for Best Green Destination	2014
5	Best Destination for Families	2014
6	PATA Gold award for the Kerala Tourism E-Newsletter	2014
7	CSR award to Kumarakom Responsible Tourism Project	2014
8	UNWTO Ulysses Award for Innovation in Public Policy and Governance for Kumarakom Responsible Tourism Project	2013
9	Das Goldene Stadtdor Award for Ayurveda Campaign	2013
10	PATA Gold Award for E-Newsletter	2013
11	Favourite Winter Destination & Favourite Beach Destination	2013
12	Most innovative Tourism Project– Kochi – Muziris Biennale	2013
13	Best Civic Management– Responsible Tourism Kumarakom	2013
14	Das Golden Stadttor Silver Award for Print Campaign,	2012
15	Bronze for the Print Campaign - Your Moment is Waiting	2012
16	Olive Crown Award for Kerala Tourism's print campaign on World Tourism Day	2012
17	Kerala Tourism won the award for Excellence in Taking "Brand India" Global Award	2012
18	Most innovative Tourism Project– Kochi – Muziris Biennale	2012
19	Best Civic Management– Responsible Tourism Kumarakom	2012
20	Most innovative use of Information Technology / Best Website	2012
21	Best Destination for Families	2012
22	Best Tourism Board	2012
23	Das Golden Stadttor Bronze Award for TV Commercial - Your Moment is Waiting	2011
24	Bronze for the TVC- Your Moment is Waiting	2011
25	Best Stand Award	2011
26	Most innovative use of Information Technology / Best Website,	2011

SL. NO	AWARD/ACHIEVEMENT	YEAR
27	Best Tourism Board	2011
28	Best Domestic Tourism Department	2011
29	National Travel - Trade Fair award for Best Design and Decoration	2011
30	Gold Award for Best Website	2010
31	Best International Exhibition stand - Kerala Tourism Pavilion	2010
32	Smart Travel Asia 'Best in Travel Poll	2010
33	Kerala voted as the best Asian holiday destination	2010
34	Best State (3 rd Place)	2010
35	Favourite Indian State for Travel & Tourism	2010
36	Gold Award for Marketing "Dream Season in Gods Own Country"	2009
37	Best Responsible Tourism Initiative- Kumarakom RT project	2009
38	Best Tourism Board	2009
39	Best Travel Destination	2009
40	Best State Marketing Campaign - Jet2kerala campaign	2009
41	Most Innovative Use of Information Technology	2009
42	Gold Award for Culture - Utsavam, Kerala Arts Festival	2008
43	Gold Award for Consumer Travel Brochure - Kerala Tourism Theme Brochure	2008
44	Most Innovative Adventure Activity -International Paragliding Championship	2008
45	Best Responsible Tourism Project - Better Together- Responsible Tourism Initiative, Kerala	2008
46	Best Tourism Film / Audio Visual Presentation for DVD Rhapsodies from God's Own Country	2008
47	Most Innovative Use of Information Technology	2008
48	Award for Best website in the tourism category	2008
49	Das Golden Stadttor Award for the Print campaign	2007
50	Gold Award for Culture - Aranmula Cultural Village	2007
51	Gold Award for Brochure - Destination Brochure Kit	2007
52	Best Performing Tourism State	2007
53	Best Tourism Portal - www.keralatourism.org,	2007
54	Business Leadership Award in Travel Category	2007
55	Best State Tourism Board Kerala,	2007
56	Best Travel Destination Thekkady	2007
57	Award for the Best Tourism Board	2006
58	Das Golden Stadttor Award for Best Commercial	2006
59	Grand Award for Environment - Zero Waste Kovalam	2006
60	Gold Award for Ecotourism - Kumbalangi Tourism Village	2006
61	Gold Award for Publication Ayurveda: The Mantra of Niramaya	2006
62	Heritage Award - Honourable Mention - Arakkal Kettu, Kannur	2006
63	Best Maintained Tourist-Friendly Monument- Sakthan Thampuran Palace	2006
64	Best Publishing - Mantra of Niramaya & Tourism Handbook	2006
65	Business Leadership Award in Travel Category	2006
66	Most Innovative Use of Information Technology	2006
67	Nominated as one among the three finalists at the World Travel and Tourism Council's 'Tourism for Tomorrow' awards	2005
68	Best Performing Tourism State	2005
69	Best Maintained Tourist-friendly Monument	2005

SL. NO	AWARD/ACHIEVEMENT	YEAR
70	Gold Award for the best E-Newsletter	2005
71	Honourable Mention for Culture	2005
72	Most Innovative Use of Information Technology	2005
73	Award for the Best State Tourism Board	2005
74	Best Publishing for Book on Ayurveda	2005
75	Gold Award for Culture	2004
76	Gold Award for Ecotourism	2004
77	Gold Award for CD-ROM	2004
78	Best Marketed and Promoted State	2004
79	Best Maintained Tourist-friendly Monument	2004
80	Best Innovative Tourism Project	2004
81	Best Promotion Literature	2004
82	Gold Award for the best CD-ROM Ayurveda: The Mantra of Niramaya	2004
83	Best Publishing for Book on Ayurveda	2004
84	Award for Best Use of IT in Tourism	2004
85	Award for the Best CDs	2004
86	Best Publishing for Book on Panchakarma	2004
87	Gold Award for Marketing	2003
88	Best Practices by a State Government	2003
89	Best Eco-tourism Product	2003
90	Best Wildlife Sanctuary	2003
91	Most Innovative Use of Information Technology	2003
92	Award for Best Marketing	2003
93	Award for Best Use of IT in Tourism	2003
94	Award for the Best State Tourism Board	2003
95	Gold Award for the best CD-ROM, Kerala: The Green Symphony	2003
96	Best Publishing for Book on Panchakarma	2003
97	Best Performing State - Award for Excellence in Tourism	2003
98	Grand Award for Heritage	2002
99	Most Tourist-friendly International Airport	2002
100	Most Eco-friendly Destination	2002
101	Grand Award for Heritage	2002
102	Most Innovative Use of Information Technology	2002
103	Best Tourism Film	2001
104	Best Performing State - Award for Excellence in Tourism	2001
105	International Award for Leisure Tourism	2001
106	Most Innovative Use of Information Technology	2001
107	Best State that promoted Travel & Tourism	2001
108	International Award for Leisure Tourism	2000
109	Best State that promoted Travel & Tourism,	2000
110	Best Performing State - Award for Excellence in Tourism	2000
111	Most Innovative Use of Information Technology	2000
112	Best Performing State - Award for Excellence in Tourism	1999

Source: compiled by the researcher from various sources

3.8 Conclusion

Kerala is one of the fastest progressing states in India in terms of tourism and allied activities. The state is growing as a tourism friendly land offering wide variety of tourism activities to allure inbound and outbound tourists. Full-fledged infrastructure, tranquil atmosphere, well-trained and skilled staff, attractive tour packages strategically designed, delicious cuisine, rich heritage and monuments, aquatic entertainments, spectacular festivals and performing arts, natural beauties offer a pleasing holiday enjoyments to tourists. The tourist traffic to various destinations and in different seasons shows the prosperity of this industry in the state. The tourism industry has unlimited potential yet to be tapped. Many destinations are underdeveloped and even untapped. The collective efforts of both organised and unorganised industry participants are to be directed properly to unveil the possibilities of this beautiful land before the global tourism market. The identified destinations are growing day –by - day in terms of economic and socio – cultural aspects. Moreover, the Government of Kerala and Tourism Departments have initiated many innovative tourism promotion projects throughout the state in association with various councils, agencies and local public for contributing the sustainable development of this segment. There are accurate and deliberate efforts to cater the requirements of tourists at destinations and offer them excellent service as part of the retention strategy of the state. Owing to the remarkable performance, many national and international agencies and departments recognised the industry by giving awards and motivation for promising performance in future. However, this industry is not free from some unfortunate issues and problems. Political issues, exploitation, cleanliness, safety and security, inadequate infrastructure facilities, high tax on bills, rigid conducted tours, communication problems of taxi drivers etc. are some of the common issues²⁹.



Works Cited:

1. Retrieved from <https://www.keralatourism.org/kerala-at-a-glance/> May 10, 2014
2. Retrieved from http://www.kerala.com/keralatourism/pages_heritage+tourism.htm June 12, 2014
3. Retrieved from <http://www.keralatravels.com/stateresources.php?sid=14&id=93> June 12, 2014
4. Retrieved from http://en.wikipedia.org/wiki/Kerala_backwaters June 12, 2014
5. Retrieved from <http://www.keralatravels.com/stateresources.php?id=98&sid=14>, June 20, 2014
6. Retrieved from http://www.kerala.com/kerala_wildlife/kerala_wildlife.php July 21, 2014
7. Retrieved from http://www.kerala.com/keralatourism/pages_health+tourism.htm, July 21, 2014
8. Retrieved from <http://www.keralatravels.com/stateresources.php?sid=14&id=97>, July 21, 2014
9. Retrieved from <https://www.keralatourism.org/village-life-kerala.php>, July 21, 2014
10. Retrieved from <http://www.ecotours.in/monsoon.htm> May 19, 2014
11. Retrieved from <http://www.prokerala.com/kerala/tourism/beaches-islands.php> July 21, 2014
12. Retrieved from <http://www.keralatravels.com/stateresources.php?id=88&sid=14>, July 21, 2014
13. Retrieved from http://www.kovalam.com/festivals_and_fairs_in_kovalam.php#details July 21, 2014
14. Retrieved from <http://www.kalamandalam.org/culturaltourism.asp>, July 21, 2014
15. Retrieved from <http://www.keralatravels.com/stateresources.php?id=112&sid=14>, July 21, 2014
16. Retrieved from http://en.wikipedia.org/wiki/Grand_Kerala_Shopping_Festival, July 22, 2014
17. Retrieved from <http://www.kerala.com/keralatourism/stateresources.php?id=116&Sid=14>, July 22, 2014
18. Retrieved from <https://www.keralatourism.org/mice/>, July 22, 2014

19. Retrieved from <http://www.rtkerala.com/>, July 22, 2014
20. Retrieved from <https://www.keralatourism.org/responsible-tourism.php>, July 22, 2014
21. Retrieved from http://www.kerala.com/keralatourism/pages_high+range+tourism.htm, July 22, 2014
22. Retrieved from <https://www.keralatourism.org/touriststatistics/>, July 22, 2014
23. Retrieved from <https://www.keralatourism.org/destination/backwater/>, retrieved on June 15, 2014
24. Retrieved from <https://www.keralatourism.org/destination/beaches/>, July 22, 2014
25. Retrieved from <https://www.keralatourism.org/destination/wildlife/>, July 20, 2014
26. Retrieved from <https://www.keralatourism.org/destination/pilgrim-centres/>, July 21, 2014
27. Retrieved from <http://www.invismultimedia.com/awards.php>, July 21, 2014
28. Retrieved from http://www.old.kerala.gov.in/dept_tourism/achievements.htm, July 21, 2014
29. V.P.Jagathyraj, Ajims P. Muhammed. "Challenges faced by Kerala Tourism Industry." *Conference on Tourism in India - Challenges Ahead*. Kozhikode: IIMK, 2008. 13-16.



DESTINATION MANAGEMENT ORGANISATIONS

CONTENTS

Items	Page Number
4.1 Introduction	117 – 118
4.2 Destination	118
4.3 Destination Management	118 – 121
4.4 Destination Management Organisations	121 – 150
4.5 Conclusion	150
Works Cited	151 – 153

CHAPTER IV

DESTINATION MANAGEMENT ORGANISATIONS

4.1 Introduction

This chapter discusses the stipulation of Destination Management Organisations in Kerala tourism Industry. DMOs play crucial role in the development tourism destinations in Kerala. The organization set up as per government initiatives and organization of private sector participates in meeting the responsibility of identifying, developing and marketing of destinations. The tourist destination management in Kerala is done by in three layers of managers in the tourism industry. The first layer, organised sector comprises of Tourism Information Offices, Institutes and other Government Organisations engaged in the facilitation and promotion of tourism in Kerala. Department of Tourism, District Tourism Promotion Councils (DTPCs), KTDC Hotel Chains, Tourist Information Offices and academic institutions in the field of tourism studies are forming part of this sector. The destination identification, management and developments are done by the Destination Managers in Organised Sector. Major strategic plans and policies for tourism development and promotion are chalked out by the auspices of the sector. The second layer, unorganised sector that consists of private hospitality organisations engaged in the tourism related economic activities. The private sector has its own development plans, strategies to market and to promote tourism business in Kerala. They are also playing a decisive role as tourism destination managers for foreign as well as domestic tourists by providing various tour related services and facilitation in the state. Tour Operators, Travel Agencies, Hotels, Resorts, Homestays, Tour Guides and Local Taxi Services are operating in the unorganised sector with remarkable revenue contributions through marketing of tourism attractions, culture, delicious cuisines, entertainments, handicrafts and spices. The last layer includes various associations, non-profit and non-commercial organisations formed by the combined efforts of Destination Management Organisations in the unorganised sector. These associations are aimed at the welfare and smooth functioning of its members and for promoting tourism business in the state. The collectivism of tour managers may bring a powerful movement of tourism

activities and result into the dissemination of necessary information for creating awareness of going green and responsible towards the key industry in Kerala. The following sections will discuss about the concepts of destination management and list out Destination Management Organisations in Kerala Tourism Industry.

4.2 Destination

A place is considered as a destination where tourism is the key activity of this place and its economy is greatly influenced by tourism revenues. Full-fledged destination strategic planning and management is needed for identifying and managing those destinations. It is an interconnected and harmonized set of attractions, events and festivals, products and services, expectations and experience, which together provide a value to the visitor. A tourist destination is an elementary unit on which all dimensions of tourism are based. It is a physical space where a visitor spends at least one day and utilisation of tourism products, support services and resources as part of the travel. It has physical and administrative management system, destination image, perceptions and market competitiveness. A well-coordinated management is required for the competitive industry. It may be anything from a nation, a resort or a city and may contain one or more attractions or hold seasonal and cultural events¹. Destinations in Kerala share some common features like attractions, activities, accessibility, accommodation and amenity. These destinations are either natural or fabricated and are subject to the changes in the destination life cycle. A genuine destination creates fun, excitement, convenience and value for the tourist. Each tourism destination in Kerala offers a theme based tour and a nice choice for vacationing with family. A careful management is necessitated for a coordinated and consistent development of tourism destinations in the state.

4.3 Destination Management

Destination management means the organization and coordinated managerial activities of all the elements that make a tourism destination. A strategic approach is taken to synchronize the tourism entities for the better management and utilization of the possibilities of a destination. All the endeavours of the separate entities like tourism

promotions, guest services, infrastructure development, training and development for service providers, business support and consultations are organised optimally without replication. The tourism destination management also focuses on the efforts to minimize the environmental impacts due to tourism development. It may comprise of plan for land utilisation, approval of business proposals, ecological and environmental regulations, collaborations, conservation plans related to tourism development and other allied day-to-day activities. The governance body initiated by local authorities, NGOs, academia and other community representatives, tourism department, District Tourism Promotion Councils, KTDC, tourism boards, councils or development organisations, the local tourism business like Hotels, Resorts, Travel Agencies, Tour Operators, Restaurants, Taxi and Travel services, Tour guides, Homestays are forming part of Destination Management Organisations. It is the responsibility of DMOs to establish a clear vision and image for destination based on the specialities of such destinations, fixing roles and responsibilities in all sorts of its management, develop strategies, recognise and encourage private – public partnership and collaborations and ensure stakeholder participation. The major practices of DMOs are handling tourist information and its accessibility, improving the hospitality by providing training and development programmes for managers and other staff, compliance with the rules and regulations of the state, initiating and supporting tourism development projects, conducting surveys and submitting reports, issuing guidelines and directions and high quality services to customers^{2,3}.

The suppliers of the tourism services directly benefit from destination management to serve their independent interest of maximising own return on investment and maximise the effectiveness of the resources utilised. The primary objective of destination management is to satisfy the developmental needs and wants of the constituents of the industry and the nature. The primary role of destination management is to manage and support the coordination of tourism resources, activities, stakeholders and industry players through strategic decisions, policies and action plans⁴. Destination management ensures a proper balance between economic, socio-cultural and environmental activities for the sustainable tourism development. A harmonious blending of planning, lobbying, coordination and promotion of tourism activities lead to successful

tourism development. An integrated development plan is needed for effective destination management⁵. Destination management is the coordinated efforts that make up attractions, amenities, accessibility, marketing and pricing of a tourist destination. It takes a strategic approach to treat the destinations separately for better management⁶. The comprehensive plan for destination management needs systematic and intersectoral strategies at regional and national levels for establishing competitive edge, contributing tourism sustainability, increasing tourism revenue, popularising host culture and to build tourism brand image.

. Fig. 4.1

Destination Management



Source: Manente, October 2008⁴

A full-fledged destination management paves the way for dramatic growth in the economy as well as result in sustainable development of the state. It attracts a good number of foreign and domestic investments in these destinations, which might upshot in generating and maintaining employment opportunities, and in contributing to innovation. Since the tourism destinations in Kerala differ in all sorts of development, challenges and potentials, diverse plans and approaches are to be initiated to attain the desired level of

performance and no common strategy may fit for all destinations in Kerala. As part of the effort of managing a destination, a destination management plan, which contains principles and provisions for training, development, promotions and management are to be developed and launched in crystal clear format. Therefore, the success of destinations relies on the togetherness, coordinated efforts and attitude towards tourism planning, promotion and marketing of destinations.

4.4 Destinations Management Organisations

DMOs are independent organisations which create strategic planning for infrastructural development, conservation, investing and training needs of the tourism industry, conduct destination marketing and research, provide space for arranging conference and seminars, provide consistent information to tourists, collecting feedback and statistics for monitoring and evaluations. Destination Management Organisations are providing professional services for strategic planning and implementations of tourism events, programmes, activities, tours and hospitality services. They maintain in-depth knowledge of local areas, their tourism potentials and possibilities and provide highly specialised help for effective marketing of such events, products and services. The DMOs keep a warm relation with other hospitality services in their service area so as to hold out a flawless tour of their customers. The plans for designing packages and formulating marketing strategies are done based on the awareness of the concerned destinations. The products and services of Tour Operators, Hotels, Resorts, Restaurants, Travel Agencies, Tourist Taxi, Conference Venues, Homestays, themed events and festivals and excursions are clubbed together to arrange professional touring experience to tourists. The DMOs are offering travel products like travel tickets, hotel bookings, cruises, packaged tours, dining, itineraries, site selection, registration, sight-seeing, hiring of temporary staff, spouse programs, entertainments, floral arrangements, photographers, etc. The DMOs offer many services in destinations including meet and greet tourists, transportation services, hotel accommodation, restaurant services, sightseeing, entertainments, arranging conferences, seminars and other tourism activities in highly professional way. These organisations manage destinations in an entirely different way. “DMOs are the organisations responsible for the management and marketing of

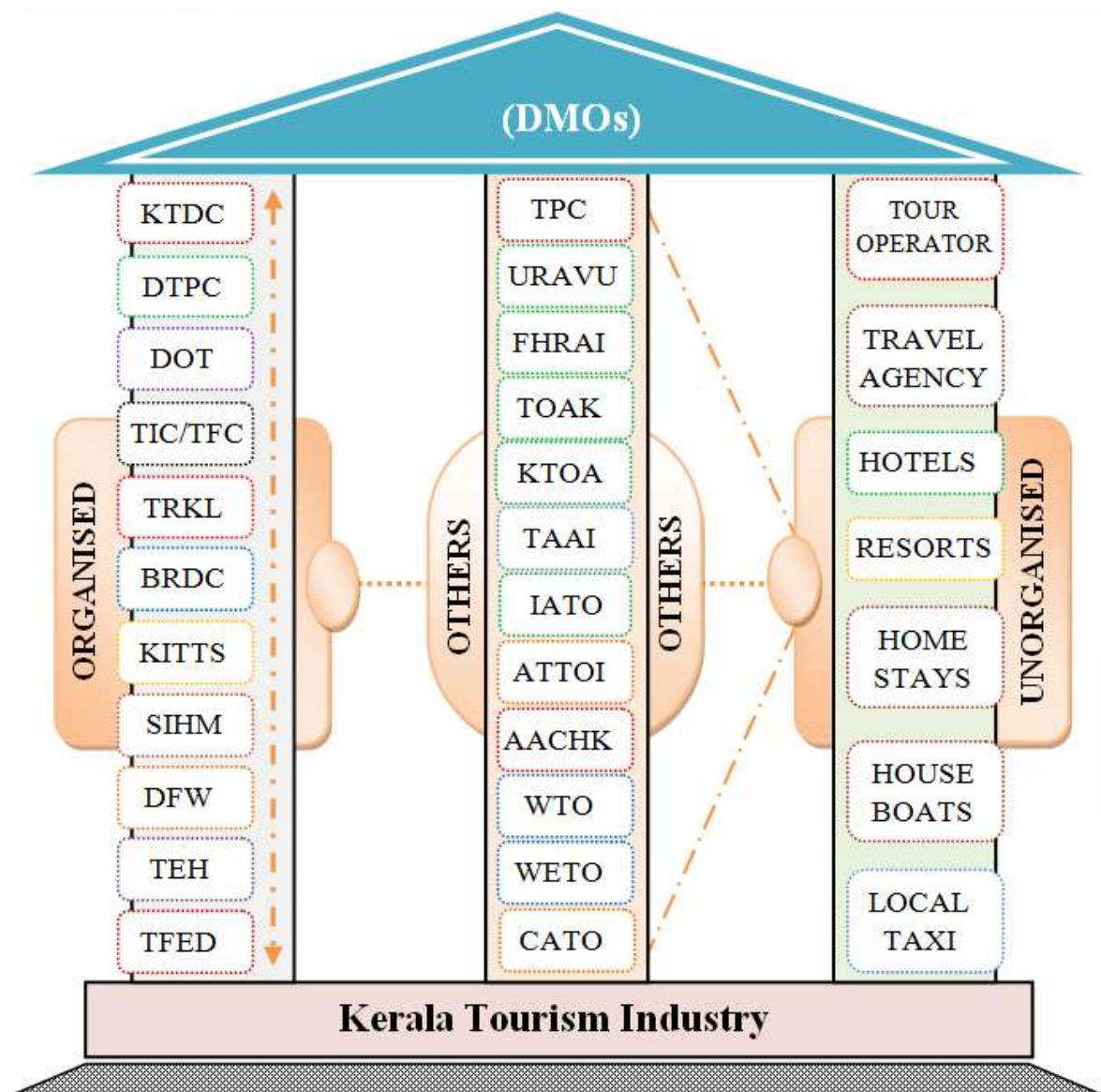
destinations and generally fall into the following categories: National Tourism Authorities or Organisations, which are responsible for management, development and marketing of tourism at national level, regional or state level organisations responsible for management, development and promotion of tourism at regional or state level, local organisations responsible for management, development and promotion of tourism in a small geographical area⁷. The complexity of destination management demands for organisations responsible for directing the tourism activity in a particular destination by taking into account the efforts of other tour related service providers. The organisations must emerge in the activities of planning, coordinating, marketing and lobbying. Destination Management Organisations are supposed to reevaluate the tourism development pressure on destinations, the consumption of resources, land fragmentation and well being of local people while planning for sustainable tourism without local resistance⁸. Designing tour packages for exploring the real taste and beauty of Kerala with wider network and interconnection of attractions, products and services, activities and other tour services across the state is the key factor in the experience development of DMOs. Tourism marketing and branding holds a major portion in the destination management efforts. It includes designing of marketing materials, preparation of promotional materials and advertisements, selection of media and conducting travel and tour fairs and festivals like *Kerala Travel Mart*. Market accessibility is an important matter in destination planning. The effective utilisation of existing networks and reservations systems may make the accessibility easier. Fixing standards, getting approvals and certifications and provide training to ensure brand integrity are strategic moves for attaining a global outlook for tourist services. Wholesale and retail level management practices for maintaining customer relationship helps DMOs in keeping a good record of accomplishment in customer relationship and retentions. Moreover, financial stability of stakeholders is taken care of and DMOs ensure sustainability through strategic planning and implementations.

Destination Management Organisations are also responsible for meeting any tourist-oriented services. As part of customer orientation, it is required to provide a 24x7 hub for disseminating tourism information, promotional initiatives and destination marketing and management. It is for assisting visitors to plan their tour activities in an

optimal manner in all sorts. They can depend on digital applications and maps to create a unique experience of accessing, promoting and protecting the peculiarities of tourism destinations in Kerala. The keys for the success of destination management are attaining as many tourists as possible, extensive tourist retention practices, adoption of interactive social media for marketing and branding, easy site navigability, highly quality services and contents, direct and indirect selling of products and services, customisation of tour packages and preparation of itineraries, performance appraisal and evaluations, dissemination of genuine information to the interested parties electronically.

Fig. 4.2

Destination Management Organisations in Kerala Tourism



4.4.1 Kerala Tourism Development Corporation (KTDC)

It is a public sector undertaking which plans, conducts and regulate the tourism related activities in Kerala. Its Headquarter is situated at Thiruvananthapuram and has representative offices across all districts of Kerala. The corporation owns luxury hotels, resorts, budget hotels, motels, tourist rest houses operating at key tourism destinations in the state and contributes considerable revenue to the state exchequer. It came into existence in 1966. It has more than 40 properties of various classes ranging from five star resorts to budget hotel accommodation under different brands. The KTDC is aimed to promote Kerala as a leading tourist destination in the Indian Tourism Market. Identification and development of destinations, providing support services for developing destinations, dissemination of tourism related information to stakeholders, superior quality hospitality services, dealing with financially, and socially viable projects for generating employment opportunities in Kerala are coming under the purview of the Corporation⁹.

Table 4.1
Properties of KTDC

Aranya Nivas Thekkady	Motel Aram
Ayurveda Holidays	Nandhanam Guruvayur - Pilgrim Hotel
Bolgatty Island Resort Kochi	Pepper grove -Spice Garden Hotel
Chitaram Trivandrum City Business Hotel	Periyar House - Jungle Safari Lodge
Garden House Malampuzha- Picnic Hotel	Samudra Beach resort Kovalam
Golden Peak Ponmudi - Honeymoon Hotel	Tamarind Easy Hotels
Lake Palace Periyar Tiger Reserve	Tea Country Munnar
Marina House Kochi	Vazhiyoram
Mascot Hotel Trivandrum	Waterscapes Kumarakom

Source: www.ktdc.com

4.4.2 District Tourism Promotion Council

District Tourism Promotion Councils (DTPCs) provide tourist related information to the travellers in Kerala. They are the ideal sources of local and destination information

like the easiest way to reach at a destination, specialities of such destinations or any other relevant information demanded by the tourist. DTPCs usually arrange conducted tours for domestic and foreign tourists. In order to tap the tourism potentials of Kerala, DTPCs were emerging as a result of the combined efforts of the Government and other interested parties who are in fond of tourism development. Each district of Kerala has its own DTPC to provide district-wise essential information and guidance for tourists. It carries out the responsibility of conceptualisation, designing, development and marketing of various tourism products at the local and regional level. The DTPCs supervises tourism quality standards and collection of tourism related data for identifying and unveiling the tourism potentials of each district in Kerala¹⁰.

Table 4.2
District Tourism Promotion Councils (DTPCs) in Kerala

DTPC Thiruvananthapuram	DTPC Kollam
DTPC Pathanamthitta	DTPC Alappuzha
DTPC Kottayam	DTPC Idukki
DTPC Ernakulam	DTPC Thrissur
DTPC Palakkad	DTPC Malappuram
DTPC Kozhikode	DTPC Wayanad
DTPC Kannur	DTPC Kasaragod

Source: www.keralatourism.org

4.4.3 Department of Tourism (DOT)

The present Department of Tourism had been started its functioning as State Guest Department and Hospitality Department of Cochin state since 1930 till the formation of Kerala state in 1956. The department was functioning to look after the guest of rulers and the government at that time. However, immediately after the formation of the state, the tourist department has been formed in 1958 in order to give more emphasis on promotion, planning and development of tourism activities in the state. Later, the department was re-named as Department of Tourism. KTDC, TRKL, BRTC, DTPCs, KITTS and KIHMS are functioning under the department. Basically, the department has three functions to be performed in the state like to provide hospitality services to VVIPs and VIPs at different destinations across the state, to provide fully furnished residential

facilities to the Ministers, Leader of opposition, Chief Whip, Speaker etc. and to ensure planning, development and marketing of tourism products services. It is the responsibility of the department to identify new destinations and launch new strategies to utilise the possibilities of the state for tourism development in association with DTPCs and other government and non-government agencies. The Department of tourism has insisted some procedures for enabling a smooth tour and travel through the state. E-submission of C-forms to the Police Department, for each foreign national staying with registered Destination Management Organisation is mandatory in the state. The accreditations for Tour operators, Hotels, Resorts and Homestays are provided based on the online submission of application forms in the prescribed format. The Department inspects and regulates the operations of the tourism industry in Kerala. The prime responsibility of developing a tourist destination Kerala is vested in the hands of the department. It has number of sections which administer different files and activities related with tourism regulations¹¹.

4.4.4 Tourist Information Centres (TIC)/Tourist Facilitation Centres (TFCs)

Kerala tourism is bestowed with visitor –friendly tourist information centres for providing non-stop world class information to tourist in the state. The centres across the state and in metro cities will have outlets for catering the information needs of the tourists. It enables downloading of tourism publicity materials, display of tourist maps and routes to attractions of the state, and selling of souvenirs and internet facility. The tourists can avail activity –based services from these kiosks rather than publicity materials. Linkages with other service provided in the organised and unorganised sector will facilitate a hurdle free tour in Kerala¹². These centres play vital role in disseminating real picture of tourism potentials of Kerala. TFCs aimed at bringing together all tourism related services in professional way under single roof and is functioning under the super brand of DTPC, to enhance the quality of tourists’ experiences. ATM Counters, Foreign Exchange facilities, inbound and outbound tourism information, investment opportunities in Tourism sector, Wi-Fi services are arranged at these facilitations centres.

Table 4.3

Kerala Tourist Information Centres/Offices/TFCs

OUTSIDE KERALA	OUTSIDE KERALA
Tourist Information Office - TTDC Complex, Walajah Road, Tamil Nadu	Tourist Information Office, Travancore Palace, Kasturba Gandhi Marg, New Delhi
Tourist Information Office – Jhansi Rani Lakshmi Bai Road Mysore- Karnataka	Tourist Information Office – Mangalore International Airport
Tourist Information Office – Kadamba Bus station, Panaji, Goa	Tourist Information Office – World Trade Centre, Cuffe Parade, Mumbai
Tourist Information Office – Dakshinappan, Jodhpur Park, Kolkata	KOLLAM
THIRUVANATHAPURAM	DTPC Kollam
TIC Central Railway Station	DTPC Tourist Information Centre
TIC Domestic Terminal Airport	District Office, Department of Tourism
TIC International Terminal Airport	PATHANAMTHITTA
DTPC Thiruvananthapuram	Tourist Information Office
Tourist Amenity Centre Varkala	DTPC Pathanamthitta
TFC park View	ALAPPUZHA
TFC Kovalam	DTPC Alappuzha
IDUKKI	Tourism Information Office
District Tourist Information Office	ERNAKULAM
DTPC Idukki	Tourist Information Office
THRISSUR	Tourist Information Centre
DTPC Thrissur	Government of India Tourist Office
PALAKKAD	Airport Information Counter
DTPC Palakkad	DTPC Ernakulam
MALAPPURAM	KOZHIKODE
DTPC Malappuram	DTPC Kozhikode
Karipur Airport	Tourist Information Centre
WAYANAD	KANNUR
DTPC Wayanad	DTPC Kannur
Tourist Information Centre	Tourist Information Centre
KASARGOD	KTDC RECEPTION CENTRE
DTPC Kasaragod	KTDC Tourist Reception Centre, TVM
Bekal Resorts Development Corporation	KTDC Tourist Reception Centre, EKM

Source: www.keralatourism.org

4.4.5 Tourist Resorts (Kerala) LTD

TRKL/KTIL is functioning under the Department of Tourism, Government of Kerala. It is aimed at promotion of tourism investments and to develop tourism infrastructure in Kerala. It identifies the infrastructure needs of the state's tourism developments and undertake the projects to fill such gaps by adhering to the norms and conditions of environmental protection and sustainability, and through community participation. Kerala has abundant resources and potentials to grow in the field of tourism marketing. TRKL enters into partnership models, creating investment opportunities and development avenues to address the growth of the industry. The activities of TRKL spread over in a wide spectrum. It has joint venture partnerships with private sector companies for initiating projects for tourism development. Private-public partnership (PPP) models have been used for contributing significantly to the tourism development of the state. The tourism development through PPP models are encouraged for utilising idle resources and potentials for catalysing the pace of tourism growth of the state. A unique platform has been developed for interaction between resident and non resident entrepreneurs for promoting investment in the tourism sector. TRKL undertakes the government projects by taking into account the environmental and social impacts. Synergising Actions Through Participatory Approach (SAPARYA) is a new way of community based tourism development projects initiated by TRKL for eco-friendly and sustainable initiatives¹³.

4.4.6 Bekal Resorts Development Corporation (BRDC) LTD

BRDC aimed to develop Bekal as an international standard beach tourism destination through eco-friendly and ecological viable ways of development plans. It concentrates on setting up tourism infrastructure for the well being of the local community. BRDC provides specific criteria on the capacity of the destination, sustainability and environmental protection and coastal regulations. Besides, the corporation chalks out strategic plans to strengthen the existing infrastructure and formulates promotional and marketing strategies for speedy execution of projects. Conducting systematic studies for planned development, setting up basic infrastructure

facilities, develop new and existing tourist destinations, provide technical assistance for the development of Bekal and north part of Kerala¹⁴.

4.4.7 Kerala Institute of Travel and Tourism Studies (KITTS)

KITTS functions under the Department of Tourism, government of Kerala. It caters the requirements of the modern tourism industry. It is an autonomous institution conducts various academic programmes and training programmes to practicing professionals in the industry. It is the leading institute of its type and is a matter of pride to Kerala Travel and Tourism Industry. It offers the students and trainees a great experience of professionalism through collaboration with government and private sector undertakings. KITTS has a vision of imparting education, training and research consultancy services to the tourism and hospitality industry. The boom of hospitality industry in Kerala has resulted the need for professionally qualified personnel for the service industry. The KITTS provides new vibrant professionals to the said industry. It has a place in the world directory of tourism education and training institutions and is a member of TAAI and IATO¹⁵.

4.4.8 State Institute of Hospitality Management (SIHM)

SIHM is an academic institution committed to the provide excellent hospitality education. It is a joint venture by the Ministry of Tourism, Government of India and the Government of Kerala. This institute has affiliation with National Council for Hotel Management and Catering Technology, Ministry of Tourism, Government of India and IGNOU, New Delhi. It is the right place for dynamic persons to acquire the knowledge and learn practical applications in the field of hospitality management. It has good infrastructure adhering to the norms of NCHMCT and fully equipped with labs and other amenities required. The institute is running with a great vision of generating vibrant leaders for the global hospitality industry through quality education and training to the aspirants. It brings new level of proficiency in the service sector. The role of this institute in the destination management is remarkable because it provides a strong academic base to the future decision makers and managers¹⁶.

4.4.9 Department of Forest and Wildlife (DFW) Kerala

The department plays a crucial role in the tourism map of Kerala. The contributions of the department paves the way for identification and development of tourist destinations in Kerala. The main attractions of Kerala like Hill stations, wildlife sanctuaries, water falls, deep forests, adventurous places are coming under the jurisdiction of the Department. Therefore, the responsibility of identifying, developing and promotion of such destinations is vested in the hands of the department. Maintenance of ecological balance, promote eco-friendly tourism development, creation of community reserves, protection of flora and fauna, tribal welfare, conservation of biodiversity, wildlife research and protection of forest resources are forming part of the activities of the department that directly and indirectly contributes to the well being of the tourism industry. The official statistics say that more than 29 percent of the total land area of the state of Kerala is Forest. So that it depicts the significance of forest and wildlife in the development of tourism in the state¹⁷.

Table 4.4
Tourist destinations managed by DFW(Kerala)

Achencoil - Manalar-Kumbavurutty	Mathikettan Shola National Park
Agasthyavanam Biological Park	Mulamkuzhy Periyar River Natural Bath
Anamudi Shola National Park	Mullaperiyar Dam
Ananganmala Panoramic View	Muthanga Wildlife Sanctuary
Aralam Wildlife Sanctuary	Nedumkayam Elephant Kraal
Arippa Evergreen Forest	Nelliampathy Hill Station
Athirappally-Vazhachal Waterfalls	Neyyar Wildlife Sanctuary
Banasurakotta	Nilambur Teak Forest
Bhothathankettu Dam, Pindimana	Pakshipathalam – Thirunelli
Chaliyam Medicinal Garden	Palaruvi Waterfalls
Chimmony Wildlife Sanctuary	Palaruvi Waterfalls
Chinnar Wild Life Sanctuary	Pambadum Shola National Park
Chulannoor Peacock Sanctuary	Paniyeli Poru Waterfalls
Dhoni Waterfalls	Parambikulam Tiger Reserve
Gandhi Smrithivanam Purakkad	Pathiramanal Island
Idukki Arch Dam	Peechi-Vazhani Wildlife Sanctuary
Janakikkad Evergreen Forest	Peppara Reservoir
Kakkad natural Forest	Peppara Wildlife Sanctuary

Kakkavayal – Vanaparvam Bio Park	Periyar Tiger Reserve Thekkady
Kakkayam Dam & Urakkuzhi Waterfalls	Peruvannamuzhi Dam
Kallada Dam	Ponmudi Hill Station
Kadalundi Community Reserve	Pythalmala Hill Station
Kochandy Evergreen Forest	Rajamala/Eravikulam National Park
Kodanad Mini Zoo and Elephant Kraal	Ranipuram High Elevation Forest
Kolahala Medu Grass land	Shendurney Wildlife Sanctuary
Kolavippalam Turtle Breeding Centre	Sholayar Wet Evergreen Forest
Konni Evergreen Forest	Silent valley National Park
Kulathupuzha	Thattekkad Bird Sanctuary
Kumarakom Bird Sanctuary	Tholpetty Wildlife Sanctuary
Kuruva Island	Thommankuth Waterfalls
Kuttikkanam Hill station	Thudikkode-Meenvallam Waterfalls
Malampuzha Dam	Thusharagiri Waterfalls
Mananthavady Hill station	Vellarimala
Mangalavanam Bird Sanctuary Ernakulam	Walayar Dam

Source: www.forest.kerala.gov.in

4.4.10 Tamarind Easy Hotels (TEH)

Tamarind Easy Hotels provide budget accommodation in Kerala. The strings of hotels are set up by KTDC and are known under this super brand. Affordability is the main attraction of tamarind hotels. Neat and well equipped rooms and multi-cuisine restaurant offer tourists a delightful experience. It is advantageous to have a close contact with unique attractions of the indigeneous parts of Kerala. This hotel chain's value addition gives a thrilling holiday in Kerala according to the thickness of tourists' pocket¹⁸.

Table 4.5
Tamarind Hotels in Kerala

Tamarind Neyyar	Tamarind Nilambur
Tamarind Kollam	Tamarind Mannarkkad
Tamarind Alappuzha	Tamarind Thirunelli
Tamarind Changanacherry	Tamarind Kondotti
Tamarind Peermedu	Tamarind Kannur
Tamarind Thrissur	Tamarind Parassinikkadavu
Tamarind Guruvayoor	Tamarind Kalady

Source: www.ktdc.com

4.4.11 Tourfed (Kerala State Cooperative Tourism Federation Ltd)

Tourfed provides tour related services such as tour and travel operations, destination marketing, tourism product promotions and marketing tourism investment avenues. It is the federation of cooperative societies engaged in tourism sector coming under Department of Cooperation, Government of Kerala to plan, coordinate and facilitate the activities of these societies for the tourism development in the State. As the apex body of tourism cooperative societies, it promotes new tourism societies for engaging in tourism project developments. It is aimed to plan, advise, coordinate, supervise and manage the activities of tourism cooperatives irrespective of its size and area of operation in the state to promote and arrange tourism projects. Tourfed is acting as a good example for destination management in the organised sector. The activities of the Federation is confined to develop tourism infrastructure facilities, village tourism, promotion of traditional artforms, festivals, ecotourism, cultural tourism, farm tourism, responsible tourism and pilgrim tourism, designing and conducting of tour packages for inbound and foreign tourists, promotion of Kerala's own Ayurveda, booking services, quality budget hotel services, render technical advice to tourism project implementation, provide training and development to technical and managerial staff in tourism industry, introducing speedy and standardised record keeping mechanics, undertake research and consultancy services, arrange conferences, seminars, workshops, discussions and meetings for the personnel in the tourism industry, undertake the tourism business of cooperative societies, conducting studies and submit report, arrange selling of products, fund management etc. Therefore, it possess the qualities of an ideal destination management organisation. It has some innovative best practices like 'My Village' implementing a tourism friendly village, 'Invest and Relax' scheme for promoting investment in tourism sector, 'Wayside Project', 'Tourism Job Portal', 24 hours toll free helpline, marketing of Ayurveda, Coir and Handloom and A-Z consultancy service¹⁹.

4.4.12 Tourism Professionals Club (TPC)

It is a non-profit registered organisation which provides market updates and information about Tourism Industry. The club extends its services to its corporate and

individual members who bring development of Kerala travel and tourism industry. TPC provides social welfare of its members, creating a ground for exchanging the trends and movements of the industry, promotion of tourism related activities, encourages mutual assistance and building young talents for future industry. It initiates training projects for the professionals in the industry to update the current trends and initiatives of Kerala tourism industry. A familiarisation (FAM) tour has been conducted to visit and familiarise new hotels and resorts and to know more about each other. It is known for some innovative initiatives like shoot the rain conducted every year as part of monsoon tourism season, social projects for supporting the development of infrastructure and environment protection. It also plays academic role of sharing operation experiences to the young professionals in tourism industry²⁰.

4.4.13 Uravu

It is a non-profit, non-government organisation working with people, Government and business organisations to plan and implement programmes for creating sustainable employment and income generation in rustic places in Kerala. The organisation is located in wayand district of Kerala which attempts to empower the marginalised social communities, women, tribes and other indigeneous people by promoting their social enterprises based on local resources especially babmboo. This organisation tends to promote eco-tourism through the possibilities of bamboo cultivation and bamboo handicrafts in the tourism market. It provides training in bamboo cultivation, processing, handicraft making, establishing tiny units etc and also integrates the activities in the bamboo sector. URAVU is started as a socio-economic change agent for contributing social awareness on eco-tourism practices, collectivism, use of alternative ways to find livelihood and conciousness of sustainable rural development among marginalised societies in Kerala. Utilisation and promotion of local resources, especially the green gold, bamboo, is the main highlight of the organisation. It opens a wide opportunities for artisans, self help groups and local people for partiapiating in the economic activity to augment the social change and improve the quality of life of people. The organisation conducts some diverse programmes like ‘Bamboo Village’ for demonstartion of bamboo products and applications, community based eco-tourism, annual jackfruit festival,

Travelers Forest Programme etc. URAVU provides upgraded training programmes in using machines for bamboo processing with the support of the Common Facilities Centre. The masters at URAVU have participated in the trainers' training programmes conducted by the Bamboo Studio, IIT Mumbai, Cane and Bamboo Technology Centre and National Institute of Design²¹.

4.4.14 The Federation of Hotel & Restaurant Association of India (FHRAI)

It is the apex body committed to protect and promote the interest of the Hospitality Industry and also provides a platform for interaction between hospitality industry, political leadership, academia, stakeholders and International Associations. FHRAI gives up-to-date information, patterns, statistics and reports on various topics and issues that have direct or indirect impact on the hospitality industry to its members. It directs the growth perspectives, pace of development of the industry in the global scenario. It is considered as the voice of the hospitality industry. FHRAI offers extreme help for the nourishment of the industry through education, training and development, research and publications, conferences, seminars and workshops to promote interaction with various stakeholders, Government officials and other players in the industry. FHRAI has a privately owned hospitality management institute in Noida, which functions in collaboration with École hôtelière de Lausanne for providing high quality education in hospitality management²².

4.4.15 Travel Operators Association of Kerala (TOAK)

TOAK is aimed to protect the interest of the vehicle owned tourist transporters in Kerala. It discusses the problems and prospects of the travel industry, government notifications, and policy changes and takes necessary action to comply with the changing scenario. The social concern of the association is notable. TOAK continues its no compromise battle against the social evil hartals and dangerous conditions of roads in Kerala. They remind the state about the tourism promotion through comfortable travel services throughout Kerala. Political insurgencies, strikes, hartals and poor gutter roads will affect travel and tourism industry very badly. As part of the endeavours to oppose the social menace, a new campaign 'Say No to Hartal' has been launched. The association runs the campaigns through social Medias too. TOAK is vigilant about the notifications,

issues and incidents that affect the industry. It conducted vehicle rally against the governmental decision raise of road taxes for reminding about the aftermath of this act on the working of travel industry in Kerala. The Annual General Body Meetings, family get-togethers conducted by TOAK provide a space for discussion and interaction between players in the industry²³.

4.4.16 Kerala Travel Operators Association (KTOA)

The association was formed for equalising tariff of taxicabs and to solve the problems faced by travel operators in the Kerala travel Industry. Many training programmes are conducted for travel operators to equip themselves to deal and issues regarding financial and operating problems faced. It has tie-ups with vehicle dealers to have offers to travel operators in purchase and services of their vehicles. KTOA has representation in the tariff revision committee of Transport Department of Kerala. It provides wide range of services for the sustenance of travel industry in Kerala. It gives services for cab rentals, Hotel bookings, House Boat booking, corporate conferences, trekking, Wild tours and event management²⁴.

4.4.17 Travel Agents Association of India (TAAI)

TAAI is a non-profit and non-political association formed to regulate the activities of travel agents in India in accordance with the sound business principles and ethics. This association intends to bring an orderly growth, safeguard the interest of travels agents and the travelling public from all sorts of exploitations. It coordinates the activities different segments of travel and tourism industry through reliable and professional services. TAAI is keen to protect the interest of travellers and to maintain higher level of ethical standards in travel business. Development of travel and tourism industry through improved professionalism and quality of services is targeted for catering the needs of travellers in the country. TAAI encourages mutual cooperation among the different segments of travel and tourism industry. The major activities of TAAI includes creating a ground for interaction between industry players, their thoughts and experiences, promoting the growth of travel and tourism industry, conducts seminars, conferences and workshops for empowering its members to face challenges in future,

discussing issues related with survival and betterment of the business of its members, create a rapport with international bodies, collection and dissemination of necessary information related with the industry. It has Kerala Chapter Office bearers for managing and coordinating the activities of Travel Agents in the state²⁵.

4.4.18 Indian Association of Tour Operators (IATO)

It is a national body of tourism industry, which brings international networking with professional bodies for facilitating the travellers in the Country. It has close contact with Government and various administrative departments as an intermediary on all important issues relating to tourism industry for the tourism facilitation in the country. It is always socially responsible as its members participate in social emergencies, national crisis and natural calamities, contributing generously towards National Defence Fund, the Prime Minister' Relief Fund, organises blood donation camps, village adoption and providing rehabilitation infrastructure. It gives different categories of membership like active members, associate members, allied members, international members and honorary members. At least three years of experience in handling international tourist is needed to be an active member in IATO. It has wider networks through state level chapters and issues at the local levels will be handled at the appropriate level. The main speciality of IATO is that it has twelve action committees namely Adventure Tourism Development Committee, Press & PR Committee, Domestic Tourism Development Committee, Grievances Committee, Civil Aviation, Guides Coordination Committee, Host Committee, Hotel Relations and Development Committee, Legal Affairs, Insurance & Consumer Committee Privilege Card Development Committee, IATO News Committee, Railways Co-ordination & Development Committee, Surface Transportation Development Committee and Website Development Committee, each of which is focused on different areas. The members conduct get-together every month for interaction and with a speaker delivers a session on current issues relating, the members are able to update their awareness of the current events, and contemporary incidents happened in the Industry²⁶.

4.4.19 Association of Tourism Trade Organisations India (ATTOI)

ATTOI is a non-profitable, non-government organisation aims to pace the growth of tourism industry in India through creating a platform for tourism service providers to interact and build business relationships to tap the avenues and opportunities available in and outside the country. It takes the responsibility of creating awareness within and outside India about the tourism potential of the country. ATTOI is instrumental in promoting peculiar tourism styles of eco-tourism, responsible tourism, environment protection, and ethical tourism practices. It always stands for integrity in tourism. It promotes tourism activities in various sectors and creates healthy and harmonious business relationships among the members. ATTOI gives at more concern on protecting the natural environment and promotes responsible tourism and travel for sustainable development²⁷.

4.4.20 Association of Approved and Classified Hotels of Kerala (AACHK)

It encourages hotels to join with this group for mutual benefits of the members and their clients. It provides a platform for members to raise their opinion, sharing of ideas and interaction on common issues related to this line of business. More hotels are encouraged to join this group for getting approval and classification by Government and to have more organized industry in the state. Regular meetings and discussions are conducted to solve various issues faced by its members. Once a hotel joins this group, a door to a comprehensive database of world class hotels is opened to that hotel to showcase its details, location, facilities, services provided and benefits offered in the database. This will enhance the accessibility of the details of the hotel by the tourists. Special efforts are strategically put to make the industry more successful in attracting tourist to the state. This organisation mainly stands for finding solutions to solve any problem faced by its members and to present the problems and feelings of the industry before the concerned authorities. Moreover, AACHK is entrusted to look after the interest of the hospitality industry in the state²⁸.

4.4.21 Wayanad Tourism Organisation (WTO)

WTO is a non-profit organisation aimed to plan, initiate and support the growth of tourism in Wayanad district of Kerala. It involves an innovative professional approach to the development of Wayanad tourism resources and potentials. Local entrepreneurs will get a forum for having a discussion and interaction on common issues to shape coordinated efforts to solve their problems by utilizing their collectivism. WTO provides an institutional framework for enabling partnerships between local tourism industries with Government tourism agencies for effective promotion of tourism potentials of Wayanad District. It helps in maintaining standard practices and to cultivate a culture of responsible, eco-friendly and sustainable tourism in this district. WTO indulges actively in developing innovative marketing strategies for tourism products and organises special events and programmes in this regard²⁹.

Table 4.6
Members of Wayanad Tourism Organisation

Agraharam Resorts	PPS Tourist Home
Banasura Hill Resort	Pranavam Homestays
Banasura Island Retreat	Rain Country Resorts
Edakkal Hermitage	Royal Palm Holiday Home
Exodus Dental Care	Seagot Banasura Resorts & Villas
Green Gates Hotel	Stream Valley Cottages
Greenex Farms	Sunrise Valley Resort
Haritagiri Hotel & Ayurvedic Village	The Kallat Hotel
Hotel MGT International	The Meenmutty Heights Resort
Isaac's Hotel Regency	The Windflower Resort and Spa
Kannur Ayurvedic Centre	The Woodlands
Muddy boots Vacations	Tranquil Resort
My Garden of Eden	Upavan Resort
Parisons Plantation Experiences	Vythiri Resort
Pepper Trail	Wayanad Silver woods Resort
Planet Green plantation Resorts	Wynberg Resort

Source: www.wayanad.org

4.4.22 Wayanad Eco Tourism Organisation (WETO)

It is a non-profitable tourism related organisation constituted by a group of resorts in Wayanad to encourage sustainable tourism along with the development of the District. The prime motive of the organisation is to ensure that the tourism destinations are eco-

friendly and to safeguard the nature from all sorts of contamination due to tourism development. It promotes traditional products, art forms, culture and life style by organising cultural fests and indulges in many voluntary social activities to conserve the wildlife and forest resources. In collaboration with government and non-government organisation, it works out activities to create awareness of sustainable tourism and the need for eco-friendliness in tourism development of the state. The organisation inspires its members to accommodate and entertain their guests in a manner, which is less destructive to the natural environment and culture of the society. Visitors are also motivated to follow the eco-friendly attitude and to conduct a responsible tour in Kerala. This organisation is aimed to encourage and support the utilisation of the diverse resources in optimal manner and through proper tourism inclusion to generate fund for conservation projects, awareness and training programmes³⁰.

4.4.23 Confederation of Accredited Tour Operators (CATO)

CATO aimed to recognise the tour operators in Kerala and to motivate them to maintain discipline in the field of tour operations. The scheme of accreditation will encourage high quality and standard services in Tour operation for promoting tourism activities in Kerala. The tour operators who want to be a member in CATO are required follow guidelines issued by Department of Tourism, Government of Kerala. It is insisted that the tour operator should engage in tour related activities like arrangements for accommodation, transportation, entertainments and sight-seeing in Kerala and its headquarters should be based in the State. The tour operator should have minimum infrastructure specified by Department of Tourism to get accreditation and it should have been in operations in the same field for a minimum period of two years before the date of application for accreditation. Generally, the Department of Tourism includes the details of the accredited tour operators in all the tourism promotion materials issued and in the web site from time to time³¹.

4.4.24 Tour Operators

A tour operator creates a complete holiday package consisting of travels, accommodation, and food, escort and guide and so on. A tour operator put together all

aspects of a tour in to a package or combines tour and travel components to create a holiday package. Tour operator provides information, plans and coordinates travel in collaboration with various other service providers to set up a package or service. They prepare a detailed and customised itinerary for tourists who want to visit Kerala. All travel and tour related hindrances would be met and solved by tour operators, as they are competent in designing, packaging and conducting tours for those who have no time to plan or manage tour by themselves. They are also specialists in managing large groups, in conducting mega programmes, conferences, seminars etc. Tour operator supplies in-depth knowledge and information about the tourism destinations, accommodation facilities, transportation facilities and other logistics needed for planning a tour. It has alliances with related industries and services such as hotels, resorts, travel agencies, taxi services, airlines, railways and guide services. A tour operator monitors the entire operations of a tour for smooth completion of holidays undertaken and any unfortunate break in any path of the itinerary will be compensated or reorganised with least inconvenience to the tourist³². The list of approved travel agents / tour operator is given in the Annexure I.

Fig. 4.3

Kinds of Tour Operators

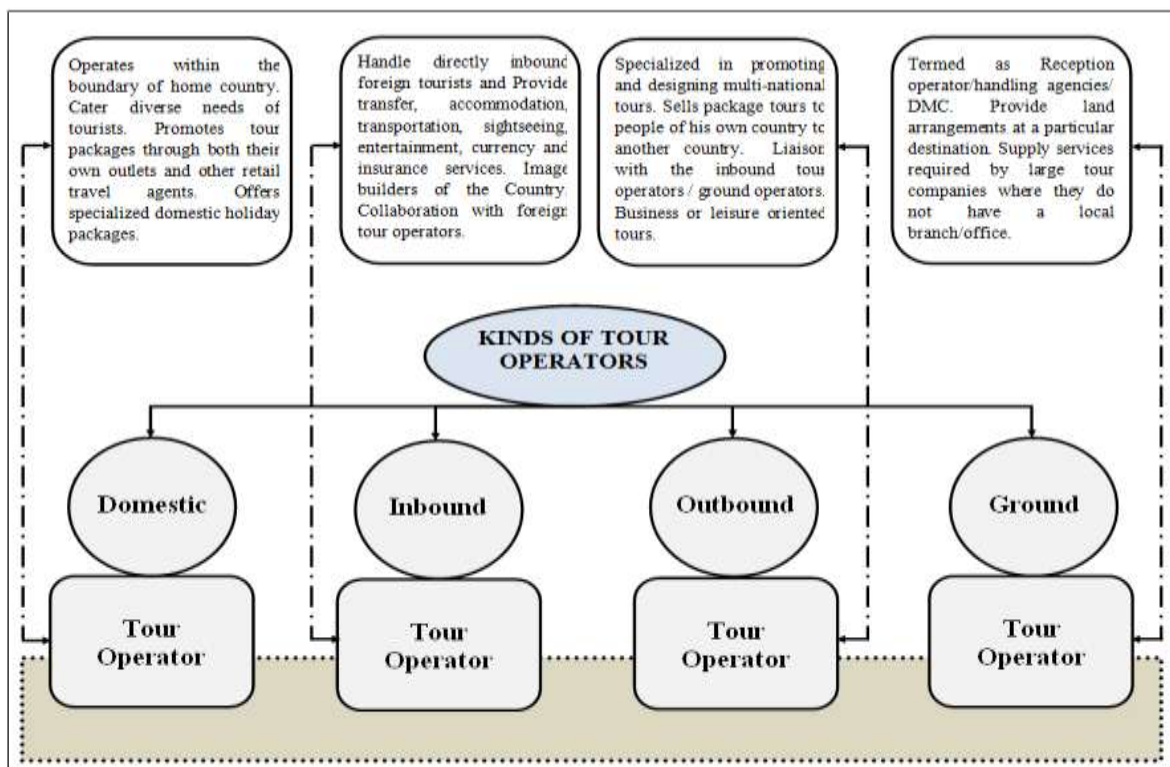
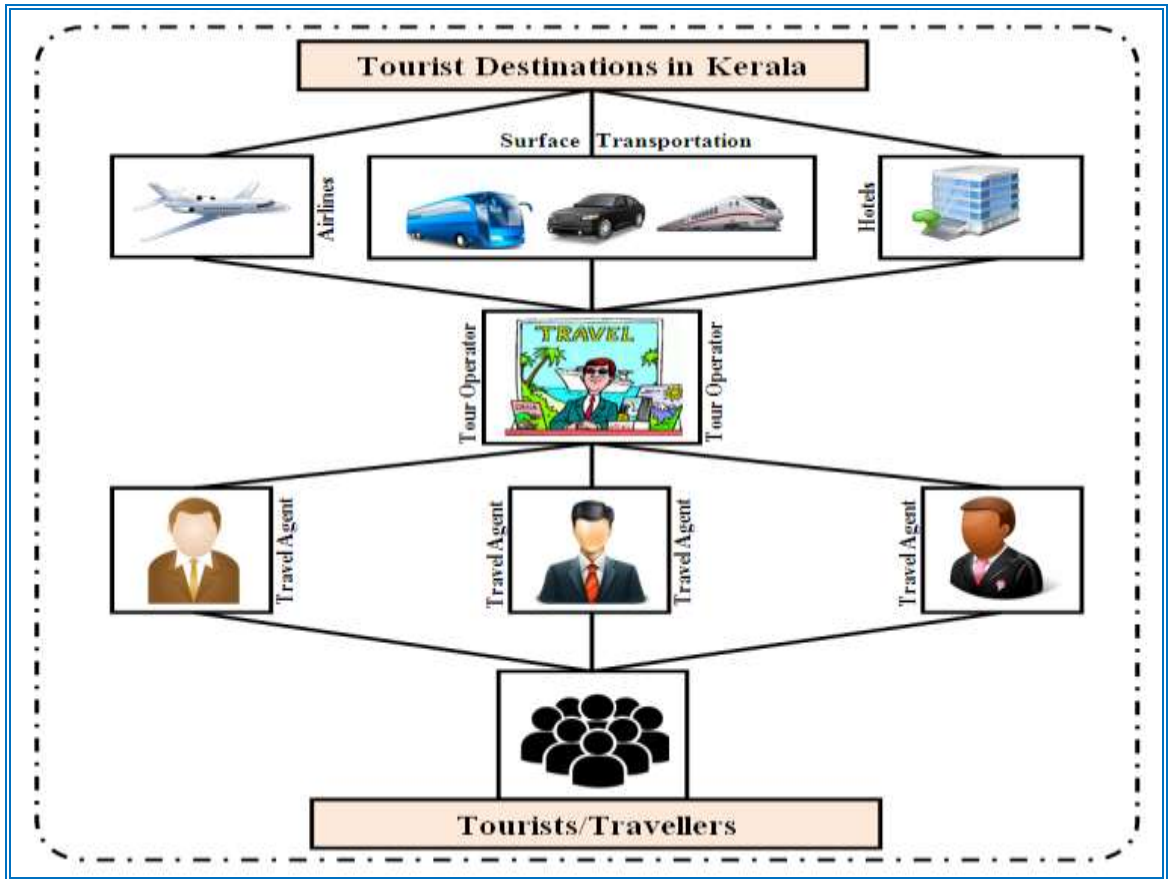


Fig. 4.4

Position of Tour Operators in Kerala Tourism Industry



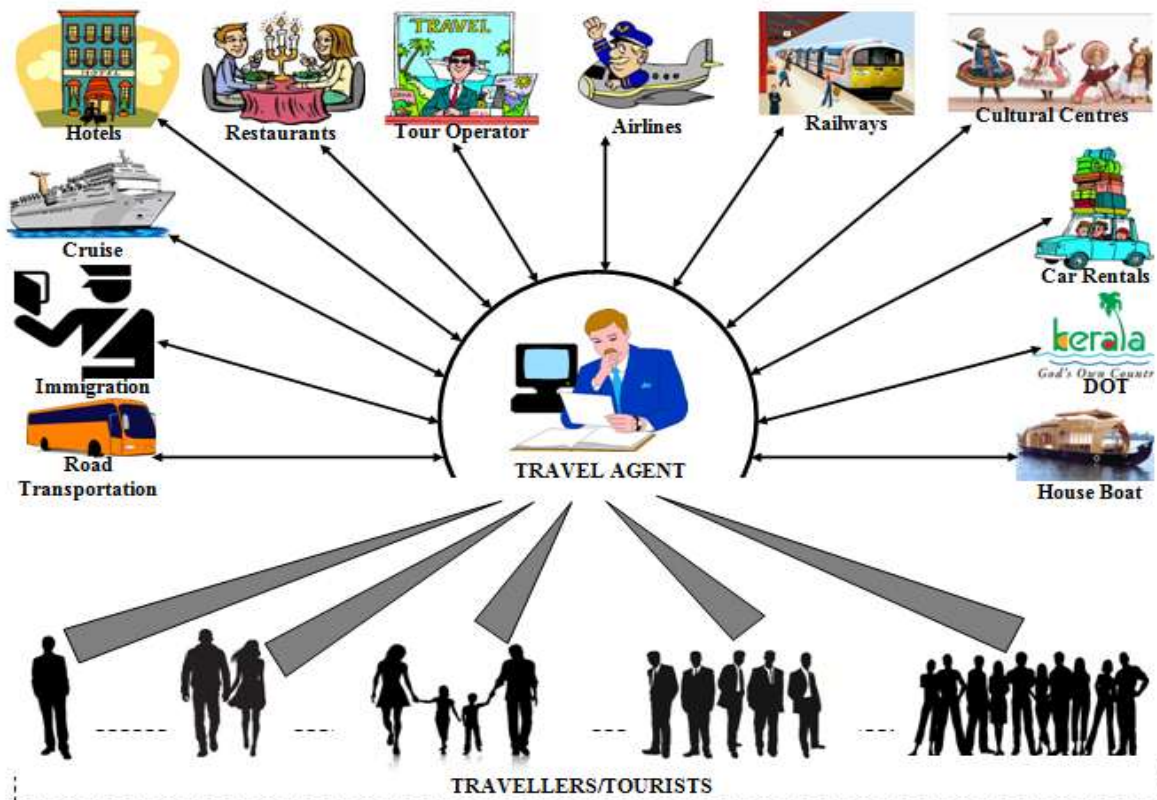
4.4.25 Travel Agency/Agents

Travel Agency is responsible for organising a travel and acts as a travel consultant and organiser for the tourist. It provides links to various suppliers of tour related services with tourists. Travel agency books air, train and bus tickets, arranges pick up from airport, railway station, arranges accommodation at hotels, resorts and lodges. It sells the tour packages designed by tour operators and other tour managers. It is acting as a private retailer of travel and tourism related services on behalf of airlines, tour operators, hotels, resorts, railways, cruise lines, taxi and car rentals. They may have separate departments to cater the varied needs of travellers according to the size of the agency. It can have overseas offices and services other than its home country. Travel agents provide service for commission. Travel agencies are supposed to provide impartial advice to the tourists and customise services rather than running with the concept of holiday super market

where tourists choose packages already designed by tour managers. Highly experienced and professional guidance, comfortable vehicles for journey, detailed itinerary, convenient booking systems, best prices, quality services and customisation are the peculiarities of travel agencies, which provide perfect tour in Kerala. Travel agents play vital role in the tourism business development of Kerala. Preparation of individual itineraries for large tour operators including hotel arrangements, transportation and sightseeing, negotiation with service providers regarding room rent, meal prices, travel fares, tickets, economic routes, sequencing of tourist destinations while planning a tour package, design comprehensive local packages for whole sale tour operators and individual tourists, dissemination of necessary information, provide facilitation services like arrangements for passports and visa for international travellers, arrangement for travel insurance and car rentals, help the tourists to complete customs clearance, immigration and preparation of time tables are the main responsibilities of travel agents in Kerala. The list of travel agents / tour operators in Kerala is given in the Annexure II.

Fig. 4.5

Position of Travel Agent in Kerala Tourism Industry



4.4.26 Hotels

Hotels are the significant constituent of the tourism market in Kerala. They play a vital role in contributing memorable tourism experience to the guests by offering standard facilities and services as expected by the tourists. Different classes of hotels are operating in Kerala as per the classification standards formulated by the Department of Tourism, Government of India. The facilities offered by these hotels may vary according to the classification of the hotels i.e. it may range from basic to luxurious lodging facilities. Large hotels provide additional facilities like indoor games, swimming pools, shopping centres, conferences venues along with basic amenities. Proper numbering system has been followed for identifying rooms by the guests. Most of the Hotels will have restaurant and room services as per the demand of the guests. Most of the hotels in Kerala have some specialties to offer, sea facing rooms, easy accessibility, heritage hotel rooms, professionally trained staff, tranquil atmosphere, close contact with lush green nature and complete relaxation. Kerala Hotel Industry is able to provide best choices of accommodation in the right place to have an enjoyable holiday because the industry players are very much adaptive to the current trends and expectations of the present tourism market³³. Changes in the perception of tourists regarding the lodging facilities demand a variety of ambience, traditional architecture, beautiful furniture, neat, hygiene and spacious rooms, courteous room service in addition to the basic facilities. Whatever may be the budget of the guest, it is possible to have a stay at memorable places. Kerala Tourism has a huge number of hotels to outfit all budgets at intended standards. Hotels have special arrangements for foreign and domestic tourists since they follow different patterns in tours and travels. It is viewed that the price of accommodation in Kerala is a little bit high, but still there are a number of budget and economy hotels to cater the needs of less well-off Indians. Resorts in Coastal areas in the south Kerala are expensive when compared to other parts of the state. There are different categories of star-rated hotels in order to cater the needs of well-off people in Kerala like 5 star deluxe, 5 star, 4 star, 3 star, 2 star, 1 star, heritage grand, heritage classic and heritage basic. Each category has different types of rooms such as normal, deluxe, executive, suite, deluxe suite, presidential suite, A/C and Non-A/C rooms, rooms facing sea, garden, pool and monuments to meet the diverse needs of people according to the thickness of their

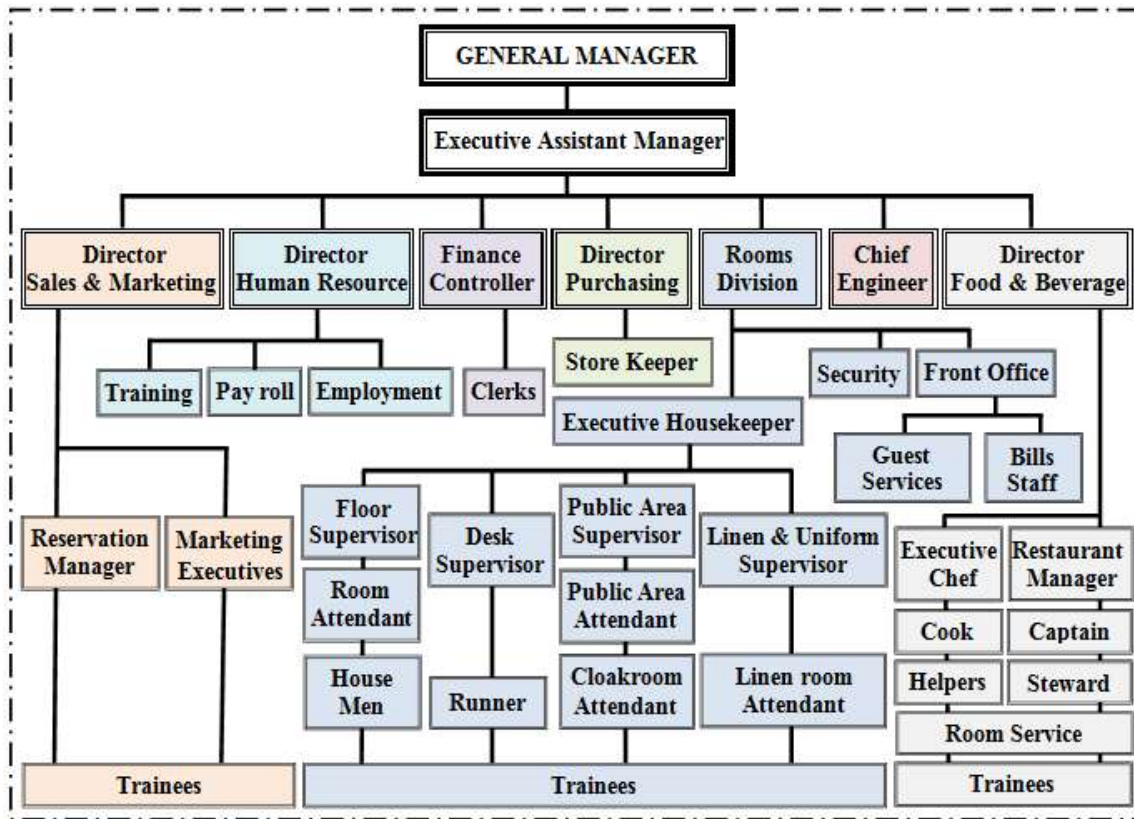
pocket. Hotels and restaurants follow different meal plans also for the convenience of their guests³⁴. Approved hotel classification in Kerala is shown in the Annexure III.

Table 4.7
Levels of Hotels & Meal Plans

LEVEL	DESCRIPTION
All suite hotel	Apartment style accommodation with breakfast and complimentary drinks in the room rate
American plan	Hotel accommodation with three meals daily included in the price of the room (Full Board).
Bed & Breakfasts (B&B)	Overnight accommodation in the private homes usually breakfast provided and sometimes offers other meals.
Casino hotels	Hotel that provides gaming facilities
Conference Centre	Facility designed to provide the space and services needed for groups holding, meetings, seminars and conventions
European plan	Hotel accommodations with no meals included in the price of the room.
Full pension	Term used in Europe to indicate hotel accommodation that include three meals daily
Half pension	Hotel accommodations that include bed, breakfast and one other meal.
Modified American Plan (MAP)	Hotel accommodations that include breakfast and either lunch or dinner in the price of the room
Rental Condominium	Furnished apartments found mostly in resort areas usually rented by the weekend, week , or season
Residential Hotel	Accommodations that provide service for guests who wish to stay for extended periods of time – a month, a season, or longer.
Resort Hotel	Accommodations that provide recreational and entertainment facilities.
Spa	Accommodation built around natural resources and providing health promotion amenities, mineral waters, sun, air, special diets and exercise.
Transient Hotel	Accommodation that provide basic room amenities only.
Continental Plan (CP)	Hotel room plus breakfast basis

Source: Kye-Sung (Kaye) Chon³⁵ et al.

Fig.4.6
Basic Structure of Hotels



4.4.27 Resorts

Resorts are the places, which offer tranquil atmosphere for relaxation and recreation to the tourists. It attracts tourists for having a joyful vacation at a calm and peaceful ambience. A proper blend of food, drink, accommodation, games, entertainments and shopping is provided to the vacationers in the premises of resorts. A resort goes beyond a hotel property by providing array of amenities for entertainment and recreation. It is well known for its serene ambience. A resort is termed as a full-service lodging facility that provides access to or offers wide range of amenities and recreation facilities to highlight a leisure experience. They serve as the primary providers of the guests' experience and provide services for business and are located in vacation-oriented settings³⁶. A resort must satisfy certain compliances to be included as a resort. It should have a theme like mountain, Hill station or Island, beach or ocean, backwater or lakeside,

casino or gaming, all-inclusiveness, health or wellness, marina etc. Different recreation experiences are to be provided in addition to the theme of the resort. Kerala is an ideal destination for tourist resorts because of its greenery, serene backwaters, beautiful beaches and coastal areas, stunning peaks and mountains and tropical specialties. There are number of destination and special purpose resorts in Kerala. Destination resorts offer all basic amenities to attract and retain the tourists in that premise and sometimes play the role of inclusive resorts, which specifically cater the needs for specific vacation interests. Recreation and entertainments have prominent place in the functioning of resorts in Kerala. Indoor and outdoor games, funny playoffs, adventurous activities and cultural entertainments are arranged at the premises for entertaining the visitors in addition to the food and accommodation. Special purpose resorts exclusively proffer specific attention to a particular class of tourists and usually they cater the needs for such categories only. Ayurvedic resorts in Kerala are the examples of such resorts whose primary purpose is to provide individual Ayurvedic treatments and to develop healthy habits for tourists. Each resort in Kerala is capable of giving a unique ambience and an experience to their customers. The list of tourist resorts in Kerala is shown in the Annexure IV.

4.4.28 Home Stays

Home stays offer an exceptional experience to the tourists who want to have accommodation facilities in the homes of people who reside in tourist destinations. These may be the houses situated inside the farms or plantations near to the tourist destinations which are far away from township. It is an alternative tourism product for accommodating tourists who are unable to avail the services of resorts or hotels. The people who reside surrounding to a tourist destination may arrange their farmhouses, heritage homes, cottages etc. for accommodating the tourists. It is of recent origin in Kerala and has a great potential to explore the possibilities of having an alternative lodging in the State. Some tourists prefer Homestays even though hotels and resorts are available at the destination, for having a fascinating experience. It enhances the societal participation in the tourism development through responsible tourism initiatives. The tourists are able to enjoy the lifestyle, culture, traditions and tastes of indigenous cuisines of the land of spices. The Homestays attracts the tourists to be away from crowded

townships to rustic simplicity by providing them clean, comfortable and budget accommodation and food. In order to convert a tour as an experiential holiday, an innovative approach is needed to gratify the tourists who like to touch the heart and soul of the destination, enjoying the rustic simplicity and a traditional lunch on a banana leaf. The homestays are the solution to delight the tourists in this regard^{37,38}.

The Home stays in Kerala are functioning in compliance with the rules and regulations of the Department of Tourism and classifications implemented through respective District Tourism Promotion Councils. Homestays in Kerala are classified in to three categories based on the quality of the accommodation provided. Class A, B and C categories are given Diamond House status, Gold house status and Silver House status respectively. The location of Homestays, exterior and surroundings, landscaping, lighting, parking, type of building, guest rooms, furniture, facilities, decoration, bathrooms, toilets, linen, fittings, public areas, food, food quality, kitchen, hygiene, safety and security, communication facilities, eco-friendly practices, waste management, water conservation, pollution control, alternate energy usage etc. are considered while classifying a homestay in Kerala. Homestays are emerged as alternative tourism product for sustainable community development³⁹. The natural and cultural attributes are properly exchanged through this alternative tourism product. The proper marketing of homestays pave the way for attaining economic, social and environment tourism sustainability. Homestays are effective in providing the feel of rural and local life to the tourists having no such experience⁴⁰. There are some concerns about the alternative product that it may affect the hotel industry in the state and therefore the Department of Tourism has proposed a policy of limiting the number of rooms of homestays. A list of Homestays in Kerala is given in the Annexure V.

4.4.29 Local Taxi

Local Taxi services throughout Kerala plays a vital role in the smooth running of tourism activities in the state. It functions as a supporting wing to the travel industry. They organise trips mainly for domestic tourists in short trip journeys and arranges basic amenities at tourist destinations for the tourists. In each corner of Kerala, local taxi

service is available. These taxi services provide safe and reliable taxi hiring services for short and long distance journeys. Different classes of vehicles are used according to the number of traveller and comfortless preferred by the tourists. The giant destination managers seek the help of local taxi services for tapping the interior destinations for their tourists. The services include pick up and drop off from Airport, Railway Station, Hotels, Resorts and destinations. A/C and Non-A/C cabs of different companies are available at the convenience of the travellers. They perform hotel and resort booking on behalf of their clients. There are local associations of taxicab operators to organise their activities and to provide hassle free and budget travel service to the people. The tourists can avail the online car rental or taxi cab-booking facilities offered by taxicab operators at different destinations. Most of the taxi services are operating in 24x7 bases.

4.4.30 Houseboats/Kettuvalloms

Houseboats are the innovative tourism products of backwater tourism destinations in Kerala. Houseboat means a huge boat that is specially designed to be used as a home for leisure trips. These boats have a great history of playing a role in the convenient and safe movement of spices of Kerala through waterways. Later, it has carved a mark in the tourism map of Kerala. Kettuvalloms and houseboats are the most sought after tourism product at the backwater destinations in the state. Traditional kettuvallom is used as the symbol of promoting backwater tourism in Kerala. No tourist can forget a cruise in a houseboat along the palm-fringed waterways. These houseboats ply through lakes and rivers and there are various fixed routes popular among the tourists. Houseboats offer an enchanting experience of having a steady and slow race through emerald backwaters, well-furnished bedrooms, hygiene toilets, pleasing living rooms and so delicious kuttanadan style sea foods. Both organised and unorganised sectors market the innovative product as a mean of tapping the backwater potential of Kerala. The mode of construction of houseboats is very particular in using eco-friendly and traditional materials to give a romantic touch to the ambience of these water palaces. The tourists have choices in selecting routes from wide selection of beautiful cruise lines, category of bedrooms and mini conference halls to enjoy get-togethers with almost privacy and as per the budget. Houseboat holidays are very popular among the domestic as well as international tourists

because of its uniqueness in providing aquatic enjoyments and sightseeing in a tranquil atmosphere⁴¹.

According to the quality of services provided, the houseboats are classified as Gold Star Kerala Houseboats, which are deluxe category with less pollution, Silver Star Kerala Houseboats, which are standard category with less pollution, and Green Palm Kerala Houseboats, which are non-mechanised and electric engine houseboats with no pollution. The approval of houseboats will be given based on its compliances with the norms and conditions prescribed by the Department of Tourism.

With the increasing popularity of houseboats in Kerala has demanded for having different types of houseboats suiting different budget needs. Upper deck houseboat is preferred by corporate community as it has more number of rooms, conference hall that perfectly blends work and pleasure. They are air conditioned and fully furnished with audio-video presentation, video conferencing, internet facilities, CC TV etc. and are maintained in international standards. High level of safety and security, ethnic foods, quick rescue measures are available with the houseboats. The upper deck houseboats maintain higher level of eco-value and its functioning does not affect the backwater and the nature. Kettuvallom rice boats, which were primarily used for carrying cargos from one place to another now, rejuvenated the tourism industry in Kerala with a great come back with mass tourists. The old concept of Kettuvalloms is converted into fashionable water palaces up to four bedrooms, which can be hired individually, or on sharing basis. Putting houseboats are not common in the backwaters of Kerala. It provides a typical experience of serene backwaters and retains lot of traditional relics with modifications. Solar energy is used for power requirements. When tourists hire a punting boat, they are accompanied by punters, cook to facilitate them in all sorts. Speedboats offer quick and affordable way to experience the beauty of serene backwaters of Kerala. They are of different kinds in seating capacity to accommodate more number of people. The Department of Tourism wants to bring out an approval system for houseboats in Kerala for contributing sustainability to the innovative tourism product and to protect the backwater environment. The conditions laid down by the department would act as a

monitoring device for ensuring the quality, safety and security of aspects of houseboat cruises in Kerala⁴². A list of Houseboats in Kerala is given in the Annexure VI.

4.5 Conclusion

Destination management organisations (DMOs) play varied roles and responsibilities in managing, developing and promoting tourist destinations in Kerala. They are operating at different levels, according to the relative importance of tourism activity there. The elements of sustainability, environmental preservation and participative destination protection through community reserves, innovative tourism projects, specific tourism products and services for specific target groups, tourism infrastructure development, and marketing of tourist attractions, guest service and orientation are primarily considered while managing a destination by DMOs in organised and unorganised sectors. The contributions of these organisations for the economic prosperity of the state through tourism development are remarkable. Kerala tourism is a sleeping giant. It has plenty of tourism potential to be tapped. It is the responsibility of DMOs to unveil the potentials and to make utilise possibilities of tourism activities for the well-being of the state in cooperation with other departments and service providers.



Works Cited:

1. Retrieved from http://wikieducator.org/Tourist_Destinations September 12, 2014
2. Retrieved from solimarinternational: <http://www.solimarinternational.com/tourism-development-consulting/destination-management> September 12, 2014
3. "Destination Management & Quality Programme: Conceptual Framework." *UNWTO*. Retrieved from <http://destination.unwto.org/content/conceptual-framework-0> 25 August 2014
4. Manente, Mara. "Destination Management and Economic Background: Defining and monitoring local tourist destinations ." *International Conference on Measuring Tourism Economic Contribution at Sub-National Levels*. October 2008. 29-31.
5. Mezei, Karmen Andrea. "Tourist Destination Management." *Journal of Tourism* (2009): 52-58.
6. WTO. *A Practical Guide to Tourism Destination Management*. Madrid, Spain: World Tourism Organization, 2007.
7. WTO. *Survey of Destination Management Organisations*. World Tourism Organisation, 2004.
8. Klimek, Katarzyna. "Destination Management Organisations and thier shift to Sustainable Tourism Development." *European Journal of Tourism, Hospitality and Recreation* 4.2 (2013): 27-47.
9. Retrieved from <http://www.ktdc.com/> September 12, 2014.
10. DTPC. *Discovered India*. Retrieved from <http://www.discoveredindia.com/kerala/district-tourism-promotion-council.htm> September 12, 2014.
11. Retrieved from http://kerala.gov.in/index.php?option=com_content&view=category&layout=blog&id=128&Itemid=390, August 20, 2014.
12. Radhakrishnan, S. Anil. "Tourist information centres to get a makeover." *The Hindu*, March 26, 2012.
13. Retrieved from <http://www.trkl.in/> August 20, 2014.
14. BRDC. "Discover Kerala's exciting past at Bekal: Home to an unspoilt beach and an ancient fort." Retrieved from <http://www.bekaltourism.com/> August 20, 2014.

15. KITTS. "Welcome to KITTS." Retrieved from <http://www.kittsedu.org/> September 25, 2014.
16. SIHM-K. "Welcome to SIHM." Retrieved from <http://www.sihmkerala.com/> September 25, 2014.
17. Retrieved from <http://www.forest.kerala.gov.in/> September 25, 2014.
18. Retrieved from <http://www.ktdc.com/tamarind.php>, September 10, 2014.
19. Retrieved from www.tourfed.com September 25, 2014.
20. Retrieved from <http://www.tpckerala.com/> September 26, 2014.
21. Retrieved from <http://www.uravu.net/> September 26, 2014.
22. Retrieved from <http://www.fhrai.com/> September 26, 2014.
23. Athira, M. "TOAK all set to launch 'Say No To Hartal' campaign." *The New Indian Express*, February 08, 2010.
24. Retrieved from <http://www.keralatraveloperators.com/> August 21, 2014.
25. "A Brief History of TAAI and its Growth." *TAAI*. Retrieved from <http://www.travelagentsofindia.com/history.php> August 25, 2014.
26. Retrieved from www.iato.in September 20, 2014.
27. Retrieved from <http://www.attoi.org/> September 28, 2014.
28. Retrieved from <http://www.keralahotelsassociation.com/> September 28, 2014.
29. Retrieved from <http://www.wayanad.org/> September 28, 2014.
30. Retrieved from <http://www.weto.in/> September 26, 2014.
31. Retrieved from <http://www.catokerala.org/cato-members.html> September 28, 2014.
32. Retrieved from <https://www.keralatourism.org/touoperators/> September 25, 2014.
33. Abraham, Davis. *The Rough guide to Kerala*. India : Rough Guides, 2010.
34. Retrieved from <http://www.hotelsinkerala.net/> August 20, 2014.
35. Kye-Sung Chon, K. S. Chon and Raymond T. Sparrowe. *Welcome to Hospitality: An Introduction*. Del Mar, California : Cengage Learning, Inc, 2000.
36. Brey, Eric T. *Resort Definition & Classifications: A Summary Report to Research Participants*. Memphis: Center for Resort and Hospitality Business, University of Memphis, 2009.
37. Retrieved from <http://www.homestaykerala.org/> August 21, 2014.
38. Retrieved from <http://homestaysinkerala.com/> August 21, 2014.

39. Acharyaa, Elizabeth A. Halpenny & Baikuntha Prasad. "Homestays as an Alternative Tourism Product for Sustainable Community Development: A Case Study of Women-Managed Tourism Product in Rural Nepal." *Tourism Planning & Development* 10.4 (2013): 367-387.
40. Gangotia, Amit. "Home Stay Scheme in Himachal Pradesh: A Successful Story of Community Based Tourism Initiatives (CBTIS)." *Global Journal for Research Analysis* 2.2 (2013).
41. Retrieved from <http://www.kettuvallom.com/houseboats.htm> August 21, 2014.
42. Nair, G.K. "KTDC introduces houseboat classification." *The Hindu Business Line* February 28, 2013.



DESTINATION SATISFACTION

CONTENTS

Items	Page Number
5.1 Introduction	154
5.2 Demographic Profile of the Respondents	154 – 158
5.3 Tourist Destination Satisfaction	158 – 159
5.3.1 Attractions	159 – 163
5.3.2 Activities	163 – 167
5.3.3 Accessibility	167 – 171
5.3.4 Accommodation	171 – 174
5.3.5 Amenities	174 – 182
5.4 Testing of Hypotheses – Destination Satisfaction	182
5.4.1 Expectation on Attributes of Attraction	182 – 184
5.4.2 Experience on Attributes of Attraction	184 – 186
5.4.3 Expectation on Attributes of Activities	186 – 188
5.4.4 Experience on Attributes of Activities	188 – 189
5.4.5 Expectation on Attributes of Accessibility	189 – 191
5.4.6 Experience on Attributes of Accessibility	191 – 192
5.4.7 Expectation on Attributes of Accommodation	193 – 194
5.4.8 Experience on Attributes of Accommodation	194 – 195
5.4.9 Expectation on Attributes of Amenities	196 – 197
5.4.10 Experience on Attributes of Amenities	197 – 199
5.5 Conclusion	200

CHAPTER V

DESTINATION SATISFACTION

5.1 Introduction

This chapter analyses the primary data collected from the two sets of pre-tested questionnaires and presents the findings and achieving research objectives by contextualizing the related literature. The analysis provides a pertinent background for additional analysis and the findings provide useful backdrop information, which enables a comprehensive discussion and interpretation of the results relating to the research problem.

The first part of the analysis depicts the presentation of the demographic profile of the tourists who had participated in the study. It consists of their gender, age, occupational status, the purpose of visiting Kerala and destination manager in Kerala, which are of highly significant in understanding the tourist behaviour. The second phase deals with the gap score analysis of tourists' attitude towards the attributes of destination satisfaction at various tourist destinations in Kerala. In order to measure the level of tour experience acquired through their early expectations when compared to actual experiences, the properties of the HOLSAT model by Tribe & Snaith has been applied.

5.2 Demographic Profile of Respondents

The foreign and domestic tourists who were willing to participate in the study were identified using accidental sampling method and they were selected from Destination Management Organisations and various tourist destinations across Kerala. This research considered the both foreign and domestic tourists' perception and the gaps between expectation and experience. The demographic details are presented under four headings viz. gender, age group, occupational status and the purpose of visiting tourist destinations in Kerala. The following tables in this section show the demographic status of the respondents.

5.2.1 Gender of the Respondents

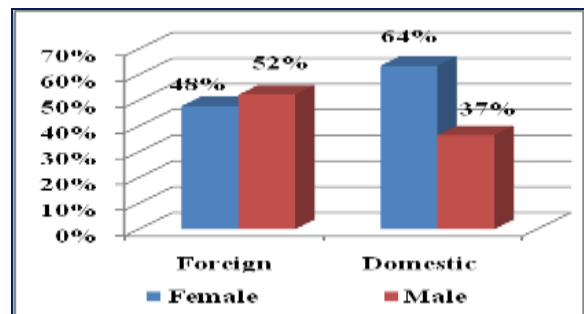
The primary data required for the research were collected from both foreign and domestic tourists. The gender wise classification shows that forty-eight percent of foreign tourist respondents constituted female tourists and fifty-two percent were male tourists. Sixty-four percent of domestic tourists were female and thirty-seven percent were male tourists. The Table 5.1 depicts the gender wise distribution of foreign and domestic tourists. It is clear that the foreign tourists are almost equally responsive to the research irrespective of the gender, whereas domestic female respondents were more receptive to the research than the domestic male tourists.

Table 5.1
Gender of the Respondents

Gender	Foreign		Domestic	
	No	%	No	%
Female	85	48	108	64
Male	93	52	62	37
Total	178	100	170	100

Source: Primary Data

Fig. 5.1
Gender of the Respondents



Source: Primary data

5.2.2 Age group of the respondents

The Table 5.2 shows that 75 foreign respondents are in the age group of 41 – 60 years constituting forty-two percent and thirty percent of the foreign respondents belong to the age group of 21-40 years. Twenty percent of them belong to 61 years and above. Only eight percent lie in the age group of below 20 years. Whereas in case of domestic respondents, forty-two percent belong to 21-40 years and thirty two percent belong to 41-60 years. Thirteen percent each belongs to below 20 years and 61 years and above category. Thus, it is inferred that, irrespective of the nationality, the tourists who lie in the age groups of 21-40 and 41-60 years would like to visit tourist destinations in Kerala than other two extreme age categories.

Table 5.2

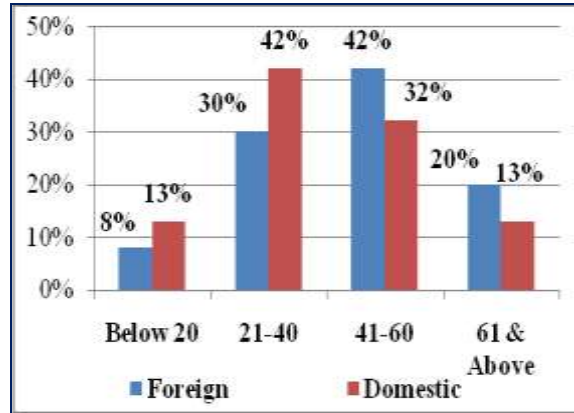
Age Group of the Respondents

Age	Foreign		Domestic	
	No	%	No	%
Below 20	14	08	23	13
21-40	53	30	71	42
41-60	75	42	54	32
61 & Above	36	20	22	13
Total	178	100	170	100

Source: Primary Data

Fig. 5.2

Age of the respondents



Source: primary data

5.2.3 Occupation of the respondents

It is observed that forty-four percent of foreign respondents are business people, twenty-one percent of them are employees, thirteen percent are professionals, eleven percent is self-employed persons and eight percent of the respondents are students. Whereas twenty-four percent of domestic respondents are employees, twenty percent are business people, nineteen percent are professionals and twenty percent are students.

Table 5.3

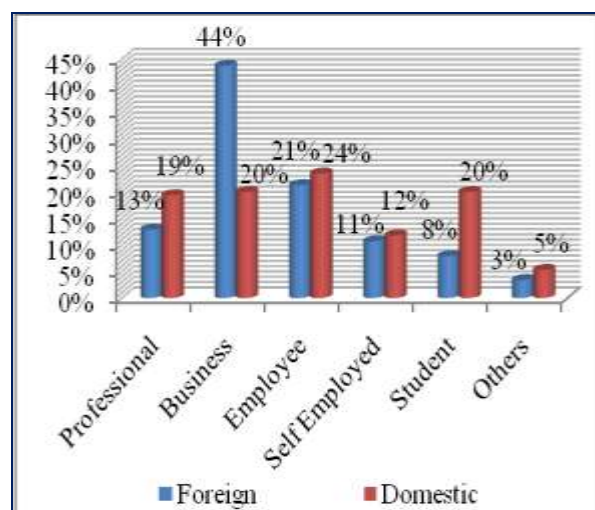
Occupation of the Respondents

Occupation	Foreign		Domestic	
	No	%	No	%
Professional	23	13	33	19
Business	78	44	34	20
Employee	38	21	40	24
Self Employed	19	11	20	12
Student	14	08	34	20
Others	6	03	9	05
Total	178	100	170	100

Source: Primary Data

Fig.5.3

Occupation of the respondents



Source: Primary data

Occupational status greatly influences in building tour culture among the people. Income from occupation and the workload usually determines the number of days of leisure and urges to have a tour various destinations across the world. The statistics given in the Table 5.3 depicts that the majority of the foreign tourists in Kerala are engaged in business and allied activities. However, in case of domestic tourists, most of them are employees and business people. The people from all sorts of life prefer Kerala destinations for holiday enjoyments and other tourism related activities.

5.2.4 Purpose of visiting tourist destinations in Kerala

The tourists' purpose of visiting a tourist destination is having a great importance in destination planning and development. Sixty-eight percent of the foreign respondents prefer Kerala destinations for pleasure and holiday enjoyments, ten percent each aimed to do business related activities, health care, and six percent each intended for pilgrimage and academic pursuits. Domestic respondents are also keeping similarity with the purpose of visiting Kerala destinations. The majority of the domestic respondents (sixty-five percent) visited Kerala for pleasure. Fifteen percent of them aimed to deal with business and allied activities in Kerala. A considerable portion of the respondents chose Kerala for health care and pilgrimage. Very little percentage aimed for academic works and visiting friends and relatives.

Kerala has breathtaking natural beauties and climatic conditions. Therefore, the foreign and domestic tourists prefer destinations in Kerala for pleasure and holiday enjoyments. The Ayurvedic treatments and traditional health care of Kerala are world famous and one of the most demanded tourism products of the State. MICE tourism is an emerging concept in Kerala, which directs the drain of business tourists to the state. Travel and tourism trade fairs and festivals as Kerala Travel Mart attracts business community to the tourism industry in Kerala. Moreover, Kerala is the land of temples and religious places. The sacred places, Temples, Churches and Mosques offer a unique God experience, relaxation and releasing from tensions, worries and problems. The religious ceremonies and festivals create devotion and are spectaculars. The cultures, traditions, agriculture, traditional art forms, handicrafts, traditional industries etc. are a point of

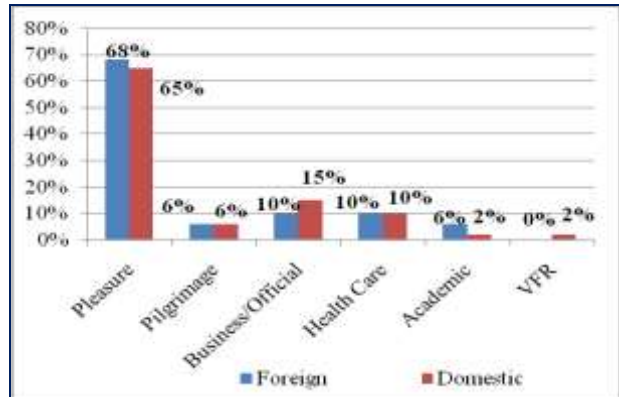
attraction to the academia to a great extent. The people from abroad and from different parts of India visit Kerala as part of their academic pursuits. Usually, domestic tourists reach different destinations in Kerala as part of their intention to visit friends and relatives resides near to the tourist destinations.

Table 5.4
Purpose of Visiting Kerala

Purpose	Foreign		Domestic	
	No	%	No	%
Pleasure	121	68	111	65
Pilgrimage	10	6	10	06
Business	18	10	25	15
Health Care	18	10	17	10
Academic	11	6	3	02
VFR	0	0	4	02
Total	178	100	170	100

Source: Primary Data

Fig. 5.4
Purpose of visiting Kerala



Source: Primary Data

5.3 Tourist Destination Satisfaction

Destination satisfaction means tourist satisfaction with the attributes of a tourist destination and it is a complex series of events and the tourist satisfaction is affected by a series of experiences and some of which are independent of commercial tourism organizations. Kerala is one of the favourite destinations in the world for holiday enjoyments and the majority of the foreign and domestic tourists prefer tourist destinations in the state for spending their leisure (Table 5.4). Tourist satisfaction is one of the most important issues concerning business organizations of all types and the core principles of the continuous advancement of modern enterprises. Therefore, the tourist satisfaction is to be properly assessed and translated into a number of measurable parameters as the most reliable feedback system, effective, direct, meaningful and objective way the tourists' preferences and expectations. In this regard, customer satisfaction is a baseline standard of performance and a possible standard of excellence in any business organization. Tourist satisfaction is a process that involves a subjective assessment of the difference between expectations and perceived service. It is stated that satisfaction is seen as the difference between expectations and perceived experiences. It

is depicted that the satisfaction is created when the pre-travel expectations of the tourists are fulfilled by the real experiences after the travel. High tourist satisfaction is likely to contribute benefit to not only tourism goods/service providers, but also local governments and residents. The process of monitoring tourist satisfaction is beneficial to any hospitality enterprise and makes the difference between offering a mediocre product and an excellent, quality product and sum of satisfactions with the individual elements or attributes of all the products and services that make up the experience. It is considered that tourist satisfaction is one of the most investigated topics in the field of tourism due to its role in the survival of a destination. Customer satisfaction is exceedingly personal estimation, which is deeply influenced by the customer expectations regarding the services. The effect of service quality and service features plays a significant part in customer satisfaction. The foreign tourists' pre and post visit perception on the parameters of the holiday satisfaction as Attractions, Activities Accessibilities, Accommodations and Amenities in Kerala context was assessed with the help of the descriptive statistics and Wilcoxon signed rank test.

5.3.1 Attractions

The first and foremost parameter of tourist satisfaction is the attractions of Kerala tourism. Tourists are motivated to visit Kerala up to an extent based on the element of attractions. Tourist destinations in Kerala are popular in the global tourism market. It offers a very unique experience and creates interest in the minds of tourists by showcasing the inherent natural beauty, built beauty, cultural values, and historical significances, opportunities for leisure, amusements and adventures. The foreign and domestic tourists' expectation and experience on various attractions of tourist destinations were assessed in order to fix the destinations satisfaction on the variable.

5.3.1.1 Foreign Tourists' Perception on Attractions

The Table 5.5 shows the result of statistical analysis of foreign tourists' expectations and experiences on attraction of Kerala Tourism. The descriptive statistics depict the expectation and experience of foreign tourists on various attractions of the

destinations in the state. The Wilcoxon Test has been used for establishing the difference in tourists' expectation and experience on the attributes.

Table 5.5
Attractions - Expectation v/s Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	S	CMS			
Natural beauty	1.13	.65	0.82	1.48	.51	1.13	.35	-6.295 ^b	.000
Enjoyable climatic condition	1.08	.58		1.40	.54		.32	-6.442 ^b	.000
Clean and hygienic destinations	.79	.67		.80	1.05		.01	-.159 ^c	.874
The traditional art forms	.84	.57		1.24	.56		.40	-7.340 ^b	.000
Wild life Sanctuaries and Zoo	.95	.60		1.25	.62		.30	-5.744 ^b	.000
Hill Stations and Waterfalls	.75	.61		1.15	.69		.40	-7.152 ^b	.000
Beaches and Back waters	.96	.66		1.19	.75		.23	-4.165 ^b	.000
Festivals	.70	.62		.89	.83		.19	-3.220 ^b	.001
Culture and Traditions	.79	.52		1.09	.52		.30	-5.522 ^b	.000
Spices, Handicraft, Jewellery, Costumes and other products	1.07	.74		1.38	.51		.31	-5.187 ^b	.000
Pilgrim Centres and Religious Ceremonies	.64	.89		.94	.80		.30	-3.852 ^b	.000
Ayurveda Treatments	.67	.83		.82	.95		.15	-2.214 ^b	.027
Disturbances from Beggars and Street Vendors	.23	1.04		.69	.88		.46	-4.684 ^b	.000
Security and Safety Measures	.64	.77		.95	.67		.31	-3.983 ^b	.000
Rush at Tourist Destinations	.53	.89		.94	.86		.41	-5.024 ^b	.000
Attitude of Local Public	1.02	.65		1.48	.52		.46	-7.136 ^b	.000
Foods and beverages	1.20	.68		1.50	.65		.30	-4.558 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks.

(The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0).

Tourists had greater expectations and experiences on tasty and spicy Kerala cuisines (mean scores 1.20, 1.50), natural beauties (mean scores 1.13, 1.48), enjoyable climatic conditions (mean scores 1.08, 1.40), availability of spices, handicrafts, paintings

and other traditional products (mean score 1.07, 1.38) and attitudes of local people (mean score 1.02, 1.48) towards tourists and tourism development. Moreover, the positive mean scores of the rest of the factors like cleanliness and hygiene (mean scores 0.79, 0.80), opportunity to watch the performances of traditional art forms (mean scores 0.84, 1.24), visiting wildlife sanctuaries and Zoo (mean scores 0.95, 1.25), hill stations and waterfalls (mean scores 0.75, 1.15), beaches and backwaters (mean score 0.96, 1.19), fairs and festivals (mean scores 0.70, 0.89), culture and traditions (mean scores 0.79, 1.09), visit pilgrim centres and participate religious ceremonies (mean scores 0.64, 0.94), Ayurveda (mean scores 0.67, 0.82), beggars and street vendors free destinations (mean scores 0.23, 0.69), Safety and security measures (mean scores 0.64, 0.95) and rush free destinations (mean scores 0.53, 0.94) depict that the foreign tourists are satisfied with the attractions of tourist destinations in Kerala.

As the Combined Mean Score (1.13) of foreign tourists' experience exceeds the Combined Mean Score (0.83) of expectations, it is clear that the attributes of attraction went beyond the level of expectation. The Wilcoxon Test result says that at the significance level .05, if $p\text{-value} < .05$, the median difference between expectation and experience is not equal to 0 i.e. the experience is greater than expected. The output indicates that there is a significant difference in expectation and experience of foreign tourists on attractions except cleanliness and hygiene of destinations ($z = -1.59$, $p\text{-value} > 0.05$) because, the value of z for various attributes of attractions exceed the critical values of $z -1.96$ and $+1.96$ and the corresponding $p\text{-values} < 0.05$. It is inferred that the attractions of Kerala tourism provide the image for the better presentation of these tourist destinations to the tourism market. The gap scores in between expectations and experiences clearly describes that foreign tourists are satisfied with the attributes of attractions.

5.3.1.2 Domestic Tourists' Perception on Attractions

The Table 5.6 shows the result of statistical analysis of domestic tourists' expectations and experiences on attraction of Kerala Tourism. The descriptive statistics depict the expectation and experience of foreign tourists on various attractions of the

destinations in the state. The Wilcoxon Test has been used for establishing the difference in tourists' expectation and experience on the attributes.

Table 5.6
Attractions - Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Natural beauty	1.10	.60	0.79	1.68	.47	1.10	.58	-8.727 ^b	.000
Enjoyable climatic condition	1.12	.65		1.63	.50		.51	-8.109 ^b	.000
Clean and hygienic destinations	.66	.85		.69	1.27		.03	-.002 ^c	.998
The traditional art forms	.71	.75		.91	.92		.20	-2.929 ^b	.003
Wild life Sanctuaries and Zoo	.88	.64		1.24	.70		.36	-5.509 ^b	.000
Hill Stations and Waterfalls	1.04	.59		1.35	.60		.31	-6.277 ^b	.000
Beaches and Back waters	1.06	.60		1.45	.63		.39	-7.400 ^b	.000
Festivals	.66	.65		.95	.81		.29	-4.682 ^b	.000
Culture and Traditions	.83	.75		1.31	.62		.48	-7.561 ^b	.000
Spices, Paintings, Handicrafts, Jewellery, Costumes and other traditional products	.81	.79		1.01	1.01		.20	-3.146 ^b	.002
Pilgrim Centres and Religious Ceremonies	.46	.72		.55	.90		.09	-1.329 ^b	.184
Ayurveda Treatments	.80	.87		1.14	.78		.34	-4.487 ^b	.000
Disturbances from Beggars and Street Vendors	.32	.88		.58	1.05		.26	-2.958 ^b	.003
Security and Safety Measures	.59	1.10		.99	1.07		.40	-4.109 ^b	.000
Rush at Tourist Destinations	.50	.91		.65	1.13		.15	-1.883 ^b	.060
Attitude of Local Public	.82	.85		1.06	.92		.24	-3.103 ^b	.002
Foods and beverages	1.02	.87		1.48	.63		.46	-6.142 ^b	.000

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS=gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks (The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0).

The descriptive statistics of the analysis of the perception of domestic tourists depicts that they had greater positive expectations and experiences on natural beauty

(mean scores 1.10, 1.68), enjoyable climatic condition (mean scores 1.2, 1.63), beaches and backwaters (mean scores 1.06, 1.45), hill stations and waterfalls (mean scores 1.04, 1.35), delicious food and beverages (mean scores 1.02, 1.48) attitude of local people (mean scores 1.02, 1.48), culture and traditions (mean scores 0.83, 1.31), wildlife sanctuaries and Zoo (mean score 0.88, 1.24), Ayurveda (mean scores 0.80, 1.14) and availability of spices, handicrafts and other traditional products (mean score 0.81, 1.01) Moreover, the other attributes like cleanliness and hygiene (mean scores 0.66, 0.69), traditional art forms (mean scores 0.71, 0.91), fairs and festivals (mean scores 0.66, 0.95), pilgrimage (mean scores 0.46, 0.55), beggar free destinations (mean scores 0.32, 0.58), safety and security measures (mean scores 0.59, 0.99) and rush free destinations (mean scores 0.50, 0.65) show positive mean scores on expectations and experiences. As the Combined Mean Score (1.10) of domestic tourists' experience exceeds the Combined Mean Score (0.79) of expectations, it is clear that the attributes of attraction went beyond the level of expectation. The Wilcoxon Test result says that at the significance level .05, if $p\text{-value} < .05$, the median difference between expectation and experience is not equal to 0 i.e. the experience is greater than expectation.

The output indicates that there is a significant difference in expectation and experience of foreign tourists on attractions except cleanliness and hygiene of destinations ($z = -.002$, $p\text{-value} .998 > 0.05$), pilgrim centres and religious ceremonies ($z = -1.329$, $p\text{-value} .184 > 0.05$), rush free destinations ($z = -1.883$, $p\text{-value} 0.06 > 0.05$) because, the values of z for various attributes of attractions exceed the critical values of z -1.96 and +1.96 and the corresponding $p\text{-values} < 0.05$. The gap scores in between expectations and experiences clearly describe that domestic tourists are satisfied with attributes of attractions.

5.3.2. Activities

Kerala tourism offers many activity-based entertainments to its tourists. The tourists can get pleasure and relaxation and somewhat a total change from the activity based entertainments. Different theme based amusement parks provided for complete entertainments to all age groups, indoor and out-door game facilities provided by hotels

and resorts and other destination managers, trekking and adventurous sporting for iron hearts, yoga and meditation for body and mind relaxation, interaction with tribal people to learn rustic lifestyle, houseboat journey through lakes and backwaters, sightseeing, sea bath and sunset watching and elephant riding are the major activities planned and included in the tour packages designed and itineraries prepared.

5.3.2.1 Foreign Tourists' Perception on Activities

The descriptive statistics mean score of foreign tourists' expectation and experience on various attributes of activities (Table 5.7) depicted that the actual experience exceeded the level of expectation.

Table 5.7
Activities – Expectation v/s Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Enjoy the amusement parks	.48	.88	0.83	.70	.84	1.10	.22	-3.991 ^b	.000
Indoor and outdoor games	.70	.91		1.15	.81		.45	-6.845 ^b	.000
Trekking and adventurous journey	.90	.77		1.28	.56		.38	-5.925 ^b	.000
Yoga and Meditation	.66	.68		.65	.86		-.01	-.103 ^c	.918
Visit Tribal Places	.89	.60		1.14	.69		.25	-4.460 ^b	.000
Memorable House Boat journey	1.03	.64		1.42	.69		.39	-6.416 ^b	.000
Unforgettable sightseeing	1.13	.54		1.53	.55		.40	-6.681 ^b	.000
Sun set viewing and Sea bath	1.02	.65		1.24	.84		.22	-3.764 ^b	.000
Opportunities for elephant riding	.67	.73		.79	.80		.12	-1.934 ^b	.053

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks.
(The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

It is observed that tourists' had a higher level of expectation about sightseeing (mean score 1.13) and highest level of experience (mean score 1.53) at tourist destinations in Kerala. Having a memorable houseboat journey is a dream of a tourist in the backwater destinations in Kerala. They expected to get a memorable houseboat journey (mean score 1.03) through lakes and rivers in the God's Own Country and they could get unforgettable houseboat journey (mean score 1.42) over and above the expected level. Sea bath and sunset watching is part of the tour culture of tourists across the world. The statistics say that the perception of tourists about the attribute (mean score 1.24) surpassed the level of expectation (mean score 1.02) about sea bathing. The expectation and experience on the amusement parks (mean scores 0.48, 0.70), indoor and outdoor games (mean scores 0.70, 1.15) trekking and adventurous journey (mean scores 0.90, 1.28), tribal place visit (mean scores 0.89, 1.14) and elephant riding (mean scores 0.67, 0.79) show positive responses i.e. their actual experience is positively beyond the expectation level. However, yoga and meditation facilities available shows a greater expectation (mean score 0.66) and the perception (mean score 0.65) did not reach at the expected level.

The combined mean score of experiences (CMS 1.10) on the various attributes exceeds the combined mean score of the expectation (CMS 0.83) on the same. Moreover, the positive gap scores of attributes except yoga and meditation describe the level of tourist satisfaction on activities at the tourist destinations in Kerala. The output of the Wilcoxon test pointed out that there is a significant difference in expectation and experience of foreign tourists on attributes of activities except Yoga and meditation ($z = -.103$, $p\text{-value } .918 > 0.05$), and elephant riding ($z = -1.934$, $p\text{-value } .053 > 0.05$) because, the values of z for the attributes of activities exceed the critical values of $z -1.96$ and $+1.96$ and the corresponding $p\text{-values} < 0.05$.

Therefore, it is observed that tourist entertainment activities of Kerala tourism provide a memorable experience to the foreign tourists. The gap scores in between expectations and experiences clearly state that foreign tourists are satisfied with attributes of activities.

5.3.2.2 Domestic Tourists' Perception on Activities

The Table 5.8 shows the descriptive statistics and Wilcoxon Test result of the perception and expectation of the domestic tourists on the attributes of the activities. The descriptive statistics of domestic tourists' expectation and experience on various attributes of activities describe that the actual experience exceeded the level of expectation.

Table 5.8
Activities – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Enjoy the amusement parks	.47	.84	↑ 0.49 ↓	.85	.75	↑ 0.90 ↓	.38	-5.652 ^b	.000
Indoor and outdoor games	.24	.91		.94	.78		.70	-8.225 ^b	.000
Trekking and adventurous journey	.54	.93		.94	.92		.40	-6.038 ^b	.000
Yoga and Meditation	.29	.64		.48	.83		.19	-2.691 ^b	.007
Visit Tribal Places	.46	.66		.67	.97		.21	-2.162 ^b	.031
Memorable House Boat journey	.76	.85		1.25	.93		.49	-6.056 ^b	.000
Unforgettable sightseeing	.92	.77		1.51	.57		.59	-8.546 ^b	.000
Sun set viewing and Sea bath	.44	.71		.87	.84		.43	-6.389 ^b	.000
Opportunities for elephant riding	.32	.58		.63	.80		.31	-5.133 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks. (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

It is observed that domestic tourists' had no higher level of expectation about the attributes of activities. However, the positive mean scores agreed that the tourists have an affirmative view on the activities available at the tourist destinations. It is noted that the tourists had an incredible experience on sightseeing (mean score 1.51) and houseboat journey (mean score 1.25). The experience of indoor and outdoor games (mean score

0.85) was far away from the level of expectations (mean score 0.94). Relatively, domestic tourists had a better experience on the time spend in amusement parks (mean score 0.47), trekking and adventurous journey (mean score 0.94), tribal place visiting (mean score 0.46) sunbath (mean score 0.87) and opportunities for elephant riding (mean score 0.63) than the expectations on these attributes. Yoga and meditation was not in an appealing item among the domestic tourists. It has the lowest mean score (0.24) in the group of related attributes and the experience on the same (mean score 0.48) was not quite good. The gap scores of various attributes confirm the level of satisfaction on activities. The combined mean score of experiences (CMS 0.90) on the various attributes beats the combined mean score of the expectation (CMS 0.49) on the same attributes. The output of the Wilcoxon test pointed out that there is a significant difference in expectation and experience of domestic tourists on attributes of activities because, the value of z for the attributes of activities exceeds the critical values of z -1.96 and +1.96 and the corresponding p -values < 0.05 . Therefore, it is observed that tourist entertainment activities of Kerala tourism provide an unforgettable experience to the domestic tourists.

5.3.3 Accessibility

Accessibility is a crucial element for the development of a tourism destination. Tourist may prefer a destination only when it is easily accessible to them. Fast Immigration and customs clearance, easy to get international and national air tickets, VISA, etc., are very significant regarding an international tour. As far as concerned, the tourism destinations in Kerala, local transportation facilities, unexpected political issues and strikes, travelling fares and running of bonafide information centres affect the tourist traffic to the state. The special purpose tourists can adjust with the available facilities to catch a destination, whereas a tourist who wants to enjoy holidays, may demand for better infrastructure facilities, transportation and other attributes of accessibility.

5.3.3.1 Foreign Tourists' Perception on Accessibility

The Table 5.9 shows the descriptive statistics, gap scores and the Wilcoxon test result of the analysis of foreign tourists' expectations and experiences on various attributes of accessibility.

Table 5.9
Accessibility – Expectation V/S Experience Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Immigration and customs clearance	.53	.94	↑	1.04	.96	↑	.51	-5.831 ^b	.000
International and National air tickets, Visa, etc	.67	.79	↑	1.06	.67	↑	.39	-5.948 ^b	.000
Local transportation	.78	.59	↑	1.11	.44	↑	.33	-5.529 ^b	.000
Strikes and Political problems	.43	1.21	↓	.62	1.06	↓	.19	-2.165 ^b	.030
Destinations connected through roads and other ways of transport	.51	.73	↑	.97	.73	↑	.46	-5.839 ^b	.000
Reasonable fares	.71	.70	↑	1.10	.54	↑	.39	-5.482 ^b	.000
The bonafide Information Centres	.81	.74	↑	1.24	.75	↑	.43	-5.419 ^b	.000

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

Wilcoxon Signed Ranks Test b. Based on negative ranks. (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

It is observed that the accessibility of tourist destinations in Kerala is quite good from the tourists' point of view. Immigration and clearance procedure (mean score 1.04) were fast and transparent beyond the level of expectation (mean score 0.53). The tourists perceived that it is easy to get international and national air tickets, Visa, etc. (mean score 1.06) when they want to visit Kerala. The local transportation facilities in Kerala are perceived (mean score 0.78) well than the level of expectation about the facilities (mean score 1.11) connecting the interior places. Strikes and political problems badly affect the tourism activities in the state. The foreign tourist experience on the unexpected strikes and political issues was favourable to the state (mean score 0.62) and the level of expectation of tourist on strikes and political issues (mean score 0.43) says that they had

expected the occurrence of such unfortunate events. The rural destinations are properly connected through roads and other ways of transport. The experience (mean score 0.97) exceeds the level of foreign tourist expectation of the rural link roads and connectivity (mean score 0.51). The fares and ticket charges for availing entertainment and sightseeing facilities are expected (mean score 0.71) to be low and the actual experience (mean score 1.10) describes that the fares are affordable for the tourists. Bonafide tourist information centres are playing an inevitable role in supplying information to tourists regarding specialities of destinations, do's and don'ts, guidelines, safety and security indications etc. The foreign tourists expected (mean score 0.81) to get bonafide information centres. The descriptive statistics of actual experience of the services of information centres depict that the tourists are satisfied with the functioning of those centres.

The positive gap scores confirm the level of tourist satisfaction on the various attributes of the accessibility. The positive difference in combined mean scores of expectation (0.63) and experience (1.02) show the degree of tourist satisfaction on the element of accessibility. The product of the Wilcoxon test shows that there is a significant difference in expectation and experience of foreign tourists on attributes of the accessibility because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p -values < 0.05 . Therefore, it is concluded that Kerala tourism destinations are accessible to the foreign tourists.

5.3.3.2 Domestic Tourists' Perception on Accessibility

The Table 5.10 describes the descriptive statistics and Wilcoxon Test result of the expectation and the experience of domestic tourists on attributes of accessibility. The checking and clearance procedure at check posts, airports, etc. (mean score 0.7) were expected to be very poor and time consuming. However, the actual experience (mean score 0.38) on checking and clearance resulted better than the level of expectation. The tourists experienced that it is easy to get air, train and bus tickets (mean score 0.84) when they want to visit Kerala destinations. The local transportation facilities in Kerala are proper (mean score 1.06) as per the level of the domestic tourist experience. It is observed that domestic tourists are very distressed by strikes and political problems

(mean score 0.56) in Kerala. The level of expectation about such incidents (mean score 0.62) was better than the real experience. The domestic tourists are of the opinion that their real experience (mean score 1.11) exceeds the level of expectation of the rural link roads and connectivity (mean score 0.68). The fares and ticket charges for availing entertainment and sightseeing facilities are expected (mean score 0.58) to be affordable and the actual experience (mean score 1.04) describes that the fares are reasonable. The domestic tourists' expected (mean score 0.74) to get bonafide information centres. The actual experience (mean score 1.35) says that information centres are functioning well in the tourism industry in the state.

Table 5.10
Accessibility – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Checking and clearance	.07	.94	0.57	.38	1.07	0.91	.31	-4.015 ^b	.000
Air tickets, Train and Bus Tickets etc	.48	1.06		.84	.95		.36	-5.183 ^b	.000
Local transportation facilities	.85	.63		1.06	.48		.21	-4.089 ^b	.000
Strikes and Political problems	.62	.78		.56	1.04		-.06	-1.030 ^c	.303
Rural destinations connected through roads and other ways of transport	.68	.90		1.11	.53		.43	-5.768 ^b	.000
Reasonable fares	.58	.95		1.04	.69		.46	-5.775 ^b	.000
The bonafide Information Centres	.74	.96		1.35	.68		.61	-7.661 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks
(The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0).

The positive gap scores substantiate the level of tourist satisfaction on the various attributes of the accessibility. The difference in combined mean scores of expectation (0.57) and experience (0.91) show the degree of tourist satisfaction on the element of accessibility. The product of the Wilcoxon test shows that there is a significant difference in expectation and experience of domestic tourists on attributes of the accessibility because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p -values < 0.05 except the strikes and political problems ($z = -1.030$, p -value $.303 > 0.05$). Therefore, it is inferred that Kerala tourism destinations are accessible to the domestic tourists.

5.3.4 Accommodation

Accommodation is a basic need for the development of tourism activity in a state. It is difficult to develop tourism even in the beautiful destinations without proper accommodation facilities. The accommodation industry in Kerala is vast, offers a wide range of facilities, and provides unique experiences to the tourists in the state. Hotels, Resorts and other alternative accommodation facilities support the tourism industry in Kerala by providing remarkable services. Ease of getting hotel reservations, availability of different classes of accommodation, clean and well-furnished rooms with safe, comfortable and solitude ambience, getting adequate room services and reasonable cost of accommodation are the major concerns of tourists with regard to the accommodation facility.

5.3.4.1 Foreign Tourists' Perception on Accommodation

The Table 5.11 depicts the perception and expectation of tourists on the various attributes of accommodation in tourist destinations in Kerala. The tourist experience of getting timely hotel reservations (mean score 1.16) says that getting hotel/resort reservations was easy as compared to their level of expectations (mean score 0.75). The level of tourist experiences on availability of superior, deluxe and standard rooms (mean score 1.28) exceeds the level of expectation (mean score 0.93). Clean, well-furnished and equipped rooms in hotels, resorts and other alternative accommodation are inevitable for attracting tourists. The tourists' experience on cleanliness (mean score 1.15) is beyond

their level of expectation (mean score 0.91). The descriptive statistics of the foreign tourist expectation and experience on safe, comfortable and solitude accommodation facility states that they had a higher level of expectation (mean score 0.93) and experience (mean score 1.16). Adequate room service or in-room dining is a customised service to the hotel or resort tourist to choose their menu and deliver it to their room for consumption. The statistics of foreign tourists' experience (mean score 1.10) show that they are satisfied with this facility and has gone beyond their level of expectation (mean score 0.88). The cost of accommodation is expected to be reasonable (mean score 0.80) and the actual experience (mean score 0.93) is not far away from their level of expectation.

Table 5.11
Accommodation – Expectation V/S Experience of Foreign Tourists

	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Hotel reservations	.75	.73	0.87	1.16	.45	1.13	.41	-6.044 ^b	.000
Superior/deluxe/Standard rooms etc	.93	.65		1.28	.66		.76	-5.316 ^b	.000
Clean, well furnished rooms	.91	.64		1.15	.86		.24	-2.764 ^b	.006
Safe, comfortable and solitude accommodation facility	.93	.58		1.16	.50		.23	-4.400 ^b	.000
Adequate room services	.88	.62		1.10	.43		.22	-4.238 ^b	.000
Reasonable cost of accommodation	.80	.77		.93	.66		.13	-1.740 ^b	.082

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The combined mean score of expectation (CMS 0.87) and experience (CMS 1.13) on attributes of accommodation state that the foreign tourists have positive expectations and experience on the condition of the various attributes of the accommodation facility in Kerala. The Wilcoxon test depicts that there is a significant difference in expectation and

experience of foreign tourists on attributes of the accommodation because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05 except the cost of accommodation (z = -1.740, p-value .082 > 0.05). Therefore, it is concluded that the accommodation facilities in Kerala tourism destinations are adequate.

5.3.4.2 Domestic Tourists' Perception on Accommodation

The Table 5.12 shows the descriptive statistics and the Wilcoxon Test result of the domestic tourists' expectation and experience on the attributes of accommodation facilities in Kerala tourism industry.

Table 5.12
Accommodation – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2 tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Hotel reservations	1.01	.81	0.91	1.48	.59	1.33	.47	-7.197 ^b	.000
Superior/deluxe/Standard rooms etc	1.00	.81		1.48	.61		.48	-7.594 ^b	.000
Clean, well furnished rooms	.99	.74		1.54	1.70		.55	-5.977 ^b	.000
Safe, comfortable and solitude accommodation facility	.94	.85		1.45	.66		.51	-6.919 ^b	.000
Adequate room services	.88	.78		1.28	.72		.40	-5.820 ^b	.000
Reasonable cost of accommodation	.61	.85		.75	1.15		.14	-1.266 ^b	.206

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The domestic tourist experience of getting timely hotel reservations (mean score 1.48) states that they are fully satisfied with getting hotel/resort reservations as compared to their level of expectations (mean score 1.01). The level of domestic tourist experiences on availability of superior, deluxe and standard rooms are very high (mean score 1.48)

and exceeds the level of expectation (mean score 1.00). The domestic tourists are fully satisfied with clean, well-furnished and equipped rooms in hotels, resorts and other alternative accommodation facilities (mean score 1.54). The experience on cleanliness and furnishing (mean score 1.54) is beyond their level of expectation (mean score 0.99). The descriptive statistics of expectation and experience on safe, comfortable and solitude accommodation facility states that they have positive expectation towards the ambience (mean score 0.94) and are fully satisfied with the attribute (mean score 1.45). The domestic tourists have good experience (mean score 1.28) with the room service facility and has gone beyond their level of expectation (mean score 0.88). The domestic tourists expected a reasonable cost of accommodation (mean score 0.61) and the actual experience (mean score 0.93) was very close to their level of expectation. The combined mean score of expectation (CMS 0.91) and experience (CMS 1.33) on attributes of accommodation state that the domestic tourists have positive expectations and high degree of experience on the condition of the various attributes of the accommodation facility in Kerala. The Wilcoxon test shows that there is a significant difference in expectation and experience of domestic tourists on attributes of the accommodation because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p -values are < 0.05 except the cost of accommodation ($z = -1.266$, p -value .206 > 0.05). Therefore, it is found that the accommodation facilities in Kerala tourism destinations are adequate to satisfy the domestic tourists.

5.3.5 Amenities

Amenities are essential supportive components for the tourism development of the state. The drain of foreign as well as domestic tourists is greatly influenced by the amenities provided by the destination managers and marketers in the industry. The detailed itinerary provided by the tour operators or managers gives tourists a clear plan of the entire trip. The tour managers' impartial and customised tour advisory services help to decide upon the places to go, product to consume, and other services to avail. Overseas travel insurance cover gives individuals and family travelling abroad a comprehensive travel protection against unanticipated medical and non-medical expenses. The destination management organisations arrange medical care and first aid

medicines for meeting the urgent needs of their tourists. Generally, tourists seek information about local history, geography and historical significance of the places they travel. The destination managers provide such information for the awareness of the tourists. Multilanguage guide service is one of the most sought after service on a destination, especially by the foreign tourists in Kerala. Car or coach rentals are demanded by the individual and group tourists for reaching at destinations and terminals. The tourists use the banking and money exchange services largely. It is the responsibility of destination managers to provide a proper locker and cloakroom facilities for keeping the tourists' valuable under safe custody. Parking space at tourist destinations is another concern of tourists, taxi services etc. Sometimes, the tourists compel to walk long distances because of the parking restrictions and lack of spaces. The use of information and communication technology has changed the whole spheres of the activities of tourism management. Internet cafes, Wi-Fi, mobile phone services and international roaming SIM cards are inevitable for harmonising the routine of tourists at different locations. Both foreign and domestic tourists expect to have a wonderful shopping experience at shopping centres in cities and convention centres. They prefer to buy Kerala's own handicrafts, spices and other traditional products. It is essential to have clean and well-maintained public toilets in all tourist destinations and cities. There are many chances of arising grievances from tourist handling at different locations, because multiple service providers give the support services. Therefore, a proper grievance redressal system is needed to handle tourist grievances. The tourists expect support from the police and other law and order systems to have a safe and comfortable journey.

5.3.5.1 Foreign Tourists' Perception on Amenities

The Table 5.13 illustrates the descriptive statics of the foreign tourists' expectation and experience on amenities. The result of the analysis shows that the foreign tourists are satisfied with detailed itinerary (mean score 1.35) provided by their destination managers. At the same time, they expected (mean score 0.92) a comprehensive tour plan from their service provider. The foreign tourists' experience on impartial and customised services (mean score 1.21) are remarkable and their expectation of the same was also positive (mean score 0.91). It is a mandatory practice of covering

foreign tourists by an overseas travel insurance policy. The statistics (mean score 0.62) states that the tourists did not have a greater expectation about the insurance facility. However, the actual experience (mean score 0.92) was greater than the level of expectation. Destination managers arrange medical care and medicines for their tourists. The level of experience (mean score 0.85) of getting medical care was somewhat greater than their level of expectation (mean score 0.51). Foreign tourists are eager to know more about the historical and geographic significance of the destinations as the descriptive statistics on the level of expectation (mean score 0.81) describes. The perception (mean score 1.16) states that the information centres could convey necessary information about the destinations to the tourists. The foreign tourists' expectation (mean score 0.76) and experience (mean score 0.88) on multi-language guide services are close to each other and they do have positive expectation (mean score 0.42) and experience (mean score 0.43) about getting international roaming SIM cards. The expectation on the availability of car or coach rentals (mean score 0.78) fetched a positive response. However, the experience (mean score 0.69) scored less than the level of expectation i.e. the availability of car or coach rentals was not reached up to the expected level (GS - 0.09). Banking and money exchange services are performing well based on the foreign tourist expectation (mean score 0.85) and the actual experience (mean score 0.93) is close to the level of expectation (GS 0.08). The grievance redressal system maintained by destination managers has a crucial role to play in administering and dealing with tourists' grievances on products, services and any other matter relating to their travel and tour. The foreign tourists expected (mean score 0.77) have a distinguished functioning of the system. The actual perception (mean score 0.99) confirms the operational efficiency of the system or cell maintained. The surveillance of the Police and other law and order bodies is indispensable for curtailing the crimes and exploitations under the shadow of tourism activities. The descriptive statistics say that the tourists had not much expectation (mean score 0.72) about the wholehearted support of the Police. However, the experience (mean score 0.98) of foreign tourists states that the contributions of Police and other law and order bodies are appreciable. Foreign tourists are in need of locker and cloakroom facilities at various tourist destinations for keeping their valuable, while they engage in entertainments, refreshments or in any other tour activities. The output of the study

depicts that they expected (mean score 0.71) to get such facilities at destinations, but the real experience (mean score 0.66) was not up to the level of expectation (GS -0.05). Shopping at local market/business centres is always an experience for the foreign tourists. They prefer Kerala's own spices, handicrafts and other traditional products. Carrying liquid money to shop the goods is not safe and inconvenient. Therefore, the foreign tourists expect (mean score 0.84) to shop the products using their credit or debit cards. The actual experience (mean score 0.85) was very near to the level of expectation. The tourist expectation (mean score 0.60) of parking facilities states that they expected to get a parking space at tourist destinations. However, the experience (mean score 0.49) was not promising i.e. they are not satisfied with the parking facilities (GS -.11). Public toilet facilities at tourist destinations in Kerala is the lowest performing attribute of amenities. The foreign tourists expected a standard facility (mean score 0.54) but the real experience (mean score -0.19) was too low as compared to the expectation. The negative mean score (-0.19) states that the tourists are dissatisfied with number, cleanliness and maintenance of public toilets in Kerala. The expectations (mean score 0.62, SD 0.84) and experience (mean score 0.62, SD 0.98) of the Internet and Wi-Fi facilities are equal. The tourist got such services in the same degree as they expected. The combined mean score of expectation (CMS 0.71) and experience (CMS 0.80) on attributes of amenity state that the foreign tourists' expectations and experience on the condition of the various attributes of the amenities facility in Kerala are very close to each other. The Wilcoxon test shows that there is a significant difference in expectation and experience of domestic tourists on attributes of the amenities because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05 except Multilanguage guide service ($z = -1.637$, p-value .102 > 0.05), availability of international roaming SIM Cards ($z = -.465$, p-value .642 > 0.05), Car or Coach rentals ($z = -1.373$, p-value .170 > 0.05), Banking and Money exchange ($z = -1.306$, p-value .192 > 0.05), Locker and cloak room facility ($z = -1.050$, p-value .294 > 0.05), Shopping at local market/business centres using credit /debit cards ($z = -.760$, p-value .447 > 0.05), Parking facilities ($z = -1.872$, p-value .061 > 0.05) and mobile phones, internet and Wi-Fi ($z = -.045$, p-value .964 > 0.05). The public toilet facilities are found to be very poor and the negative response of the tourists depicts the pathetic situation of the public sanitation and

the disposal behaviour of people. The community behaviour of people and the authority is a concern for keeping the places clean tidy.

Table 5.13
Amenity – Expectation V/S Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	<i>s</i>	CMS	\bar{x}	<i>s</i>	CMS			
Detailed Itinerary	.92	.70	↑ 0.71 ↓	1.35	.62	↑ 0.80 ↓	.43	-6.654 ^b	.000
Impartial and customized tour advice	.91	.67		1.21	.48		.30	-4.429 ^b	.000
Overseas Travel Insurance Services	.62	.77		.92	.58		.30	-4.547 ^b	.000
Medical care and medicines	.51	.96		.85	.81		.34	-4.752 ^b	.000
Information about local history, geographical and historical significances	.81	.74		1.16	.56		.35	-5.719 ^b	.000
Multilanguage guide service	.76	.76		.88	.54		.12	-1.637 ^b	.102
International roaming SIM Cards	.42	.97		.43	.83		.01	-.465 ^c	.642
Car or Coach rentals	.78	.68		.69	.58		-.09	-1.373 ^c	.170
Banking, Money exchange etc	.85	.65		.93	.49		.08	-1.306 ^b	.192
Grievance Redressal System	.77	.63		.99	.74		.22	-3.556 ^b	.000
Support from Police and other law and order bodies	.72	.64		.98	.76		.26	-4.342 ^b	.000
Locker and cloak room facility	.71	.69		.66	1.02		-.05	-1.050 ^c	.294
Shopping at local market/business centres using credit /debit cards	.84	.67		.85	1.03		.01	-.760 ^c	.447
Parking facilities	.60	.75		.49	.69		-.11	-1.872 ^c	.061
Neat and clean public toilets	.54	.93		-.19	1.26		-.73	-5.813 ^c	.000
Phones, internet and Wi-Fi	.62	.84		.62	.98		0.0	-.045 ^b	.964

Source: Primary data (\bar{x} = mean, *s*=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks

(The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0).

5.3.5.2 Domestic Tourists' Perception on Amenities

The Table 5.14 illustrates the descriptive statistics and Wilcoxon test result of the domestic tourists' expectation and experience on the attributes of the amenities.

Table 5.14
Amenity – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Detailed Itinerary	.61	.95	0.51	1.03	.82	0.69	.42	-6.297 ^b	.000
Impartial and customized tour advice	.69	.88		.94	.77		.25	-5.337 ^b	.000
Travel Insurance Services	.20	.72		.43	.66		.23	-4.137 ^b	.000
Medical care and medicines	.42	.80		.76	.87		.34	-5.003 ^b	.000
Information about local history, geographical and historical significances	.58	.98		.95	.87		.37	-4.196 ^b	.000
Multilanguage guide service	.54	.75		.66	1.10		.12	-.769 ^b	.442
Roaming SIM Cards	.45	.63		.61	.73		.16	-3.050 ^b	.002
Car or Coach rentals	.46	.67		.67	.64		.21	-4.130 ^b	.000
Banking, Money exchange etc	.76	.70		1.03	.91		.27	-3.535 ^b	.000
Grievance Redressal System	.44	.73		.85	.92		.41	-5.573 ^b	.000
Support from Police and other law and order bodies	.22	.68		.54	.89		.32	-3.971 ^b	.000
Locker and cloak room facility	.71	.78		1.24	1.00		.53	-7.304 ^b	.000
Shopping at local market/business centres using credit /debit cards	.56	.68		.72	1.04		.16	-1.603 ^b	.109
Parking facilities	.58	.85		.75	.90		.17	-2.425 ^b	.015
Neat and clean public toilets	.35	1.12		-.75	1.36		-1.1	-7.692 ^c	.000
Phones, internet and Wi-Fi	.62	.94		.59	1.13		-.03	-.261 ^c	.794

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

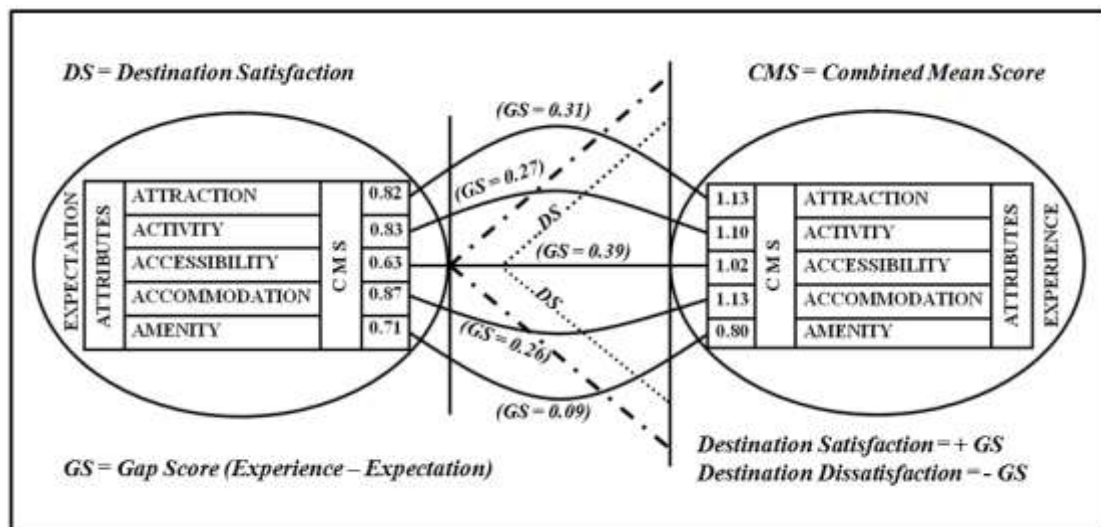
a. Wilcoxon Signed Ranks Test b. Based on negative ranks c. Based on positive ranks.
(The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0)

The result of the analysis shows that the foreign tourists are satisfied with detailed itinerary (mean score 1.03) provided by their destination managers. At the same time, they expected (mean score 0.61) a comprehensive tour plan from their service provider. The foreign tourists' experience on impartial and customised services (mean score 0.94) are remarkable and their expectation of the same was also positive (mean score 0.69). The statistics (mean score 0.20) states that the tourists did not have a greater expectation about the travel insurance facility. However, the actual experience (mean score 0.43) was greater than the level of expectation. The level of experience (mean score 0.76) of getting medical care was somewhat greater than their level of expectation (mean score 0.42). The perception of domestic tourists (mean score 0.95) states that the information centres could convey necessary information about the destinations to the tourists. The domestic tourists' expectation (mean score 0.54) and experience (mean score 0.66) on multi-language guide services are close to each other and they do have positive expectation (mean score 0.45) and experience (mean score 0.61) about getting roaming SIM cards. The expectation on the availability of car or coach rentals (mean score 0.46) fetched a positive response. However, the experience (mean score 0.67) scored higher than the level of expectation i.e. the availability of car or coach rentals has gone beyond the expected level. Banking and money exchange services are performing well based on the domestic tourist expectation (mean score 0.76) and the actual experience (mean score 1.03) is greater than the expected level. The domestic tourists expected (mean score 0.77) have functioning of an eminent tourist grievance redressal system. The actual perception (mean score 0.85) confirms the operational efficiency of the system or cell. The descriptive statistics say that the domestic tourists have expectation (mean score 0.22) about the wholehearted support of the Police. However, the experience (mean score 0.54) of domestic tourists states that the contributions of Police and other law and order bodies are substantial. The output of the study depicts that they expected (mean score 0.71) to get such facilities at destinations and the real experience (mean score 1.24) was up to the level of expectation. Carrying liquid money to shop the goods is not safe and inconvenient. Therefore the tourists expect (mean score 0.56) to shop the products using their credit or debit cards. The actual experience (mean score 0.72) was very near to the level of expectation. The tourist expectation (mean score 0.58) of parking facilities states

that they expected to get a parking space at tourist destinations. However, the experience (mean score 0.75) was promising i.e. they are satisfied with the parking facilities. Public toilet facilities at tourist destinations in Kerala is the lowest performing attribute of amenities. The domestic tourists expected a standard facility (mean score 0.35) but the real experience (mean score -0.75) was too low as compared to the expectation. The negative mean score (-1.10) states that the tourists are dissatisfied with number, cleanliness and maintenance of public toilets in Kerala. The expectations (mean score 0.62,) and experience (mean score 0.59) of the Internet and Wi-Fi facilities are positive. However, the actual experience is less than the level of expectation. Therefore, they are not satisfied with the attribute. The combined mean score of expectation (CMS 0.51) and experience (CMS 0.69) on attributes of amenity state that the domestic tourists' expectations and experience on the condition of the various attributes of the amenities facility in Kerala are very close to each other. The result of the Wilcoxon test illustrates that there is a significant difference in expectation and experience of domestic tourists on attributes of the amenities because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05 except Multilanguage guide service ($z = -0.769$, p-value $.442 > 0.05$), Shopping at local market/business centres using credit /debit cards ($z = 1.603$, p-value $.109 > 0.05$), and mobile phones, internet and Wi-Fi ($z = -0.261$, p-value $.794 > 0.05$).

Fig. 5.5

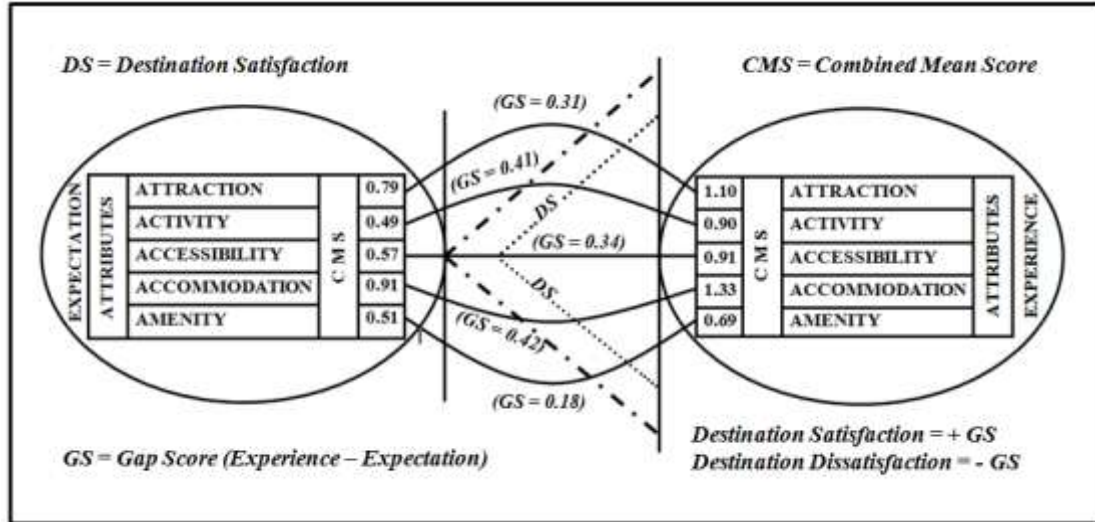
Model of Destination Satisfaction perceived by Foreign Tourists in Kerala



Source: primary data

Fig. 5.6

Model of Destination Satisfaction perceived by Domestic Tourists in Kerala



Source: primary data

5.4 Testing of Hypotheses - Destination Satisfaction

The Mann-Whitney U Test is used to compare the differences between the levels of expectation and experience of the independent samples of foreign as well as domestic tourists on various attributes of Attractions, Activities, Accessibility, Accommodation and Amenities of Kerala tourist destinations.

5.4.1 Foreign and Domestic Tourists’ Expectation on Attributes of Attraction

The Table 5.15 depicts the Mann-Whitney U Test result of foreign and domestic tourists’ expectations on the various attributes of attraction of tourist Destinations in Kerala. The output of the analysis describes whether the median expectation of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of attraction is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of attraction differs between the foreign and domestic tourists

Table 5.15**Tourists' Expectation on Attractions - Mann-Whitney U Test Statistics^a**

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Natural beauty	14609	29144	-.680	.497
Enjoyable climatic condition	14369.50	30300.5	-.972	.331
Clean and hygienic destinations	13508.50	28043.5	-1.955	.051
The traditional art forms	13313	27848	-2.168	.030
Wild life Sanctuaries and Zoo	14160	28695	-1.199	.230
Hill Stations and Waterfalls	11584.50	27515.5	-4.396	.000
Beaches and Back waters	13905.50	29836.5	-1.506	.132
Festivals	14559.50	29094.5	-.683	.494
Culture and Traditions	14410	30341	-.954	.340
Spices, Paintings, Handicrafts, Jewellery, Costumes and other traditional products	12160	26695	-3.736	.000
Pilgrim Centres and Religious Ceremonies	11819.50	26354.5	-3.844	.000
Ayurveda Treatments	14136	30067	-1.190	.234
Disturbances from Beggars and Street Vendors	14996	29531	-.150	.881
Security and Safety Measures	14724.50	30655.5	-.481	.630
Rush at Tourist Destinations	14411.50	28946.5	-.852	.394
Attitude of Local Public	13428	27963	-2.190	.029
Foods and beverages	13661.50	28196.5	-1.810	.070

Source: Primary Data

The Table 5.15 shows the actual significance value of the Mann-Whitney U Test, specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From this data, it can be inferred that the difference in foreign and domestic tourists' expectations on Natural beauty ($U=14609$, $z = -.680$, $p = .497$), Climatic conditions ($U=14369.50$, $z = -.972$, $p = .331$), cleanliness and hygiene ($U=13508.50$, $z = -1.955$, $p = .051$), Wildlife sanctuaries and Zoo ($U=14160$, $z = -1.199$, $p = .230$), Beaches and Backwaters ($U=13905.50$, $z = -1.506$, $p = .132$), Fairs and festivals ($U=14559.50$, $z = -.683$, $p = .494$), Culture and Traditions ($U=14410$, $z = -.954$, $p = .340$), Ayurveda Treatments ($U=14136$, $z = -1.190$, $p = .234$), Disturbances from Beggars and Street Vendors ($U=14996$, $z = -.150$, $p = .881$), Security and Safety Measures ($U=$

14724.50, $z = -.481$, $p = .630$), Rush at Tourist Destinations ($U = 14411.50$, $z = -.852$, $p = .394$) and Foods and beverages ($U = 13661.50$, $z = -1.810$, $p = .070$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median expectation of foreign and domestic tourists on these attributes.

However, the tourists' expectation on the traditional art forms ($U = 13313$, $z = -2.168$, $p = .030$), hill stations and waterfalls ($U = 11584.50$, $z = -4.396$, $p = .000$), spices, paintings, handicrafts, jewellery, costumes and other traditional products ($U = 12160$, $z = -3.736$, $p = .000$), pilgrim centres and religious ceremonies ($U = 11819.50$, $z = -3.844$, $p = .000$), and attitude of local public ($U = 13428$, $z = -2.190$, $p = .029$) were statistically significant. The z -scores of these factors are significant at the $p\text{-values} < \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

5.4.2 Foreign and Domestic Tourists' Experience on Attributes of Attraction

The Table 5.16 shows the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of attraction of tourist Destinations in Kerala. The output of the analysis describes whether the median experience of the independent samples is different or not.

H₀: Experience on attributes of attraction is the same for both the foreign and domestic tourists

H₁: Experience on attributes of attraction differs between the foreign and domestic tourists

The Table 5.16 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p -value. From the output of the analysis, it can be observed that the difference in foreign and domestic tourists' experience on cleanliness and hygiene ($U = 15077.5$, $z = -.060$, $p = .952$), wildlife sanctuaries and zoo ($U = 14883$, $z = -.296$, $p = .767$), fairs and festivals ($U = 14723.5$, $z = -.463$, $p = .643$), disturbances from beggars and street

vendors ($U= 13929$, $z = -1.424$, $p = .154$), and foods and beverages ($U= 14656.5$, $z = -.576$, $p = .564$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes.

Table 5.16
Tourists' Experience on Attractions - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Natural beauty	12262.5	28193.5	-3.572	.000
Enjoyable climatic condition	11882	27813	-3.988	.000
Clean and hygienic destinations	15077.5	29612.5	-.060	.952
The traditional art forms	12340.5	26875.5	-3.277	.001
Wild life Sanctuaries and Zoo	14883	30814	-.296	.767
Hill Stations and Waterfalls	12787	28718	-2.767	.006
Beaches and Back waters	12341	28272	-3.251	.001
Festivals	14723.5	30654.5	-.463	.643
Culture and Traditions	12211	28142	-3.664	.000
Spices, Paintings, Handicrafts, Jewellery etc.	12642	27177	-2.984	.003
Pilgrim Centres and Religious Ceremonies	11275	25810	-4.358	.000
Ayurveda Treatments	12636	28567	-2.871	.004
Disturbances from Beggars and Street Vendors	13929	28464	-1.424	.154
Security and Safety Measures	13015	28946	-2.641	.008
Rush at Tourist Destinations	13251	27786	-2.240	.025
Attitude of Local Public	11386	25921	-4.541	.000
Foods and beverages	14656.5	29191.5	-.576	.564

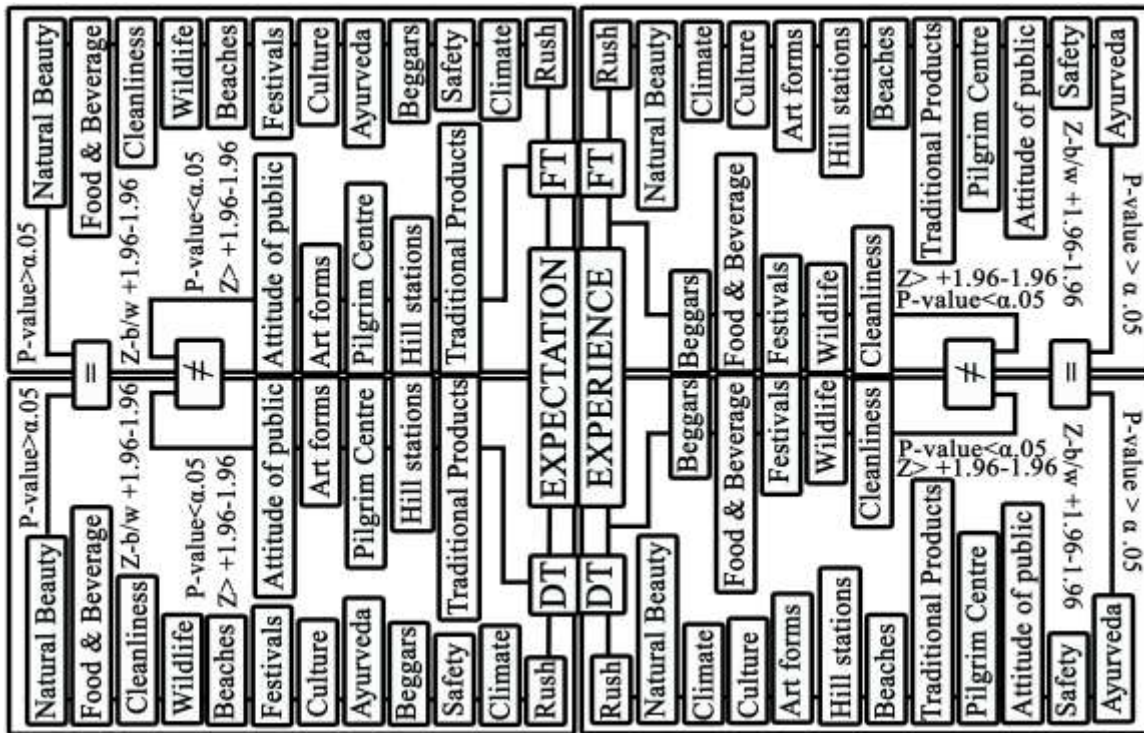
Source: Primary Data

However, the foreign and domestic tourists' experience on the natural beauty ($U= 12262.5$, $z = -3.572$, $p = .000$), climatic condition ($U= 11882$, $z = -3.988$, $p = .000$), traditional art forms ($U= 12340.5$, $z = -3.277$, $p = .001$), hill stations and waterfalls ($U= 12787$, $z = -2.767$, $p = .006$), beaches and backwaters ($U= 12341$, $z = -3.251$, $p = .001$), culture and traditions ($U= 12211$, $z = -3.664$, $p = .000$), spices, paintings, handicrafts, jewellery, costumes and other traditional products ($U= 12642$, $z = -2.984$, $p = .003$), pilgrim centres and religious ceremonies ($U= 11275$, $z = -4.358$, $p = .000$), Ayurveda treatments ($U= 12636$, $z = -2.871$, $p = .004$), security and safety measures ($U= 13015$, $z =$

-2.641, $p = .008$), rush at tourist destinations ($U = 13251$, $z = -2.240$, $p = .025$) and attitude of local public ($U = 11386$, $z = -4.541$, $p = .000$) were statistically significant. The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on these attributes.

Fig. 5.7

Foreign V/s Domestic Tourists' Expectation and Experience on Attractions



5.4.3 Foreign and Domestic Tourists' Expectation on Attributes of Activities

The Mann-Whitney U Test result of foreign and domestic tourists' expectation on the various attributes of activities at tourist Destinations in Kerala is discussed in the section. The result of the analysis describes whether the median expectation of the independent sample groups is different or not.

H₀: Expectation on attributes of activities is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of activities differs between the foreign and domestic tourists

Table 5.17
Tourists' Expectation on Activities - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Enjoy the amusement parks	14751	29286	-.434	.664
Indoor and outdoor games	11029	25564	-4.690	.000
Trekking and adventurous journey	11510.5	26045.5	-4.215	.000
Yoga and Meditation	10715.5	25250.5	-5.242	.000
Visit Tribal Places	10190	24725	-6.048	.000
Memorable House Boat journey	12759	27294	-2.981	.003
Unforgettable sightseeing	13231.5	27766.5	-2.514	.012
Sun set viewing and Sea bath	8410	22945	-7.876	.000
Opportunities for elephant riding	11271	25806	-4.580	.000

Source: Primary Data

The Table 5.17 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is noted that the difference in foreign and domestic tourists' expectations about amusement parks ($U=14751$, $z = -.434$, $p = .664$) was not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the datum does not provide an evidence of difference between the median expectation of foreign and domestic tourists on the attribute. Whereas, the difference in foreign and domestic expectation about indoor and outdoor games ($U=11029$, $z = -4.690$, $p = .000$), trekking and adventurous journey ($U= 11510.50$, $z = -4.215$, $p = .000$), Yoga and Meditation ($U=10715.5$, $z = -5.242$, $p = .000$), visiting tribal places ($U=10190$, $z = -6.048$, $p = .000$), houseboat journey ($U=12759$, $z = -2.981$, $p = .003$), sightseeing ($U=13231.5$, $z = -2.514$, $p = .012$) sunset viewing and sea bath ($U= 8410$, $z = -7.876$, $p = .000$), and elephant riding ($U= 11271$, $z = -4.580$, $p = .000$) were statistically significant as the median of the expectation on the attributes of the two independent groups are not equal. The *z* -scores of these factors are significant at the $p\text{-values} < \alpha 0.05$ and the values of *z* for the attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded

that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

5.4.4 Foreign and Domestic Tourists' Experience on Attributes of Activities

The Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of activities at tourist Destinations in Kerala is discussed in the section. The result of the analysis describes whether the median experience of the independent sample groups is different or not.

H₀: Experience on attributes of activities is the same for both the foreign and domestic tourists

H₁: Experience on attributes of activities differs between the foreign and domestic tourists

Table 5.18

Tourists' Experience on Activities - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Enjoy the amusement parks	13706	29637	-1.631	.103
Indoor and outdoor games	12740.5	27275.5	-2.760	.006
Trekking and adventurous journey	12281.5	26816.5	-3.282	.001
Yoga and Meditation	13018.5	27553.5	-2.426	.015
Visit Tribal Places	11012	25547	-4.729	.000
Memorable House Boat journey	14088.5	28623.5	-1.229	.219
Unforgettable sightseeing	14779	29314	-.429	.668
Sun set viewing and Sea bath	11040	25575	-4.652	.000
Opportunities for elephant riding	13410	27945	-1.964	.050

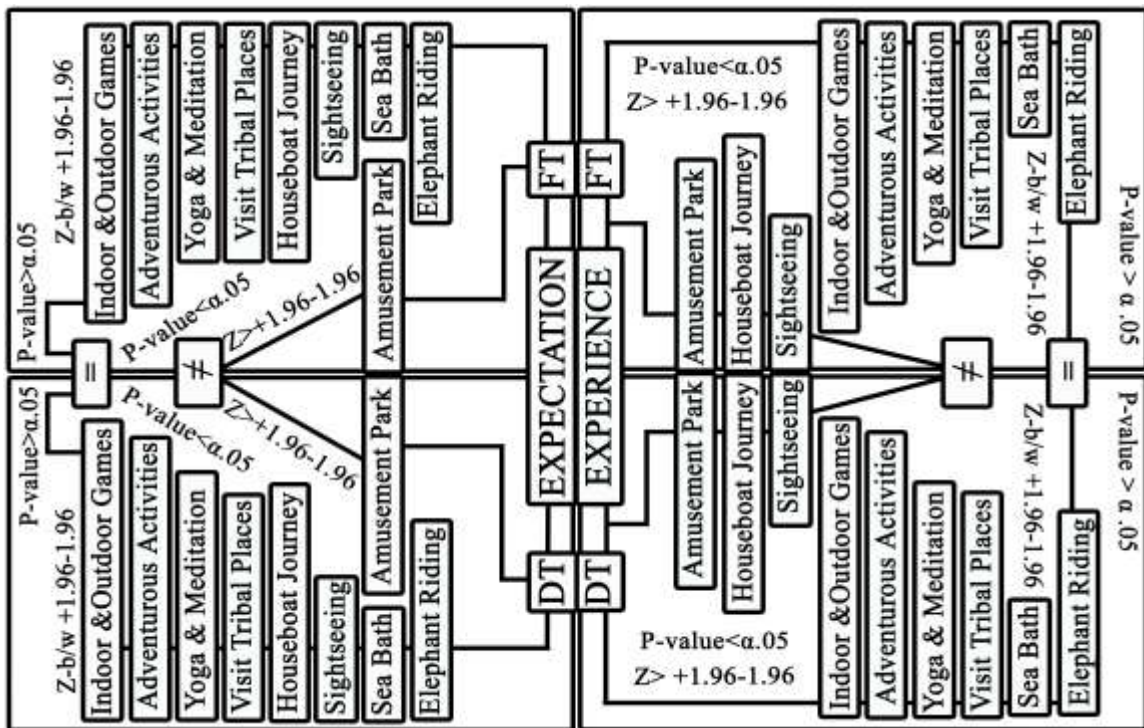
Source: Primary Data

From the result of the analysis given in the Table 5.18, it is observed that the difference in foreign and domestic tourists' experience about amusement parks (U=13706, z = -1.631, p = .103), houseboat journey (U=14088.5, z = -1.229, p = .219), and sightseeing (U=14779, z = -.429, p = .668), were not statistically significant, i.e. as p-value > α 0.05, the data do not provide an evidence of difference between the median experience of foreign and domestic tourists on these attributes. However, the difference in foreign and domestic experience about indoor and outdoor games (U=12740.5, z = -

2.760, $p = .006$), trekking and adventurous journey ($U= 12281.5$, $z = -3.282$, $p = .001$), Yoga and Meditation ($U=13018.5$, $z = -2.426$, $p = .015$), visiting tribal places ($U=11012$, $z = -4.729$, $p = .000$), sunset viewing and sea bath ($U= 11040$, $z = -4.652$, $p = .000$), and elephant riding ($U= 13410$, $z = -1.964$, $p = .050$) were statistically significant as the median of the experience on the attributes of the two independent groups are not equal. The z -scores of these factors are significant at the p -values $< \alpha 0.05$. This means that probability of the medians of the two independent groups being the same is very small and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on these attributes of activities at tourist destinations in Kerala

Fig. 5.8

Foreign V/s Domestic Tourists' Expectation and Experience on Activities



5.4.5 Foreign and Domestic Tourists' Expectation on Attributes of Accessibility

The Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of activities at tourist Destinations in Kerala is discussed in the

section. The result of the analysis describes whether the median experience of the independent sample groups is different or not.

H₀: Expectation on attributes of accessibility is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of accessibility differs between the foreign and domestic tourists

Table 5.19

Tourists' Expectation on Accessibility - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Immigration, Checking and clearance	10311.5	24846.5	-5.507	.000
International and national air tickets, train and bus tickets	14590	29125	-.643	.520
Local transportation facilities	14214	30145	-1.299	.194
Strikes and Political problems	13075	29006	-2.520	.012
Rural destinations connected through roads and other ways of transport	12786	28717	-2.893	.004
Reasonable fares	14512.5	29047.5	-.751	.453
The bonafide Information Centres	14634.5	30565.5	-.633	.526

Source: Primary Data

The Table 5.19 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. The result of the analysis shows that the difference in foreign and domestic tourists' expectations about the easiness of getting air, train and bus tickets ($U=14590$, $z = -.643$, $p = .520$), local transport facilities ($U=14214$, $z = -1.299$, $p = .194$), fare ($U=14512.5$, $z = -.751$, $p = .453$) and bonafide information centres ($U=14634.5$, $z = -.633$, $p = .526$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide an evidence of difference between the median expectation of foreign and domestic tourists on these attributes. Whereas, the difference in foreign and domestic expectation about immigration, checking and clearance ($U=10311.5$, $z = -5.507$, $p = .000$), strikes and political problems ($U= 13075$, $z = -2.520$, $p = .012$) and rural destinations connected through roads and other ways of transport ($U= 12786$, $z = -2.893$,

$p = .004$), were statistically significant as the median of the expectation on the attributes of the two independent groups are not equal.

The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

5.4.6 Foreign and Domestic Tourists' Experience on Attributes of Accessibility

The hypothesis tested by the Mann-Whitney analysis is that the medians of the two groups are equal. The obtained U statistic and the significance of z -value at α value are tested. The significant difference between the median experiences of the foreign and domestic tourists on attributes of accessibility is determined based on the probability of the two medians being the same. The Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of activities at tourist Destinations in Kerala is discussed in the section.

H₀: Experience on attributes of accessibility is the same for both the foreign and domestic tourists

H₁: Experience on attributes of accessibility differs between the foreign and domestic tourists

The result of the analysis given in the Table 5.20 shows that the difference in foreign and domestic tourists' experience on the easiness of getting air, train and bus tickets ($U=13681$, $z = -1.787$, $p = .074$), local transportation facilities ($U=14694.5$, $z = -.673$, $p = .501$), strikes and political problems ($U=14614$, $z = -.647$, $p = .518$), rural destinations connected through roads and other ways of transport ($U=14108.5$, $z = -1.405$, $p = .160$) fares ($U=14885$, $z = -.338$, $p = .735$) and at bonafide information centres ($U=13853$, $z = -1.522$, $p = .128$) were not statistically significant, i.e. as p -value $> \alpha 0.05$, the data do not provide an evidence of difference between the median experience of foreign and domestic tourists on these attributes. However, the difference in foreign and domestic experience on immigration, checking and clearance ($U=8938.5$, $z = -7.069$, $p =$

.000), was statistically significant as the median of the expectation on the attribute of the two independent groups is not equal. The z -score of this factor is significant at the p-value $< \alpha$ 0.05 and the value of z for the attribute exceeds the critical values of z -1.96 and +1.96. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on this attribute

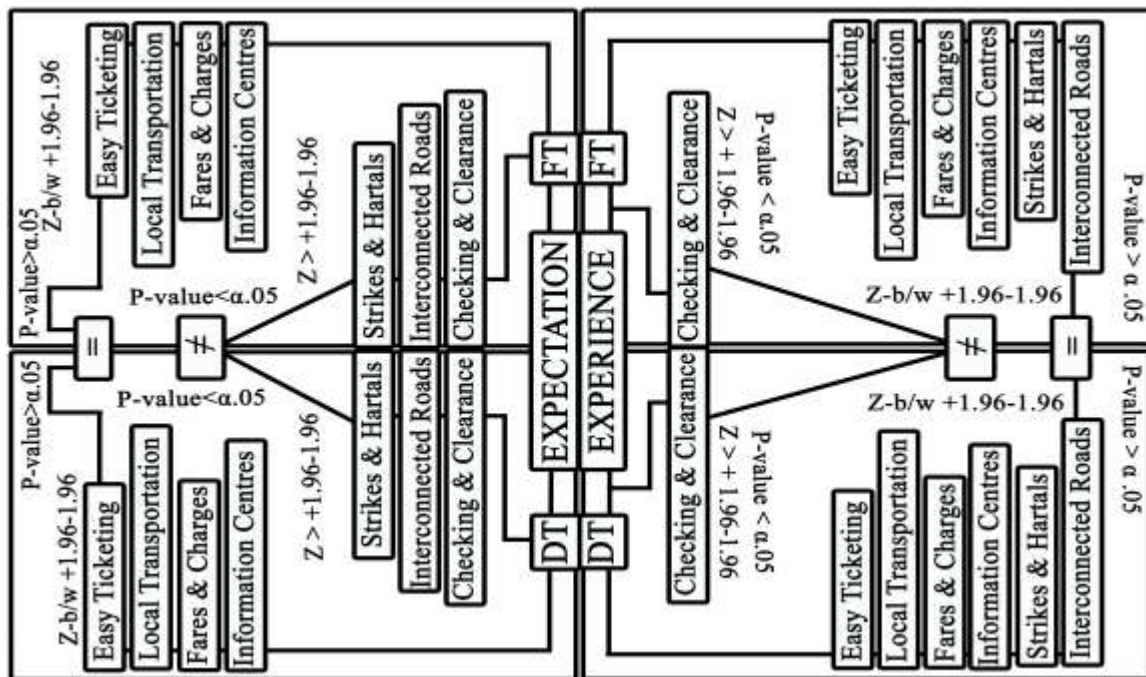
Table 5.20
Tourists' Experience on Accessibility- Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Immigration, Checking and clearance	8938.5	23473.5	-7.069	.000
International and national air tickets, train and bus tickets	13681	28216	-1.787	.074
Local transportation facilities	14694.5	29229.5	-.673	.501
Strikes and Political problems	14614	29149	-.647	.518
Rural destinations connected through roads and other ways of transport	14108.5	30039.5	-1.405	.160
Reasonable fares	14885	29420	-.338	.735
The bonafide Information Centres	13853	29784	-1.522	.128

Source: Primary Data

Fig. 5.9

Foreign V/s Domestic Tourists' Expectation and Experience on Accessibility



5.4.7 Foreign and Domestic Tourists' Expectation on Attributes of Accommodation

The hypothesis tested by the Mann-Whitney analysis is that the medians of the two groups are equal. The obtained U statistic and the significance of z-value at α value are tested. The significant difference between the median expectations of the foreign and domestic tourists on attributes of accommodation is determined based on the probability of the two medians being the same. The Mann-Whitney U Test result of foreign and domestic tourists' expectation on the various attributes of accommodation at tourist Destinations in Kerala is discussed in the section.

H₀: Expectation on attributes of accommodation is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of accommodation differs between the foreign and domestic tourists

Table 5.21

Tourists' Expectation on Accommodation - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Hotel reservations	12193	28124	-3.716	.000
Superior/deluxe/Standard rooms etc	13994	29925	-1.409	.159
Clean, well furnished rooms	13913.5	29844.5	-1.342	.180
Safe, comfortable and solitude accommodation facility	14581	30512	-.676	.499
Adequate room services	14903.5	30834.5	-.281	.779
Reasonable cost of accommodation	13164.5	27699.5	-2.451	.014

Source: Primary Data

The Table 5.21 illustrates the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p-value. From the result of the analysis, it is depicted that the difference in foreign and domestic tourists' expectations on the availability of superior/deluxe/Standard rooms (U=13994, z = -1.409, p = .180), clean, well furnished rooms (U=13913.5, z = -1.342, p = .501), safe, comfortable and solitude accommodation facility (U=14581, z = -.676, p = .499) and room services (U=14903.5, z = -.281, p = .779) were not statistically significant, i.e. as p-value > α 0.05, the data do not provide an

evidence of difference between the median expectation of foreign and domestic tourists on these attributes. However, the difference in foreign and domestic expectation on the availability of hotel/resort reservations ($U=12193$, $z = -3.716$, $p = .000$) and cost of accommodation ($U=13164.5$, $z = -2.451$, $p = .014$) were statistically significant as the median of the expectation on the attributes of the two independent groups is not equal. The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for these attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on this attribute.

5.4.8 Foreign and Domestic Tourists' Experience on Attributes of Accommodation

The obtained U statistic and the significance of z -value at α value are tested. The significant difference between the median experiences of the foreign and domestic tourists on attributes of accommodation is determined based on the probability of the two medians being the same. The Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of accommodation at tourist Destinations in Kerala is discussed in the section.

H₀: Experience on attributes of accommodation is the same for both the foreign and domestic tourists

H₁: Experience on attributes of accommodation differs between the foreign and domestic tourists

Table 5.22

Tourists' Experience on Accommodation - Mann-Whitney U Test Statistics^a

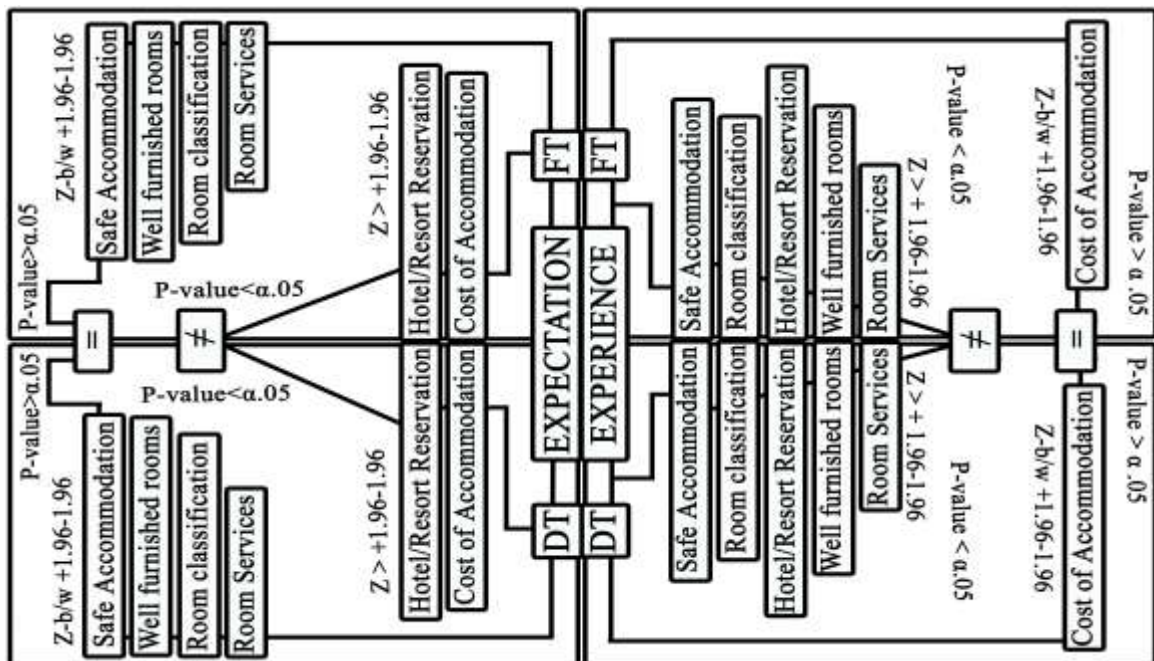
Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Hotel reservations	10380	26311	-5.990	.000
Superior/deluxe/Standard rooms etc	12574	28505	-3.081	.002
Clean, well furnished rooms	12747	28678	-2.829	.005
Safe & comfortable accommodation	10979	26910	-5.007	.000
Adequate room services	11920	27851	-4.126	.000
Reasonable cost of accommodation	14977	29512	-.192	.848

Source: Primary Data

The Table 5.22 demonstrates the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p -value. From the result of the analysis, it is depicted that the difference in foreign and domestic tourists' experience on the cost of accommodation ($U=14977$, $z = -.192$, $p = .848$), was not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide an evidence of difference between the median expectation of foreign and domestic tourists on this attribute. However, the difference in foreign and domestic expectation on the availability of hotel/resort reservations ($U=10380$, $z = -5.990$, $p = .000$), the availability of superior/deluxe/Standard rooms ($U=12574$, $z = -3.081$, $p = .002$), clean, well furnished rooms ($U=12747$, $z = -2.829$, $p = .005$), safe, comfortable and solitude accommodation facility ($U=10979$, $z = -5.007$, $p = .000$) and room services ($U=11920$, $z = -4.126$, $p = .000$), were statistically significant as the median of the expectation on the attributes of the two independent groups is not equal. The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for these attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be concluded that there is a significant difference between the expectation of foreign and domestic tourists on this attribute.

Fig. 5.10

Foreign V/s Domestic Tourists' Expectation and Experience on Accommodation



5.4.9 Foreign and Domestic Tourists' Expectation on Attributes of Amenities

The hypothesis tested by the Mann-Whitney analysis is that the medians of the two groups are equal. The obtained U statistic and the significance of z-value at α value are tested. The significant difference between the median expectations of the foreign and domestic tourists on attributes of amenities is determined based on the probability of the two medians being the same. The Mann-Whitney U Test result of foreign and domestic tourists' expectation on the various attributes of amenities at tourist Destinations in Kerala is discussed in the section.

H₀: Expectation on attributes of amenities is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of amenities differs between the foreign and domestic tourists

Table 5.23

Tourists' Expectation on Amenities - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Detailed Itinerary	12529.5	27064.5	-3.332	.001
Impartial and customized tour advice	13243	27778	-2.432	.015
Travel Insurance Services	10201	24736	-5.793	.000
Medical care and medicines	13732	28267	-1.596	.111
Information about local history and geographical significances	13470.5	28005.5	-1.999	.046
Multilanguage guide service	12376.5	26911.5	-3.365	.001
Roaming SIM Cards	13889.5	28424.5	-1.446	.148
Car or Coach rentals	11206.5	25741.5	-4.639	.000
Banking, Money exchange etc	14247	28782	-1.102	.270
Grievance Redressal System	11385.5	25920.5	-4.456	.000
Support from Police and other law and order bodies	9120	23655	-7.034	.000
Locker and cloak room facility	14969.5	29504.5	-.206	.837
Shopping at local market/business centres using credit /debit cards	11734	26269	-4.209	.000
Parking facilities	15105.5	29640.5	-.028	.977
Neat and clean public toilets	13937.5	28472.5	-1.398	.162
Phones, internet and Wi-Fi	14736.5	30667.5	-.452	.652

Source: Primary Data

The Table 5.23 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p -value. It is observed that the difference in foreign and domestic tourists' expectations on the availability medical care and medicines ($U=13732$, $z = -1.596$, $p = .111$), roaming SIM cards ($U=13889.5$, $z = -1.446$, $p = .148$), banking, money exchange services ($U=14247$, $z = -1.102$, $p = .270$), locker and cloak room facility ($U=14969.5$, $z = -.206$, $p = .837$), parking facilities ($U=15105.5$, $z = -.028$, $p = .977$), public toilets ($U=13937.5$, $z = -1.398$, $p = .162$), and phones, internet and Wi-Fi services ($U=14736.5$, $z = -.452$, $p = .652$) were not statistically significant, i.e. as p -value $> \alpha 0.05$, the data do not provide an evidence of difference between the median expectation of foreign and domestic tourists on these attributes. Whereas, the difference in foreign and domestic expectation on the availability of detailed itineraries ($U=12529.5$, $z = -3.332$, $p = .001$), customized tour advice ($U=13243$, $z = -2.432$, $p = .015$), travel insurance services ($U=10201$, $z = -5.793$, $p = .000$), information about local history, geographical and historical significances ($U=13470.5$, $z = -1.999$, $p = .046$), Multilanguage guide service ($U=12376.5$, $z = -3.365$, $p = .001$), car or coach rentals ($U=11206.5$, $z = -4.639$, $p = .000$), grievance redressal system ($U=11385.5$, $z = -4.456$, $p = .000$), support from police and other law and order bodies ($U=9120$, $z = -7.034$, $p = .000$), and shopping at local market/business centres using credit /debit cards ($U=11734$, $z = -4.209$, $p = .000$) were statistically significant as the median of the expectation on the attributes of the two independent groups is not equal. The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for these attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be inferred that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

5.4.10 Foreign and Domestic Tourists' Experience on Attributes of Amenities

The hypothesis tested by the Mann-Whitney analysis is that the medians of the two groups are equal. The obtained U statistic and the significance of z -value at α value are tested. The significant difference between the median experience of the foreign and domestic tourists on attributes of amenities is determined based on the probability of the two medians being the same. The Mann-Whitney U Test result of foreign and domestic

tourists' experience on the various attributes of amenities at tourist Destinations in Kerala is discussed in the section.

H₀: Experience on attributes of amenities is the same for both the foreign and domestic tourists

H₁: Experience on attributes of amenities differs between the foreign and domestic tourists

Table 5.24

Tourists' Experience on Amenities - Mann-Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	p-value
Detailed Itinerary	12163.5	26698.5	-3.610	.000
Impartial and customized tour advice	12740.5	27275.5	-3.112	.002
Travel Insurance Services	9229.5	23764.5	-6.984	.000
Medical care and medicines	14328.5	28863.5	-.923	.356
Information about local history and geographical significances	13771	28306	-1.688	.091
Multilanguage guide service	14479	29014	-.846	.398
Roaming SIM Cards	14115	30046	-1.179	.238
Car or Coach rentals	14490	29025	-.774	.439
Banking, Money exchange etc	12842	28773	-2.924	.003
Grievance Redressal System	14250.5	28785.5	-1.022	.307
Support from Police and other law and order bodies	11276	25811	-4.403	.000
Locker and cloak room facility	9786.5	25717.5	-6.090	.000
Shopping at local market/business centres using credit /debit cards	14876.5	30807.5	-.305	.761
Parking facilities	12133	28064	-3.448	.001
Neat and clean public toilets	11317	25852	-4.235	.000
Phones, internet and Wi-Fi	15096	31027	-.040	.968

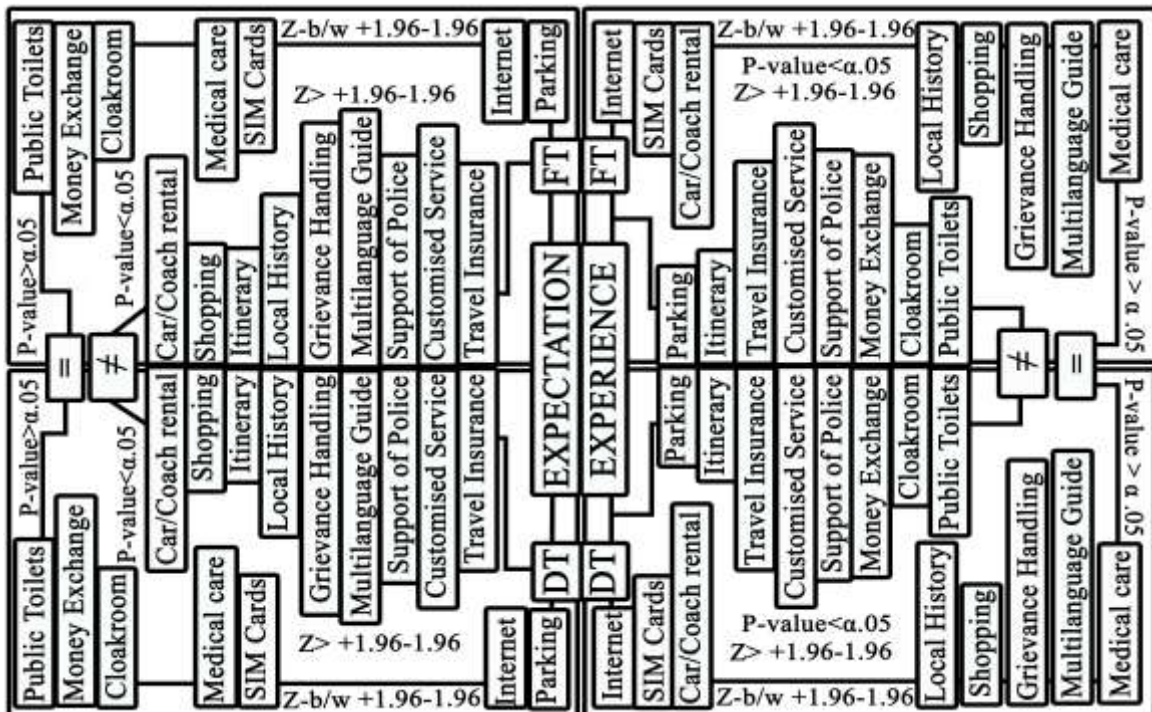
Source: Primary Data

The Table 5.24 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. It is noted that the difference in foreign and domestic tourists' experience on the availability medical care and medicines ($U=14328.5$, $z = -.923$, $p = .356$), information about local history, geographical and historical significances ($U=13771$, $z = -1.688$, $p = .091$), Multilanguage guide service ($U=14479$, $z = -.846$, $p = .398$), roaming SIM cards ($U=14115$, $z = -1.179$, $p = .238$), car or coach rentals ($U=14490$, $z = -.774$, $p = .439$), grievance redressal system ($U=14250.5$, $z = -1.022$, $p =$

.307), shopping at local market/business centres using credit /debit cards ($U=14876.5$, $z = -0.305$, $p = .761$) and phones, internet and Wi-Fi services ($U=15096$, $z = -.040$, $p = .968$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide an evidence of difference between the median expectation of foreign and domestic tourists on these attributes. Whereas, the difference in foreign and domestic expectation on the availability of detailed itinerary ($U=12163.5$, $z = -3.610$, $p = .000$), customized tour advice ($U=12740.5$, $z = -3.112$, $p = .002$), travel insurance services ($U=9229.5$, $z = -6.984$, $p = .000$), banking and money exchange services ($U=12842$, $z = -2.924$, $p = .003$), support from police and other law and order bodies ($U=11276$, $z = -4.403$, $p = .000$), locker and cloak room facility ($U=9786.5$, $z = -6.090$, $p = .000$), parking facility ($U=12133$, $z = -3.448$, $p = .001$) and public toilets ($U=11317$, $z = -4.235$, $p = .000$) were statistically significant as the median of the expectation on the attributes of the two independent groups is not equal. The z -scores of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for these attributes exceed the critical values of $z -1.96$ and $+1.96$. Thus, it can be inferred that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

Fig. 5.11

Foreign V/s Domestic Tourists' Expectation and Experience on Amenities



5.5. Conclusion

As service organisations, the DMOs yearn for knowing about expectation and experience of tourists about the attributes of a destination in order to adopt some measures to improve the conditions of destinations attributes that meet or surpass the customer's expectation in future. The element of satisfaction leads to repurchase intention, loyalty, differentiates the market competitiveness of industry players, reduce customer churn and negative word of mouth. Therefore, the research throws light on the tourists' satisfaction on attributes of tourist destination in Kerala and distinguishes perception difference among foreign and domestic tourists. The result of the analysis of the five dimensions of the destination satisfaction of foreign tourists depicts that the level of expectation is high about the accommodation. The experience is highly about the attractions and the accommodation. The actual experience on the accessibility of the tourist destinations in Kerala was better than the level of expectation of tourists. The poor performing dimension of the destination satisfaction is amenities. With regard to the expectations, domestic tourists have the highest expectation about the accommodation and the least is about the activities. It is found that experience of accommodation is the highest, followed by attractions. The poorest experience is about the amenities. Accommodation is the best performing construct in overcoming the level of expectation.





SERVICE QUALITY PERCEPTIONS

CONTENTS

Items	Page Number
6.1 Introduction	201
6.2 DMO of the Tourists	201 – 202
6.3 Service Quality Perceptions	202 – 203
6.3.1 Tangibles	203 – 208
6.3.2 Reliability	208 – 212
6.3.3 Responsiveness	212 – 215
6.3.4 Assurance	215 – 218
6.3.5 Empathy	218 – 222
6.4 Testing of Hypotheses - Service Quality Perceptions	222
6.4.1 Expectation on Attributes of Tangibles	222 – 224
6.4.2 Experience on Attributes of Tangibles	224 – 226
6.4.3 Expectation on Attributes of Reliability	226 – 227
6.4.4 Experience on Attributes of Reliability	228 – 229
6.4.5 Expectation on Attributes of Responsiveness	230 – 231
6.4.6 Experience on Attributes of Responsiveness	231 – 232
6.4.7 Expectation on Attributes of Assurance	233 – 234
6.4.8 Experience on Attributes of Assurance	234 – 235
6.4.9 Expectation on Attributes of Empathy	236 – 237
6.4.10 Experience on Attributes of Empathy	237 – 238
6.5 Conclusion	239

CHAPTER VI

SERVICE QUALITY PERCEPTIONS

6.1 Introduction

The chapter deals with the application of the dimensions of the SERVQUAL Model to assess tourist satisfaction through gaps in service quality. It is also a mechanism of studying tourist satisfaction with service quality of tourism service providers and destination managers by measuring the gap score in between tourists' expectation and experience on the related attributes. A normality test has been conducted to confirm the form of distribution of the data. However, the result of the test indicated that the data is not approximately normality distributed. Therefore, non-parametric test - Wilcoxon Test is used for analyzing the significance of the gap score of expectation and experience of both the sections. Descriptive Statistics are used for assessing the level of expectation and experience of foreign and domestic tourists on the dimensions of service quality of Destination Management Organisations in Kerala.

6.2 DMOs of the Tourists

The Table 6.1 depicts that thirty-nine percent of the foreign respondents are managed by resorts, Travel Agents cater twenty-five percent, Hotels accommodate nineteen percent and Tour operators handle seventeen percent. While in case of domestic respondents, Resorts manage thirty-two percent, Travel Agencies manage twenty-six percent, Hotels accommodate twenty-one percent, tour operators handle nineteen percent and other destination managers like home stays and local taxi services cater four percent of the respondents. Foreign tourists availed the services of Tour operators, travel agencies, hotels and resorts directly and use facilities provided by other destination managers like home stay, houseboats and local taxi as part of the tour packages designed and operated by tour operators, travel agencies, hotels and resorts. The organised and unorganized sectors are keen to design special packages based on certain themes like monsoon, spice, backwaters, honeymoon, etc. Itineraries prepared for each package by these destination managers cum marketers include the maximum possibilities to enchant

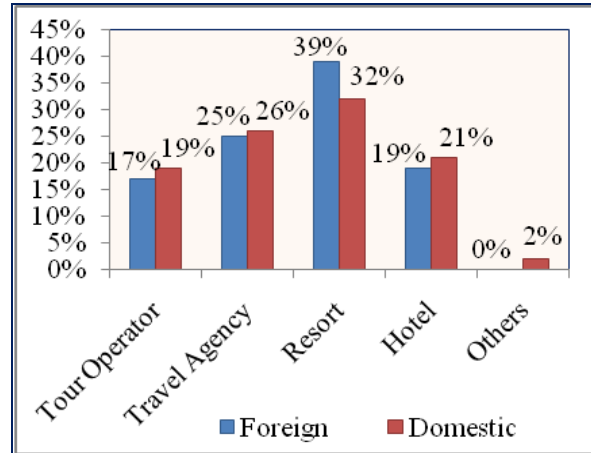
a tourist by giving a macro view on Kerala. Thus, DMOs play a vital role in the development and marketing of tourist destinations in Kerala.

Table 6.1
DMO of the Respondent

DMO	Foreign		Domestic	
	No	%	No	%
Tour Operator	31	17	32	19
Travel Agency	44	25	44	26
Resort	69	39	54	32
Hotel	34	19	36	21
Others	0	0	4	02
Total	178	100	170	100

Source: Primary Data

Fig. 6.1
DMO of the Respondents



Source: primary data

6.3 Service Quality Perceptions of Tourists

Service Quality is the assessment of how well a delivered service matches to the tourists' expectations. Service providers often assess the service quality provided to their tourists in order to improve their service, to identify problems, and to assess tourists' satisfaction. Service quality is assessed by the comparison of expectations with experience. Improved service quality of the DMOs may increase their competitiveness in the market. Service quality is the difference between the tourists' expectation that a DMO should offer and their experience of what the DMO actually offers. Service quality is reflected in tourist service. Generally, tourists outline their expectation of various services based on their experiences, readings, advertisements and word of mouth and compare the expected service with the actual experience on services in which the level of expectation exceeds the level of experience the tourists are dissatisfied.

The dimensions of the SERVQUAL/ RATER model developed by Parasuraman, Valarie Zeithaml and Len Berry were assessed from the perspective of the services provided by Destination Management Organisations in Kerala Tourism Industry.

Tourists' expectations and their perception on five-dimensions viz. Tangibles, Reliability, Assurance, Responsiveness and Empathy of RATER Model are assessed and compared to find the service quality gap. When tourists' expectations are greater than their experience of the delivered service, the service quality is considered low. The service quality gaps identified as part of the theoretical model explain the reasons for poor service quality.

6.3.1 Tangibles

The tangibles in the service quality assessment represent the physical delivery and evidence of the offers and the services a DMO provides. The assessment of tangibles depicts how a tourist perceives a service provider based on the quality of its visible attributes and measures the actual experience on the physical assets compared with the expected level the DMO can deliver. The gap score shows the extent of difference between tourists' expectation and experience on the service equipments, physical facilities, tour packages, and sufficient smart staff, easy site navigation, surrounding facilities, check in and checkout facilities, office layout and tourist records. Descriptive statistics and Wilcoxon tests are used for assessing the performance.

6.3.1.1 Foreign Tourists' Perception on Tangibles

Tangibles are essential to a tourist organisation for delivering prompt service to the tourists. The descriptive statistics of the expectation and experience of foreign tourists (Table 6.2) on the service equipments (mean score 1.22 and 1.41) states that they are satisfied with the up-to-date modern looking service equipments of DMOs in Kerala. The positive gap score (0.19) confirms the evidence of satisfaction in this regard. Visually appealing physical facilities are always a stimulating factor in the drain of foreign tourists. Foreign tourists had positive expectations about the physical facilities (mean score 0.99) and the actual experience (mean score 1.39) exceeded the level of expectation. The gap score (0.40) states that the actual experience is far better than what they have actually expected to get from their DMOs. Well-planned tour packages are the assets of tourist organisations. The acceptability of packages is based on the utility it provides to the tourists. The statistics say that foreign tourists have good expectation and

confidence the packages designed and offered by the DMOs (mean score 0.99). The level of experience as regards the planning, designing and execution of tour packages (mean score 1.28) is far better than the level of expectation. The gap score (0.29) maintains a considerable positive distance exhibiting the tourist satisfaction. It is inevitable to have a sufficient number of staff to deliver prompt service to tourists and cater their needs. The foreign tourists expected (mean score 0.92) to have adequate number of employees there and the actual experience (mean score 1.14) confirmed the fact and went beyond the level of expectation as gap score (0.22) describes. Smart and well-mannered staff adds service quality of an organisation. The descriptive statistics on expectation and experience of foreign tourists (mean score 0.88 and 1.17) depict that they have good perception about the matter. The gap score (0.29) positively differentiates the experience. Easy site navigability, easy to remember and catchy web sites help the foreign tourists to have a virtual tour on the facilities and destinations in Kerala, which are to be covered in the tour packages. The statistics on expectation (mean score 0.84) and experience (mean score 1.07) keep positive gap (0.23) which states that they are satisfied with the site navigability. The surrounding facilities viz. Accommodation, transportation, parking, recreation, dining, kids' corners, etc of DMOs attracts the tourists a lot and increase the degree of service quality. The actual experience (mean score 1.19) exceeds the expectation (mean score 0.93). The gap score (0.26) depicts the evidence of tourist satisfaction on the attribute. Check in and checkout process is usually very dry and time consuming. Modern billing and data entry mechanism will reduce the time to spend in the queues. The expectation (mean score 0.81) of respondents says that they are agree with system and actual experience (mean score 1.02) is more than the level of expectation. The descriptive statistics on expectation (mean score 0.66) state that foreign tourists have no much expectation about the overall office layout and arrangements. Even though, the experience (mean score 0.78) on the attribute exceeds the expectation, they are not much bothered about the matter as the gap score (0.12) indicates. The organisations' policy of keeping consumer records is not much captured the attention of the foreign tourists. The expectation (mean score 0.63) is clearly stated the fact and the actual tourist experience (mean score 0.92) exceeded the expectation. The combined mean scores of expectation and experience on tangibles (0.89 and 1.14) state the overall foreign tourists' satisfaction.

Table 6.2

Tangibles – Expectation V/S Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Up-to-date modern looking service equipments	1.22	.61	0.89	1.41	.62	1.14	.19	-3.799 ^b	.000
Visually appealing physical facilities	.99	.76		1.39	.71		.40	-5.216 ^b	.000
Well planned tour packages	.99	.72		1.28	.74		.29	-3.187 ^b	.001
Sufficient staffs to deliver prompt service.	.92	.68		1.14	.64		.22	-3.379 ^b	.001
The Staff are smart in appearance	.88	.66		1.17	.61		.29	-4.692 ^b	.001
Easy-to-remember web address, easy-to-follow site navigability	.84	.67		1.07	.65		.23	-3.455 ^b	.001
Variety of surrounding facilities (accommodation, Transport, Parking, recreation, food courts, kids corners etc)	.93	1.0		1.19	.60		.26	-4.079 ^b	.000
Efficient and modern check in, check out and billing mechanism.	.81	.59		1.02	.62		.21	-3.639 ^b	.000
The overall office lay out and arrangements.	.66	.66		.78	.76		.12	-1.709 ^b	.087
Accurate consumer records for future reference	.63	.63		.92	.67		.29	-4.675 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0).

The Wilcoxon test result shows that there is a significant difference in expectation and experience of foreign tourists on attributes of tangibles because, the values of z for

the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p -values are < 0.05 except the overall office layout and arrangements ($z = -1.709$, p -value $.087 > 0.05$). It can be concluded that the tourist expectation on the attributes of tangibles of the Destination Management Organisations of Kerala tourism is not close to the experience of the attributes i.e. they are satisfied with the tangibility of the Destination Management Organisations.

6.3.1.2 Domestic Tourists' Perception on Tangibles

The Table 6.3 deals with the descriptive statistics and Wilcoxon Test result of the domestic tourist expectation and experience about the attributes of tangibles of the DMOs in Kerala. The descriptive statistics of the expectation and experience of domestic tourists on the service equipments (mean score 0.44 and 1.09) states that they are satisfied with the up-to-date modern looking service equipments of DMOs in Kerala. The positive gap score (0.65) confirms the evidence of satisfaction in this regard. Domestic tourists had not much expectation about the physical facilities (mean score 0.50) and the actual experience (mean score 1.26) exceeded the level of expectation. The gap score (0.76) states that the actual experience is so better than what they have actually expected to get from their DMOs. The statistics say that domestic tourists have positive expectations and confidence the packages designed and offered by the DMOs (mean score 0.67). The level of experience relating to the planning, designing and execution of tour packages (mean score 1.42) is much better than the level of expectation. The gap score (0.75) maintains a considerable positive distance, which reveals the tourist satisfaction. The domestic tourists expected (mean score 0.62) to have adequate number of staff and the actual experience (mean score 1.33) established the fact and gone beyond the level of expectation as gap score (0.71) illustrates.

The descriptive statistics on expectation and experience of domestic tourists (mean score 0.75 and 1.32) depict that they have good perception about the smartness of the staff. The gap score (0.57) positively differentiates the experience. The statistics on expectation (mean score 0.50) and experience (means core 1.05) keeps positive gap (0.55) which states that they are satisfied with the site navigability.

Table 6.3

Tangibles – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	S	CMS	\bar{x}	s	CMS			
Up-to-date modern looking service equipments	.44	1.18		1.09	1.32		.65	-6.357 ^b	.000
Visually appealing physical facilities	.50	1.02		1.26	1.17		.76	-7.314 ^b	.000
Well planned tour packages	.67	1.01		1.42	.92		.75	-7.438 ^b	.000
Sufficient staffs to deliver prompt service.	.62	.81		1.33	.83		.71	-8.700 ^b	.000
The Staff are smart in appearance	.75	.74		1.32	.81		.57	-7.748 ^b	.000
Easy-to-remember web address, easy-to-follow site navigability	.50	.89		1.05	1.02		.55	-6.222 ^b	.000
Variety of surrounding facilities (accommodation, Transport, Parking, recreation, food courts, kids corners etc)	.47	1.01	0.52	1.36	.90	1.18	.89	-8.782 ^b	.000
Efficient and modern check in, check out and billing mechanism.	.41	.99		1.10	.99		.69	-7.398 ^b	.000
The overall office lay out and arrangements.	.28	1.00		.91	.96		.63	-6.559 ^b	.000
Accurate consumer records for future reference	.58	.95		.98	.81		.40	-5.550 ^b	.000

Source: Primary data

(\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0). The actual experience (mean score 0.47) exceeds the expectation (mean score 1.36) of domestic tourists about the surrounding facilities of DMOs in Kerala. The wide gap score (0.89) depicts the evidence of tourist satisfaction on the attribute. The time consuming Check-in and checkout process may turn tourist bored and irritated. The expectation

(mean score 0.41) of respondents on modern billing, check-in and checkout process shows that they were not much agreed with the present system and actual experience (means score 1.10) is much better than the level of expectation. The descriptive statistics on expectation (mean score 0.28) state that domestic tourists have no much expectation about the overall office layout and arrangements. However, the experience (mean score 0.91) on the attribute exceeds the expectation, the domestic tourists are satisfied with the matter as the gap score (0.63) indicates. The expectation (mean score 0.58) of domestic tourists about the maintenance of adequate number of records is moderate and the actual tourist experience (mean score 0.98) exceeded the expectation. The combined mean scores of expectation and experience on tangibles (0.52 and 1.18) state the overall domestic tourists' satisfaction. The Wilcoxon test result shows that there is a significant difference in expectation and experience of domestic tourists on attributes of tangibles because, the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05 . The general scrutiny of the responses shows that the level of expectation is low, even though they are positive. Therefore, it can be concluded that the tourist expectation on the attributes of tangibles of the Destination Management Organisations of Kerala tourism is different from the experience of the attributes i.e. they are satisfied with the tangibility of the Destination Management Organisations.

6.3.2 Reliability

Reliability is the ability of an organisation to perform the promised services dependably and accurately or delivering its promises to customers (Zeithaml, 2006). It is critical to all types of businesses, especially tourism organisations as the tourists wants to deal with such organisations that fulfill the promises given to their tourists. Reliability is one of the crucial dimensions of service quality which refers to the way the organisation are running and meeting the promised services with quality and accuracy. When a tourists chooses a destination manager, they want to know whether the service provider is reliable and able to fulfill the tourist requirements with satisfaction. The staff's concerns in solving the problems and inconveniences of the tourists and their ability to perform promised services, instant remedial measures taken for service failures, employees'

commitment, time bound delivery of services and transparent information about the various services provided form part of the reliability of a destination management organisation.

6.3.2.1 Foreign Tourists' Perception on Reliability

The Table 6.4 depicts the descriptive statistics and the Wilcoxon Test result of the foreign tourists' expectation and experience on the reliability attributes of DMOs in Kerala. The attitude of staff members in taking initiative to solve the problems and inconveniences of the tourists adds the reliability of an organisation.

Table 6.4
Reliability – Expectation V/S Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Staffs show concerns in solving guests' problems.	.93	.67	0.90	1.25	.49	1.16	.32	-5.553 ^b	.000
Employees have the ability to perform promised service.	.99	.71		1.19	.56		.20	-3.015 ^b	.003
Instant remedial measures for delayed and missing services	.79	.81		1.10	.63		.31	-4.848 ^b	.000
Employees are committed in delivering services	.91	.72		1.16	.57		.25	-4.528 ^b	.000
Providing service at the time it promise to do so	.87	.68		1.07	.62		.20	-3.808 ^b	.000
Employees tells exactly when services will be performed	.90	.66		1.16	.61		.26	-4.757 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks .(The significance level is .05, if p-value < .05, the median difference between expectation and experience is not equal to 0). The descriptive statistics states that tourists are satisfied (gap score 0.32) with the staff's concern in solving problems as their experience (mean score 1.25) exceeds the level of expectation (mean score 0.93). Competency of staff to perform the promised

service is another matter of interest of reliability. The positive gap score (0.20) describes the evidence of satisfaction. The tourists expected (mean score 0.99) to have competent staff to cater their requirements and experience (mean score 1.19) was greater than the level of expectation. Delayed services and service failures are common issues in the destination management organisation. However, the ability of the organisation to compensate such issues determines the reliability. The mean score (0.79) shows that the tourists were expected to get instant remedies for delayed and missing services. The experience on the attribute (mean score 1.10) was greater than expectation. Committed employees are assets of an organisation. Foreign tourists had much expectation (mean score 0.91) about the commitment of employees of their destination managers and they experienced (mean score 1.16) well about the attribute. Punctuality of DMOs in providing service attracts tourists to avail its services. As the statistics indicate, the actual experience (mean score 1.07) exceeded the level of expectation (mean score 0.87). Transparency in dealings and communication is greatly expected (mean score 0.90) by the foreign tourists from the employees and their experience (mean score 1.16) was also greater than the expectation. The Gap scores of various attributes exhibit the tourists' satisfaction on the reliability of DMOs in Kerala. The Wilcoxon test result shows that there is a significant difference in expectation and experience of foreign tourists on attributes of reliability since the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$ and the corresponding p -values are < 0.05 . Therefore, it is summarised that the tourist expectation on the attributes of reliability of the Destination Management Organisations of Kerala tourism is different from the experience of the attributes i.e. they are satisfied with the reliability of the Destination Management Organisations.

6.3.2.2 Domestic Tourists' Perception on Reliability

The Table 6.5 depicts the descriptive statistics and the Wilcoxon Test result of the domestic tourists' expectation and experience on the reliability attributes of DMOs in Kerala. Consistency of staff pattern and reduced staff turnover are essential for providing reliable services to the clients. The reliability of the DMOs is assessed in terms of the attitude of the staff perceived by the domestic tourists.

Table 6.5

Reliability – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Staffs show concerns in solving guests' problems.	.66	.92	0.56	1.24	.86	1.11	.58	-7.114 ^b	.000
Employees have the ability to perform promised service.	.52	.94		1.21	.86		.69	-8.041 ^b	.000
Instant remedial measures for delayed and missing services	.58	.93		1.07	.77		.49	-6.751 ^b	.000
Employees are committed in delivering services	.44	1.00		1.02	.70		.58	-6.611 ^b	.000
Providing service at the time it promise to do so	.54	1.03		1.15	.87		.61	-7.554 ^b	.000
Employees tells exactly when services will be performed	.62	1.05		.99	.96		.37	-4.147 ^b	.000

Source: primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The descriptive statistics state that domestic tourists are satisfied (gap score 0.58) with the staff's enterprising concern in solving problems and inconvenience as their experience (mean score 1.24) exceeds the level of expectation (mean score 0.66). Capability of staff to perform promised service fetched a positive gap score (0.69) which describes the evidence of tourists' satisfaction. The tourists expected (mean score 0.52) to have competent staff to cater their requirements and experience (mean score 1.21) was greater than the level of expectation. It is always a worry of domestic tourists about delayed services and service failures of destination management organisation. However, the ability of the organisation to pay off such issues determines the reliability. The mean score (0.58) shows that the tourists had not much expectation about the instant remedies for delayed and missing services. However, the experience on the attribute (mean score

1.07) proved that it is good in the organisations. Employee morale and commitment are essential for a service organisation to be in the market. However, the domestic tourists had not much expectation (mean score 0.44) about the commitment of employees of their destination managers and in the contrary, they experienced (mean score 1.02) rather good about the attribute. Time bound services keep organisations live and tourists-friendly. As the statistics indicate, the actual experience (mean score 1.15) exceeded the level of expectation (mean score 0.54) i.e. they had no greater expectation about the punctuality of services. However, the experience was extremely different from what they had expected in this regard. Transparency in dealings and communication is moderately expected (mean score 0.62) by the domestic tourists from the employees and their experience (mean score 0.99) was greater than the expectation. The Gap scores of various attributes confirm the evidence of domestic tourists' satisfaction on the reliability of DMOs in Kerala. The Wilcoxon test result shows that there is a significant difference in expectation and experience of domestic tourists on attributes of reliability since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05 . Therefore, it is observed that the tourist expectation on the attributes of reliability of the Destination Management Organisations of Kerala tourism is different from the experience of the attributes i.e. they are satisfied with the reliability of the Destination Management Organisations.

6.3.3 Responsiveness

Responsiveness of destination management organisations refers to the keenness of the organisation to help its tourists by providing them fast and quality services. It deals with responding quickly to the tourists' requests, enquiries, questions and complaints properly. The responsiveness of the organisation is assessed based on the pace at which the tourists get responses from the organisation or at the speed at which the problems are dealt with and corrected. Identifying the needs and wants of the tourists, find sufficient time to respond to the tourists' questions and clarifying their doubts, provide exact communication on various services provided, addressing problems quickly, sudden action on emergency situations and follow up system form the part responsiveness.

6.3.3.1 Foreign Tourists' Perception on Responsiveness

The Table 6.6 deals with the expectation and experience of foreign tourists on the responsiveness of Destination management organisations in Kerala.

Table 6.6
Responsiveness – Expectation v/s Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Staff knows needs and provides prompt service	.88	.66	0.83	1.07	.55	1.05	.19	-4.151 ^b	.000
Staff never be too busy to respond to requests	.77	.67		1.07	.57		.30	-5.383 ^b	.000
Providing exact communication	.90	.66		1.16	.61		.26	-4.609 ^b	.000
Problems are addressed quickly	.82	.57		.99	.58		.17	-3.389 ^b	.001
Responding to emergency situations	.74	.59		.89	.64		.15	-3.150 ^b	.002
Efficient follow up system	.89	.63		1.11	.69		.22	-4.054 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The scrutiny of the descriptive statistics depicts that the experience of foreign tourists on staff's ability to provide prompt service as per the needs of the tourists (GS 0.19), timely responses to their queries and requests (GS 0.30), getting the exact communication (GS 0.26), quick addressing of problems (GS 0.17), responses in emergency situations (GS 0.15) and follow up system (GS 0.22) exceed the expectation of these attributes positively. The CMS of expectation (CMS 0.83) and experience (CMS 1.05) confirm the affirmative difference. The Wilcoxon test result explains that there is a significant difference in expectation and experience of foreign tourists on attributes of responsiveness since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05. Therefore, it is observed that the

tourist expectation on the attributes of responsiveness of the Destination Management Organisations of Kerala tourism is significantly different from the experience of the attributes i.e. they are satisfied with the responsiveness of the Destination Management Organisations.

6.3.3.2 Domestic Tourists' Perception on Responsiveness

The Table 6.7 depicts with the expectation and experience of domestic tourists on the responsiveness of Destination management organisations in Kerala.

Table 6.7
Responsiveness – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Staff knows needs and provides prompt service	.39	.96	0.39	.71	1.02	0.94	.32	-3.901 ^b	.000
Staff never be too busy to respond to requests	.41	.92		1.09	.72		.68	-7.540 ^b	.000
Providing exact communication	.64	.90		1.09	.91		.45	-5.014 ^b	.000
Problems are addressed quickly	.33	1.06		.82	.92		.49	-6.215 ^b	.000
Responding to emergency situations	.14	.95		.79	.95		.65	-7.453 ^b	.000
Efficient follow up system	.44	1.03		1.13	.84		.69	-7.424 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0). The examination of the result of the analysis depicts that the experience of domestic tourists on staff's ability to provide prompt service as per the needs of the tourists (GS 0.32), timely responses to their queries and requests (GS 0.68), getting the exact communication (GS 0.45), quick addressing of problems (GS 0.49), responses in emergency situations (GS 0.65) and follow up system (GS 0.69) keep the wide gap from the expectation of these attributes positively. The CMS of expectation (CMS 0.39) and experience (CMS

0.94) substantiate the difference. Moreover, it is noted that the individual mean scores of expectation on the attributes do not give promising results. It means that tourists did not have a good expectation about the responsiveness of the DMOs. The Wilcoxon test result explains that there is a significant difference in expectation and experience of domestic tourists on attributes of responsiveness since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p -values are < 0.05 . Therefore, it is observed that the tourist expectation on the attributes of responsiveness of the DMOs of Kerala tourism is significantly different from the experience of the attributes i.e. they are satisfied with the responsiveness of the Destination Management Organisations.

6.3.4 Assurance

Assurance is the employees' knowledge and courtesy and the service providers' ability to inspire, trust and confidence. It is important for service providing industries where the employees' skill and ability to win the trust and confidence of the tourists is a matter of concern. If the tourists are not comfortable with the employees of the DMOs, there is a greater chance that they will not return to do more dealing with the DMO. Behaviour of employees in and outside the premises of the organisation may be noticed by the tourists and may respond to the organisation based on the impression they got from the behavioural aspects. Safe and secure dealing, courteousness, employees' knowledge to answer the questions of tourists and confidentiality in handling personal information influence the tourists.

6.3.4.1 Foreign Tourists' Perception on Assurance

The Table 6.8 shows the expectations and experience of foreign tourists on the various attributes of Assurance. It is observed that the behaviour of the employees of DMOs was felt well with foreign tourists as their experience (mean score 1.21) is greater than what they have expected (mean score 0.80) to get. It is the responsibility of the DMOs to ensure safe and secure dealings with the tourists. The tourists have experienced (mean score 1.26) better than expectation (mean score 0.94). Courtesy of employees create confidence in the minds of the tourists. The experience (mean score 1.17) of the tourists exceeds the level of expectation (mean score 0.92). Tourists' expectation (mean

score 0.96) agreed the knowledge of employees to answer rightly for the queries of the tourists. The actual experience (mean score 1.23) was better than the expectation. The experience (mean score 1.16) says that the DMOs keep confidentiality in handling personal information of the tourists which is more than the level of expectation (mean score 0.89). The positive gap scores (GS) and combined mean scores (CMS) of various attributes confirm the foreign tourists' satisfaction.

Table 6.8
Assurance – Expectation V/S Experience of Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Behaviour of employees	.80	.67	0.90	1.21	.61	1.21	.41	-7.107 ^b	.000
Safe and secure dealings	.94	.58		1.26	.55		.32	-6.353 ^b	.000
Courteous Employees	.92	.56		1.17	.50		.25	-5.064 ^b	.000
Employees' knowledge to answer customers' questions	.96	.53		1.23	.50		.27	-5.890 ^b	.000
Confidentiality in handling personal information	.89	.62		1.16	.68		.27	-4.950 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The Wilcoxon test result describes that there is a significant difference in expectation and experience of foreign tourists on attributes of assurance since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05. Therefore, it is observed that the tourist expectation on the attributes of assurance of the Destination Management Organisations of Kerala tourism industry is significantly different from the experience of the attributes i.e. they are satisfied with the assurance of the Destination Management Organisations.

6.3.4.2 Domestic Tourists' Perception on Assurance

The Table 6.9 shows the expectations and experience of domestic tourists on the various attributes of Assurance.

Table 6.9

Assurance – Expectation V/S Experience of Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Behaviour of employees	.42	1.00	0.55	.98	.83	1.12	.56	-7.569 ^b	.000
Safe and secure dealings	.44	1.13		1.05	.81		.61	-7.764 ^b	.000
Courteous Employees	.56	1.11		1.09	.85		.53	-6.739 ^b	.000
Employees' knowledge to answer customers' questions	.71	1.08		1.25	.81		.54	-7.121 ^b	.000
Confidentiality in handling personal information	.62	1.10		1.21	.98		.59	-6.187 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

It is noted that the behaviour of the employees of DMOs was felt well with domestic tourists as their experience (mean score 0.98) is greater than what they have expected (mean score 0.42) to get. However, the level of expectation was not promising. The tourists have experienced (mean score 1.05) better than expectation (mean score 0.44) in case of safe and secure dealing of DMOs. The experience (mean score 1.09) of the tourists on the courtesy of employees exceed the level of expectation (mean score 0.56). Tourists' expectation (mean score 0.71) agreed the knowledge of employees to answer rightly to the queries of the tourists. The actual experience (mean score 1.25) was far better than the level of expectation. The experience (mean score 1.21) says that the DMOs keep confidentiality in handling personal information of the tourists which is more than the level of expectation (mean score 0.62). The positive gap scores (GS) and wide combined mean scores (CMS 0.55 and 1.12) of various attributes confirm the domestic tourists' satisfaction. The Wilcoxon test result describes that there is a significant difference in expectation and experience of domestic tourists on attributes of assurance since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05. Therefore, it is observed that the tourist expectation on the attributes of assurance of the Destination Management Organisations

of Kerala tourism industry is significantly different from the experience of the attributes i.e. they are satisfied with the assurance of the Destination Management Organisations.

6.3.5 Empathy

Empathy says about the way in which the DMOs care, give individualised attention to their tourists, and create a feeling in the minds of tourists that they have extra value in special mode. If the tourists feel that they get customised service and attention, there is a greater chance of choosing the DMO in future. This dimension is suitable in the tourism industry to build relationships with tourists to ensure the industry's survival. Empathy inculcates individual attention to the tourists, tourists - convenient operating hours, keeping the best interests of tourist, understanding the specific needs of tourists, impulsive tourists care and concern, loyalty programmes, and effective communication by the staff. Empathetic consideration given to tourists while rendering services, it may create far reaching ripples in their minds which will result into tourists' retention.

6.3.5.1 Foreign Tourists' Perception on Empathy

Foreign tourist experience (mean score 1.20) on the individual attention given to tourists was greater than what they expected (mean score 0.87). If operating hours of front office and other functional department are convenient to tourists, it is possible to retain the tourists easily. The experience on the attribute (mean score 1.18) says that the tourists are agreed upon the operating hours of DMOs and the actual experience is greater than the level of expectation (mean score 0.90). It is the responsibility of DMO to keep the interest of their tourists in the heart. Even though, the experience (mean score 0.90) is greater than expectation (mean score 0.61), the tourists would not have much impression about the attribute. It is the skill of employees to identify the specific needs of the tourists and address them properly. The tourists' experience (mean score 1.07) is better than what they expected (mean score 0.76). Spontaneous care and concerns lead to rapport with tourists. The actual experience (mean score 1.05) on the factor exceeded the expectation (mean score 0.76). Invariably, DMOs initiate a number of loyalty building programmes to create a group of loyal customers for the future. There is a positive demarcation between the tourists' experience (mean score 1.13) and expectation (mean score 0.87).

The empathetic attribute, which is mostly concerned, is the staff's ability to communicate effectively. The expectation (mean score 1.01) and experience (mean score 1.31) shows the confidence of tourists in the ability of staff in this aspect. The positive Gap Scores (GS) and combined mean scores of expectation and experience reassure the service quality and tourist satisfaction.

Table 6.10
Empathy – Expectation V/S Experience Foreign Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Individual attention	.87	.56	0.83	1.20	.48	1.12	.33	-5.625 ^b	.000
Operating hours convenient to tourists	.90	.54		1.18	.52		.28	-5.883 ^b	.000
Tourists' best interest at heart	.61	.66		.90	.66		.29	-4.112 ^b	.000
Employees understand specific needs	.76	.62		1.07	.57		.31	-5.466 ^b	.000
Spontaneous care and concern for tourists' needs	.76	.58		1.05	.56		.60	-5.185 ^b	.000
Loyalty programmes	.87	.55		1.13	.63		.26	-5.416 ^b	.000
Staffs' ability to communicate effectively	1.01	.47		1.31	.55		.30	-6.173 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

The Wilcoxon test result describes that there is a significant difference in expectation and experience of foreign tourists on attributes of empathy since the values of z for the attributes exceed the critical values of z -1.96 and +1.96 and the corresponding p-values are < 0.05. Therefore, it is observed that the tourist expectation on the attributes of empathy of the Destination Management Organisations of Kerala tourism industry is significantly different from the experience of the attributes, i.e. they are satisfied with the empathy of the Destination Management Organisations in Kerala tourism.

6.3.5.2 Domestic Tourists' Perception on Empathy

The Table 6.11 shows the expectations and experience of domestic tourists on the various attributes of Empathy

Table 6.11
Empathy – Expectation V/S Experience Domestic Tourists

Attributes	Descriptive Statistics						GS	Wilcoxon Test	
	Expectation			Experience				Z	Asymp. Sig. (2-tailed)
	\bar{x}	s	CMS	\bar{x}	s	CMS			
Individual attention	.58	.83	0.41	1.01	.94	1.05	.43	-6.002 ^b	.000
Operating hours convenient to tourists	.36	.94		.98	.89		.62	-7.128 ^b	.000
Tourists' best interest at heart	.24	1.07		.91	1.00		.67	-6.751 ^b	.000
Employees understand specific needs	.35	1.15		1.06	.84		.71	-7.024 ^b	.000
Spontaneous care and concern for tourists' needs	.22	1.12		1.01	.63		.79	-7.365 ^b	.000
Loyalty programmes	.48	1.02		1.13	.77		.65	-7.269 ^b	.000
Staffs' ability to communicate effectively	.62	1.02		1.24	.85		.62	-6.357 ^b	.000

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, GS= gap score)

a. Wilcoxon Signed Ranks Test b. Based on negative ranks (The significance level is .05, if p-value < .05, the difference between expectation and experience is not equal to 0).

It is pointed out that the tourist experience (mean score 1.101) on the individual attention given to tourists was greater than what they expected (mean score 0.58). If the experience on the attribute (mean score 1.01) says that the tourists are agreed upon the operating hours of DMOs and the actual experience (mean score 0.98) is greater than the level of expectation (mean score 0.36). It is the responsibility of DMO to keep the interest of their tourists in the heart. Even though, the experience (mean score 0.90) on is greater than expectation (mean score 0.24), the tourists would not have much impression about the attribute. It is the skill of employees to identify the specific needs of the tourists and address them properly. The tourists' experience (mean score 1.06) is better than what

they expected (mean score 0.35). Spontaneous care and concerns lead to rapport with tourists. The actual experience (mean score 1.01) on the factor exceeded the expectation (mean score 0.22). There is a positive demarcation between the tourists' experience (mean score 1.01) and expectation (mean score 0.48) on the loyalty programmes. The attribute, which is mostly concerned, is the staff's ability to communicate effectively. The expectation (mean score 0.62) and experience (mean score 1.24) shows the confidence of tourists in the ability of staff to communicate effectively. The positive Gap Scores (GS) and combined mean scores of expectation and experience reassure the service quality and tourist satisfaction. The Wilcoxon test result describes that there is a significant difference in expectation and experience of domestic tourists on attributes of empathy since the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$ and the corresponding p -values are < 0.05 . Therefore, it is observed that the tourist expectation on the attributes of empathy of the Destination Management Organisations of Kerala tourism industry is significantly different from the experience of the attributes i.e. they are satisfied with the assurance of the Destination Management Organisations.

Fig. 6.2

Model of Service Quality of DMOs perceived by Foreign Tourists

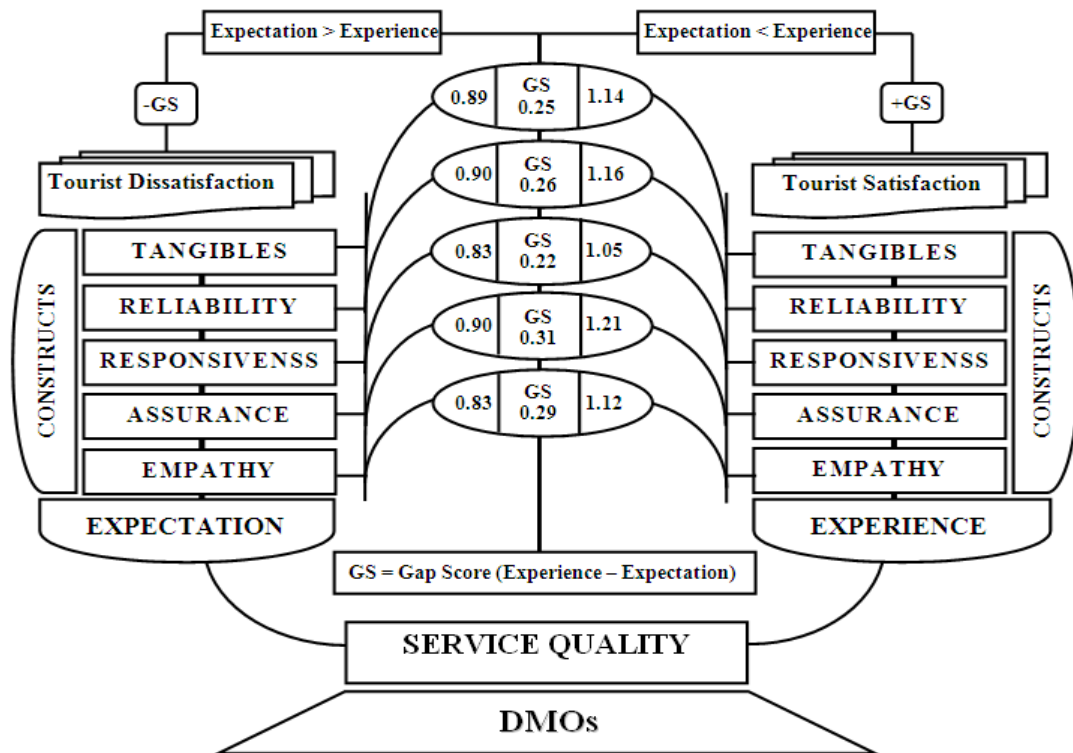
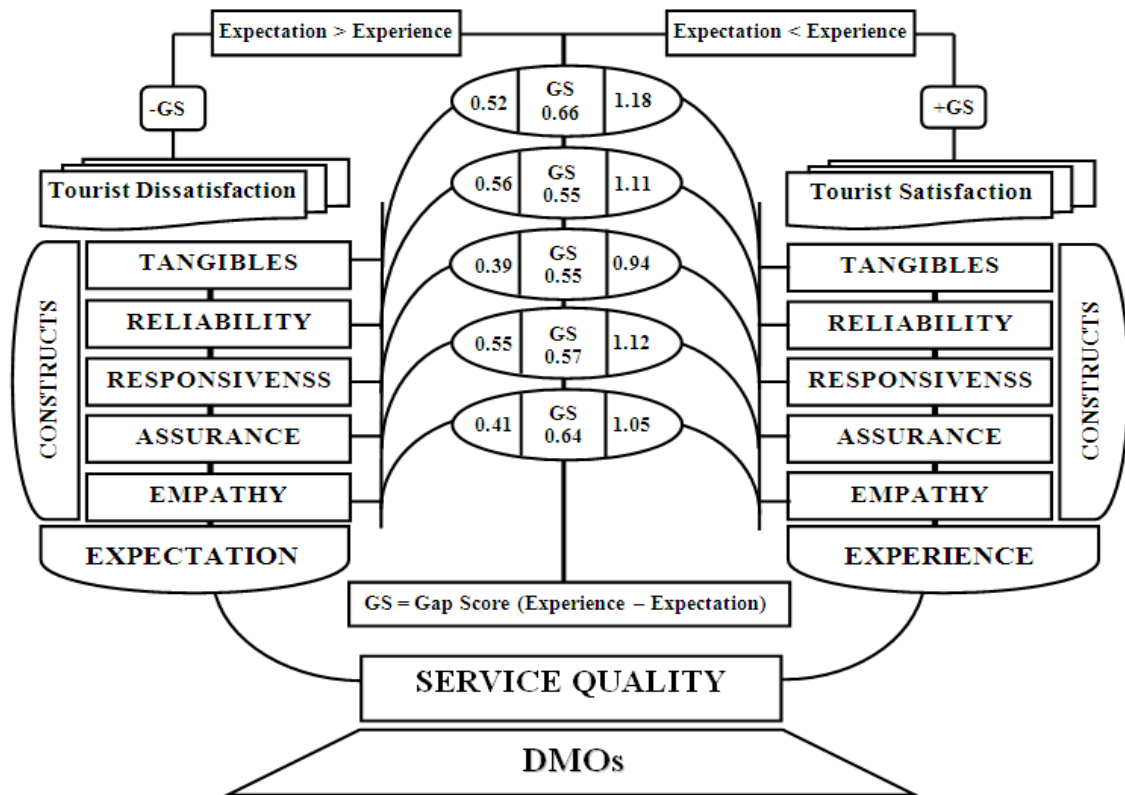


Fig. 6.3

Model of Service Quality of DMOs perceived by Domestic Tourists



6.4 Testing of Hypotheses - Service Quality Perceptions

The Mann-Whitney U Test is used to compare the differences between the levels of expectation and experience of the independent samples of foreign as well as domestic tourists on various attributes of Tangibles, Reliability, Responsiveness, Assurance and Empathy of Service Quality model of Destination Management Organisation in Kerala.

6.4.1 Foreign and Domestic Tourists' Expectation on Attributes of Tangibles

The Table 6.12 describes the Mann-Whitney U Test result of foreign and domestic tourists' expectations on the various attributes of the tangibles of Destination Management Organisations in Kerala. The output of the analysis describes whether the median expectation of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of tangibles is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of tangibles differs between the foreign and domestic tourists

The Table 6.12 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From output of the analysis, it can be observed that the difference in foreign and domestic tourists' expectation on the keeping of consumer records for future reference ($U=15015$, $z = -.135$, $p = .892$) was not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median expectation of foreign and domestic tourists on these attributes.

Table 6.12
Tourist Expectation on Tangibles- Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Up-to-date modern looking service equipments	9488.5	24023.5	-6.656	.000
Visually appealing physical facilities	10962	25497	-5.090	.000
Well planned tour packages	12573	27108	-3.218	.001
Sufficient staffs to deliver prompt service.	11807	26342	-4.177	.000
The Staff are smart in appearance	13034.5	27569.5	-2.616	.009
Easy-to-remember web address, easy-to-follow site navigability	11591.5	26126.5	-4.387	.000
Variety of surrounding facilities	11944.5	26479.5	-4.171	.000
Efficient and modern check in, check out and billing mechanism.	12086.5	26621.5	-3.725	.000
The overall office lay out and arrangements.	12438	26973	-3.148	.002
Accurate consumer records for future reference	15015	30946	-.135	.892

Source: Primary Data

However, the foreign and domestic tourists' expectation on the Up-to-date modern service equipments ($U= 9488.5$, $z = -6.656$, $p = .000$), visually appealing physical

facilities (U= 10962, z = -5.090, p = .000), well planned tour packages (U= 12573, z = -3.218, p = .001), sufficient staffs to deliver prompt service (U= 11807, z = -4.177, p = .000), smart staff (U= 13034.5, z = -2.616, p = .009), easy-to-remember web address, easy-to-follow site navigability (U= 11591.5, z = -4.387, p = .000), variety of surrounding facilities (U= 11944.5, z = 4.171, p = .000), efficient and modern check in, check out and billing mechanism (U= 12086.5, z = -3.725, p = .000), The overall office layout and arrangements (U=12438, z = 3.148, p = .002) were statistically significant. The z -scores of these factors are significant at the p-values $< \alpha$ 0.05 and the values of z for the attributes exceed the critical values of z -1.96 and +1.96. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

6.4.2 Foreign and Domestic Tourists' Experience on Attributes of Tangibles

The Table 6.13 portrays the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of the tangibles of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of tangibles is the same for both the foreign and domestic tourists

H₁: Experience on attributes of tangibles differs between the foreign and domestic tourists

The Table 6.13 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p-value. From the output of the analysis, it can be noted that the difference in foreign and domestic tourists' experience on the up-to-date modern service equipments (U= 15001, z = -.152, p = .879), visually appealing physical facilities (U= 14197.5, z -1.114, p = .265), easy-to-remember web address, easy-to-follow site navigability (U= 13962.5, z = -1.365, p = .172) and the keeping of consumer records for future reference (U=13764, z = -1.645, p = .100) were not statistically significant, i.e. as

p-value > α 0.05, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes.

Table 6.13
Tourists' Experience on Tangibles - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Up-to-date modern looking service equipments	15001	29536	-.152	.879
Visually appealing physical facilities	14197.5	30128.5	-1.114	.265
Well planned tour packages	12561.5	28492.5	-3.036	.002
Sufficient staffs to deliver prompt service.	12128.5	28059.5	-3.652	.000
The Staff are smart in appearance	12545.5	28476.5	-3.083	.002
Easy-to-remember web address, easy-to-follow site navigability	13962.5	29893.5	-1.365	.172
Variety of surrounding facilities	11977	27908	-3.694	.000
Efficient and modern check in, check out and billing mechanism.	12717	28648	-2.867	.004
The overall office lay out and arrangements.	12706	28637	-2.801	.005
Accurate consumer records for future reference	13764	29695	-1.645	.100

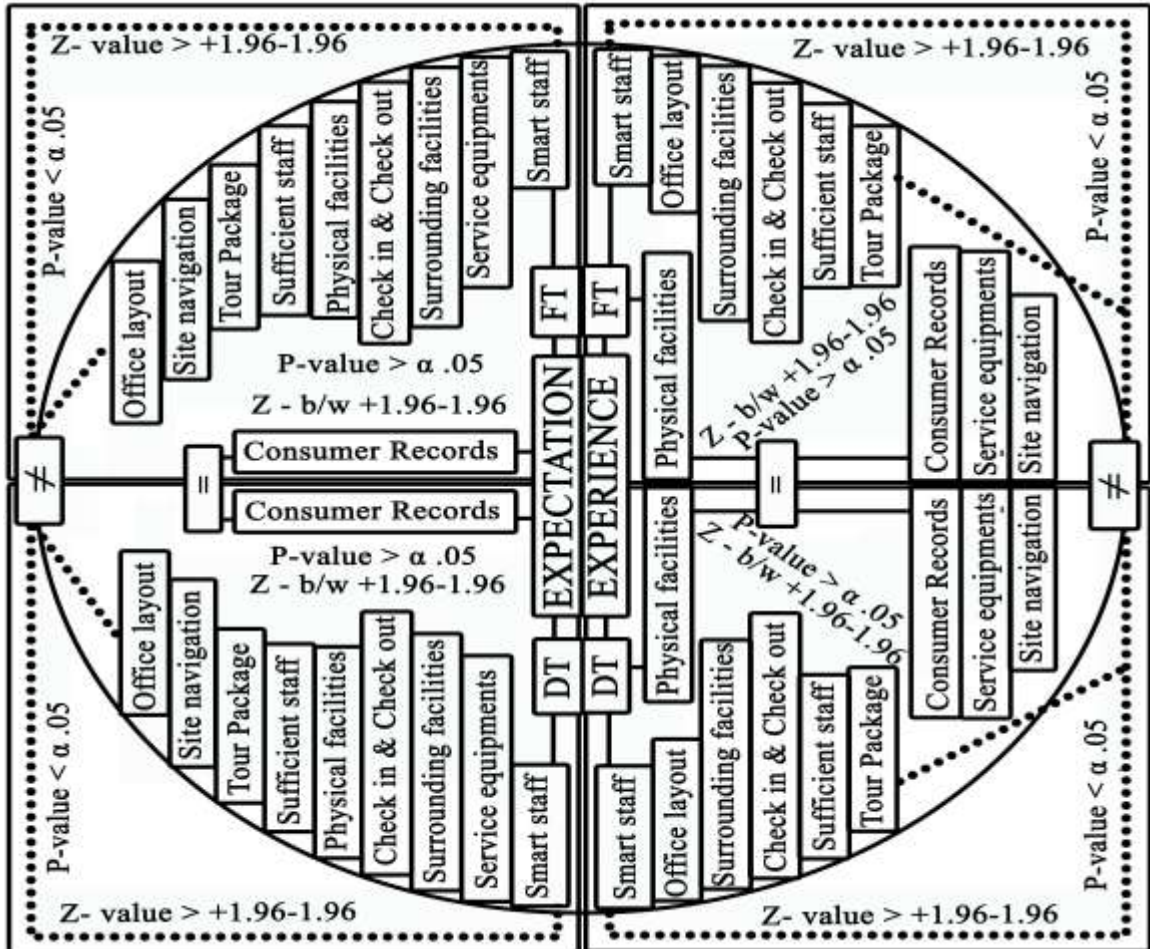
Source: Primary Data

However, the foreign and domestic tourists' experience on well planned tour packages (U= 12561.5, z = -3.036, p = .002), sufficient staffs to deliver prompt service (U= 12128.5, z = -3.652, p = .000), smart staff (U= 12545.5, z = -3.083, p = .002), variety of surrounding facilities (U= 11977, z = -3.694, p = .000), efficient and modern check in, check out and billing mechanism (U= 12717, z = -2.867, p = .004), and the overall office layout and arrangements (U=12706, z = -2.801, p = .005) were statistically significant since the z -scores of these factors are significant at the p-values < α 0.05 and the values of z for the attributes exceed the critical values of z -1.96 and +1.96. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant

difference between the median experience of foreign and domestic tourists on these attributes.

Fig. 6.4

Foreign v/s Domestic Tourists' Expectation and experience on Tangibles



6.4.3 Foreign and Domestic Tourists' Expectation on Attributes of Reliability

The Table 6.14 describes the Mann-Whitney U Test result of foreign and domestic tourists' expectations on the various attributes of reliability of Destination Management Organisations in Kerala. The output of the analysis describes whether the median expectation of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of reliability is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of reliability differs between the foreign and domestic tourists

The Table 6.14 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. It can be observed that the difference in foreign and domestic tourists' expectation on staff's concerns in solving problems ($U=12817.5$, $z = -2.810$, $p = .005$), employees' ability to perform promised service ($U= 10564$, $z = -5.301$, $p = .000$), instant remedial measures for delayed and missing services ($U= 13266.5$, $z = -2.142$, $p = .032$), employees' commitment in delivering services ($U= 10870$, $z = -5.038$, $p = .000$), timely services as promised to do ($U= 12662$, $z = -2.863$, $p = .004$) and employees' ability to tell exactly when services will be performed ($U= 13207.5$, $z = -2.235$, $p = .025$) were statistically significant. The *z* -scores of these factors are significant at the *p*-values $< \alpha 0.05$ and the values of *z* for the attributes exceed the critical values of *z* -1.96 and +1.96. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

Table 6.14
Tourists' Expectation on Reliability- Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Staffs show concerns in solving problems.	12817.5	27352.5	-2.810	.005
Employees have the ability to perform promised service.	10564	25099	-5.301	.000
Instant remedial measures for delayed and missing services	13266.5	27801.5	-2.142	.032
Employees are committed in delivering services	10870	25405	-5.038	.000
Providing service at the time it promise to do so	12662	27197	-2.863	.004
Employees tells exactly when services will be performed	13207.5	27742.5	-2.235	.025

Source: Primary Data

6.4.4 Foreign and Domestic Tourists' Experience on Attributes of Reliability

The Table 6.15 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of reliability of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of reliability is the same for both the foreign and domestic tourists

H₁: Experience on attributes of reliability differs between the foreign and domestic tourists

Table 6.15
Tourists Experience on Reliability - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Staffs show concerns in solving your problems.	14073.5	30004.5	-1.285	.199
Employees have the ability to perform promised service.	13818.5	29749.5	-1.577	.115
Instant remedial measures for delayed and missing services	14927	30858	-.251	.802
Employees are committed in delivering services	13967	28502	-1.529	.126
Providing service at the time it promise to do so	13441.5	29372.5	-2.002	.045
Employees tells exactly when services will be performed	14380.5	28915.5	-.879	.380

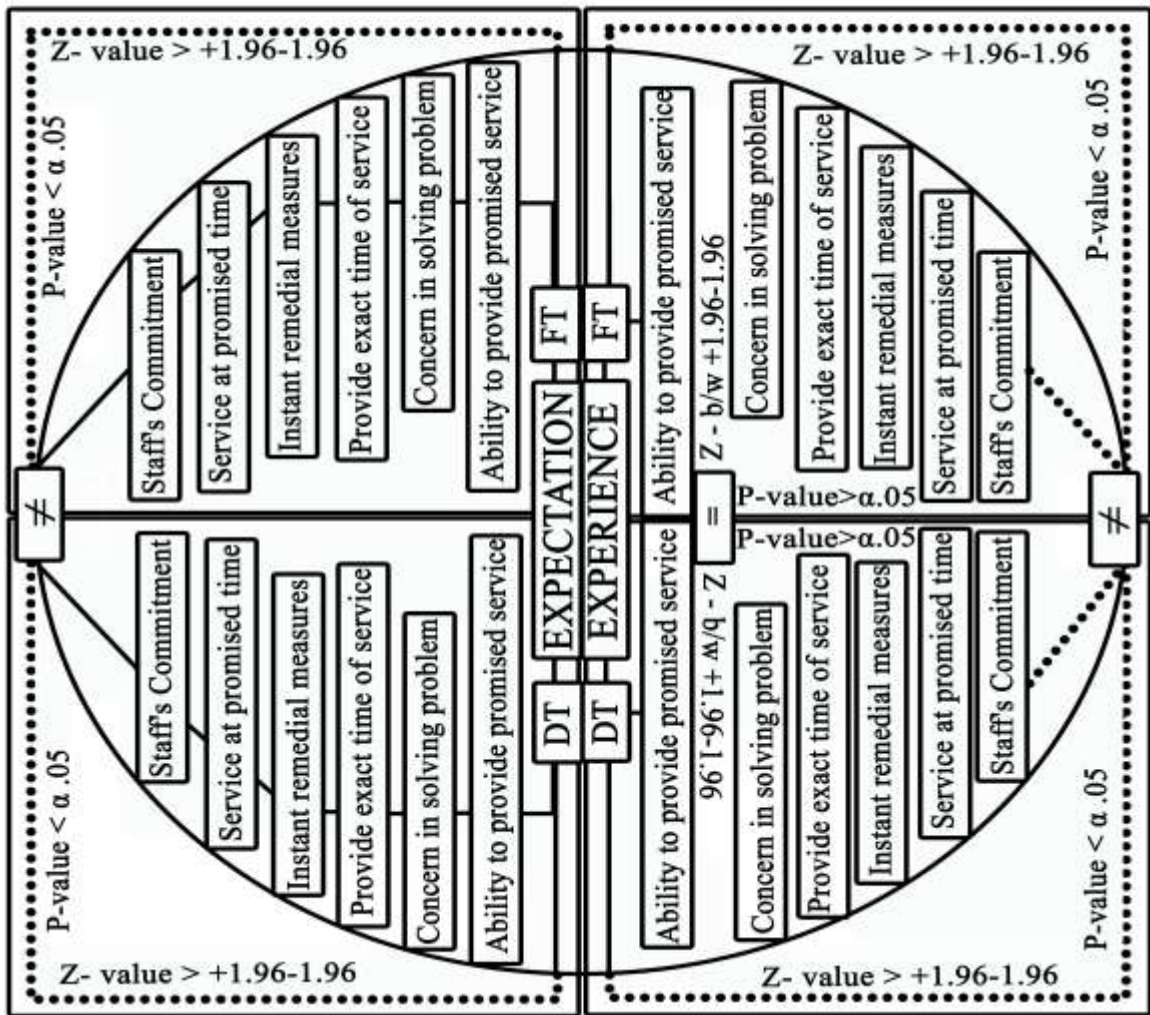
Source: Primary Data

The Table 6.15 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result, it can be inferred that the difference in foreign and domestic tourists' experience on staff's concerns in solving problems ($U=14073.5$, $z = -1.285$, $p = .199$), employees' ability to perform promised service ($U=13818.5$, $z = -1.577$, $p = .115$), instant remedial measures for delayed and missing services ($U=14927$, $z = -.251$, $p = .802$), employees' commitment in delivering services ($U=13967$, $z = -1.529$, $p = .126$), and employees' ability to tells exactly when services

will be performed ($U = 14380.5$, $z = -.879$, $p = .380$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' experience on timely services as promised to do ($U = 13441.5$, $z = -2.002$, $p = .045$) was statistically significant since the z -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on this attribute.

Fig. 6.5

Foreign v/s Domestic Tourists' Expectation and Experience on Reliability



6.4.5 Foreign and Domestic Tourists' Expectation on Attributes of Responsiveness

The Table 6.16 illustrates the Mann-Whitney U Test result of foreign and domestic tourists' expectations on the various attributes of responsiveness of Destination Management Organisations in Kerala. The output of the analysis describes whether the median expectation of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of responsiveness is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of responsiveness differs between the foreign and domestic tourists

Table 6.16
Tourists' Expectation on Responsiveness - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Staff knows needs and provides prompt service	11127.5	25662.5	-4.817	.000
Staff never be too busy to respond to requests	11681.5	26216.5	-3.974	.000
Providing exact communication	12914.5	27449.5	-2.673	.008
Problems are addressed quickly	11233	25768	-4.585	.000
Responding to emergency situations	9680	24045	-6.276	.000
Efficient follow up system	11626	26161	-4.130	.000

Source: Primary Data

The Table 6.16 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. It can be observed that the difference in foreign and domestic tourists' expectation on staff's initiatives to know needs and provides prompt service ($U=11127.5$, $z = -4.817$, $p = .000$), the staff never be too busy to respond to requests ($U= 11681.5$, $z = -3.974$, $p = .000$), providing exact communication ($U= 12914.5$, $z = -2.673$, $p = .008$), problems are addressed quickly ($U= 11233$, $z = -4.585$, $p = .000$), response to emergency situations ($U= 9680$, $z = -6.276$, $p = .000$) and follow up system ($U= 11626$, $z = -4.130$, $p = .000$) were statistically significant.

The z -scores of these factors are significant at the p-values $< \alpha$ 0.05 and the values of z for the attributes exceed the critical values of z -1.96 and +1.96. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attributes.

6.4.6 Foreign and Domestic Tourists' Experience on Attributes of Responsiveness

The Table 6.17 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of responsiveness of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of responsiveness is the same for both the foreign and domestic tourists

H₁: Experience on attributes of responsiveness differs between the foreign and domestic tourists

Table 6.17

Tourists' Experience on Responsiveness - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Staff knows needs and provides prompt service	12359	26894	-3.284	.001
Staff never be too busy to respond to requests	14450	30381	-.843	.399
Providing exact communication	15023	30954	-.126	.900
Problems are addressed quickly	14129.5	28664.5	-1.219	.223
Responding to emergency situations	14714	29249	-.485	.627
Efficient follow up system	14368	30299	-.897	.370

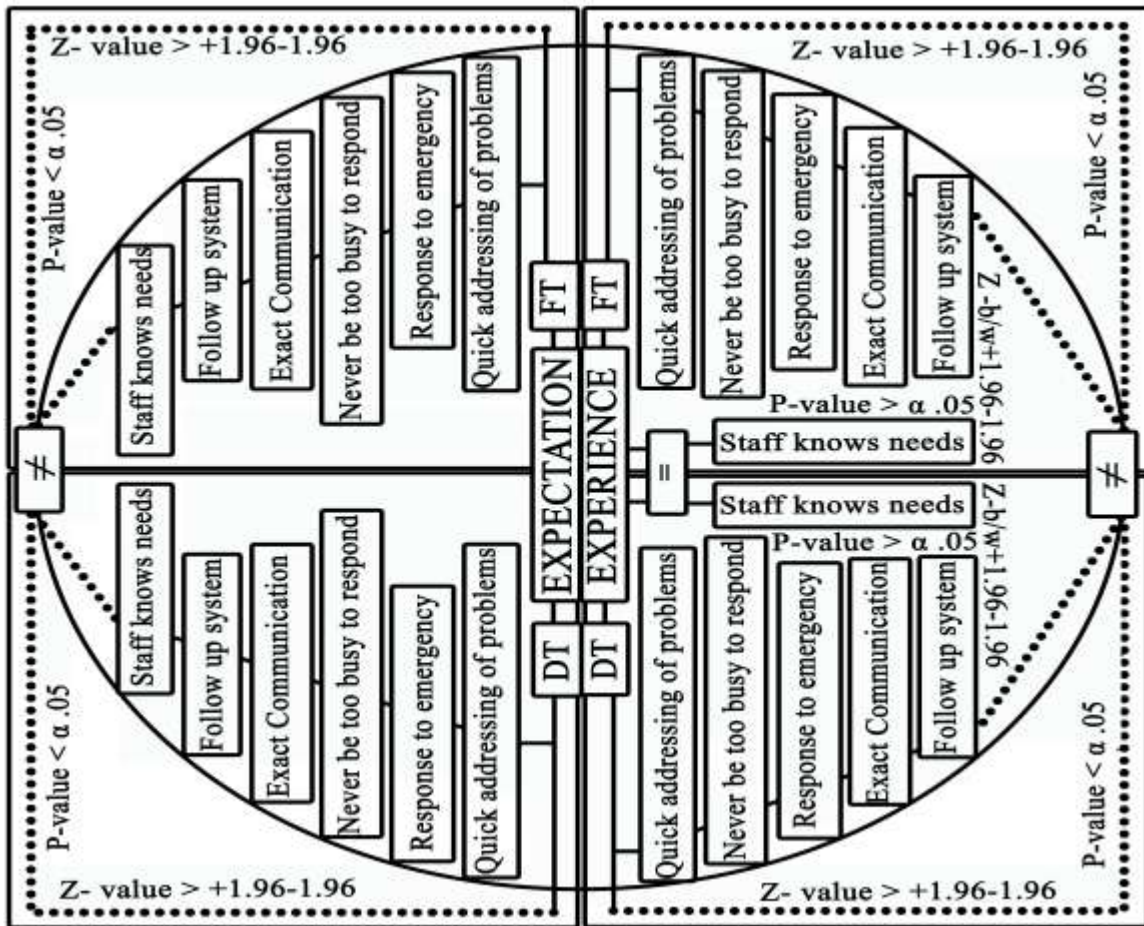
Source: Primary Data

The Table 6.17 shows the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p-value. From the result of the analysis, it can be inferred that the difference in foreign and domestic tourists' experience on staff's never be too busy to respond to requests (U= 14450, z = -.843, p = .399), providing exact communication

(U= 15023, z = -.126, p = .900), problems are addressed quickly (U= 14129.5, z = -1.219, p = .223), response to emergency situations (U= 14714, z = -.485, p = .627) and follow up system (U= 14368, z = -.897, p = .370) were not statistically significant, i.e. as p-value > α 0.05, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' experience on staff's initiatives to know needs and provides prompt service (U=12359, z = -3.284, p = .001) was statistically significant since the z -score of this factor is significant at the p-values < α 0.05 and the values of z for the attributes exceed the critical values of z -1.96 and +1.96. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on this attribute.

Fig. 6.6

Foreign v/s Domestic Tourists' Expectation and Experience on Responsiveness



6.4.7 Foreign and Domestic Tourists' Expectation on Attributes of Assurance

The Table 6.18 describes the Mann-Whitney U Test result of foreign and domestic tourists' expectation on the various attributes of assurance of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of assurance is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of assurance differs between the foreign and domestic tourists

Table 6.18
Tourists' Expectation on Assurance - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Behaviour of employees	12495.5	27030.5	-3.301	.001
Safe and secure dealings	11222.5	25757.5	-4.786	.000
Courteous Employees	12715.5	27250.5	-2.928	.003
Employees' knowledge to answer customers' questions	14145.5	28680.5	-1.269	.205
Confidentiality in handling personal information	13704.5	28239.5	-1.698	.089

Source: Primary Data

The Table 6.18 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. It is inferred that the difference in foreign and domestic tourists' expectation on employees' knowledge to answer tourists' questions ($U= 14145.5$, $z = -1.269$, $p = .205$) and confidentiality in handling personal information ($U= 13704.5$, $z = -1.698$, $p = .089$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median expectation of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' expectation of behaviour of employees ($U=12495.5$, $z = -3.301$, $p = .001$), safe and secure dealings ($U=11222.5$, $z = -4.786$, $p = .000$) and courteous employees ($U=12715.5$, $z = -2.928$, $p = .003$) were statistically significant since the *z* -score of this factor is significant

at the p -values $< \alpha$ 0.05 and the values of z for the attributes exceed the critical values of z -1.96 and +1.96. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attribute.

6.4.8 Foreign and Domestic Tourists' Experience on Attributes of Assurance

The Table 6.19 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of assurance of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of assurance is the same for both the foreign and domestic tourists

H₁: Experience on attributes of assurance differs between the foreign and domestic tourists

Table 6.19

Tourists' Experience on Assurance - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Behaviour of employees	12917	27452	-2.677	.007
Safe and secure dealings	13193	27728	-2.410	.016
Courteous Employees	15033	29568	-.121	.903
Employees' knowledge to answer customers' questions	13779	29710	-1.687	.092
Confidentiality in handling personal information	13430.5	29361.5	-1.963	.050

Source: Primary Data

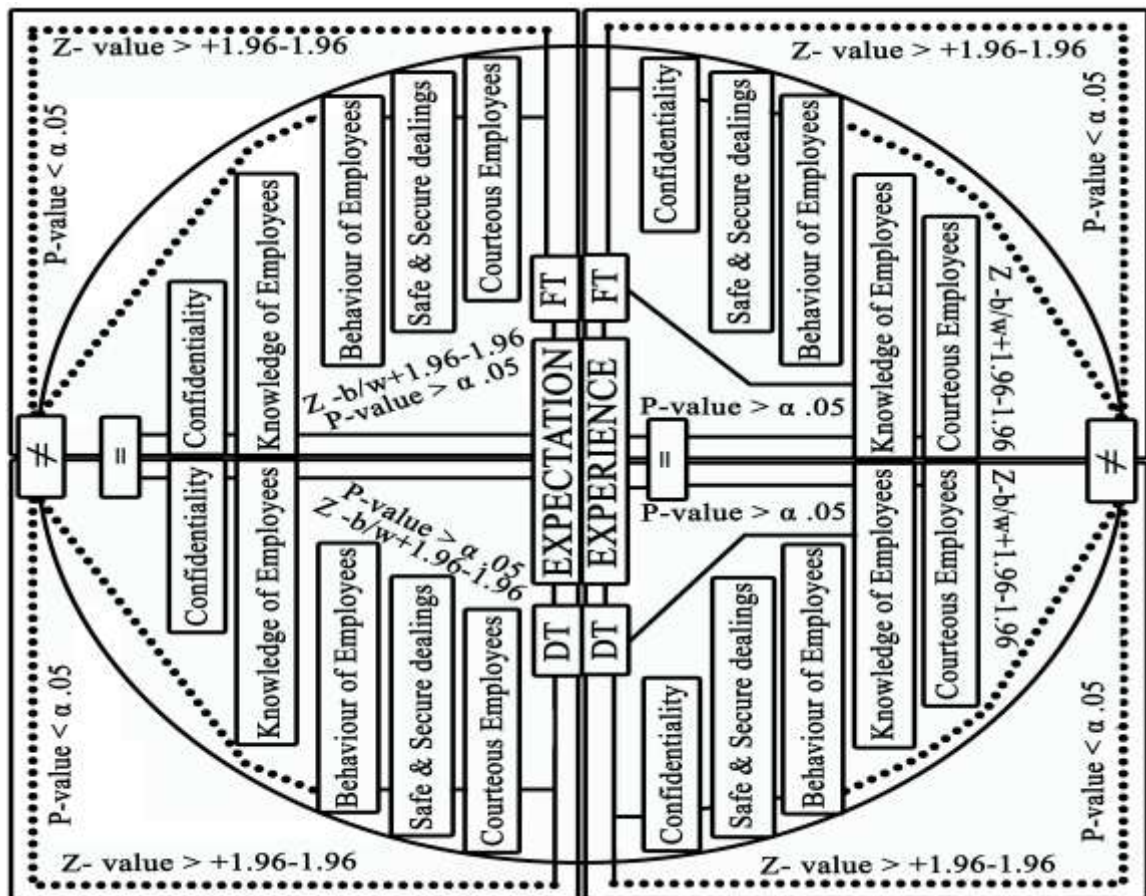
The Table 6.19 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic significance (2-tailed) p -value. From the result of the analysis, it is inferred that the difference in foreign and domestic tourists' experience on courteous employees ($U=15033$, $z = -.121$, $p = .903$) and employees' knowledge to answer tourists' questions

($U = 13779$, $z = -1.687$, $p = .092$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes.

However, the foreign and domestic tourists' experience on behaviour of employees ($U=12917$, $z = -2.677$, $p = .007$), safe and secure dealings ($U=13193$, $z = -2.410$, $p = .016$) and confidentiality in handling personal information ($U=13430.5$, $z = -1.963$, $p = .050$) were statistically significant since the z -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median experience of foreign and domestic tourists on this attribute.

Fig. 6.7

Foreign v/s Domestic Tourists' Expectation and Experience on Assurance



6.4.9 Foreign and Domestic Tourists' Expectation on Attributes of Empathy

The Table 6.20 describes the Mann-Whitney U Test result of foreign and domestic tourists' expectation on the various attributes of empathy of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Expectation on attributes of empathy is the same for both the foreign and domestic tourists

H₁: Expectation on attributes of empathy differs between the foreign and domestic tourists

Table 6.20
Tourists Expectation on Empathy - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Individual attention	12094	26629	-3.717	.000
Operating hours convenient to tourists	10325	24860	-5.934	.000
Tourists' best interest at heart	12179.5	26714.5	-3.386	.001
Employees understand specific needs	12373	26908	-3.221	.001
Spontaneous care and concern for tourists' needs	11306	25841	-4.505	.000
Loyalty programmes	12179.5	26714.5	-3.569	.000
Staffs' ability to communicate effectively	12280	26815	-3.595	.000

Source: Primary Data

The Table 6.20 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. It is observed that the difference in foreign and domestic tourists' expectation on individual attention provided ($U=12094$, $z = -3.717$, $p = .000$), operating hours ($U=10325$, $z = -5.934$, $p = .000$), keeping tourists interests ($U=12179.5$, $z = -3.386$, $p = .001$), employees' understanding of specific needs ($U=12373$, $z = -3.221$, $p = .001$), spontaneous care and concern for tourists' needs ($U=11306$, $z = -4.505$, $p = .000$), loyalty programmes ($U=12179.5$, $z = -3.569$, $p = .000$) and staffs' ability to

communicate effectively ($U=12280$, $z = -3.595$, $p = .000$) were statistically significant since the z -score of this factor is significant at the p -values $< \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the median expectation of foreign and domestic tourists on these attribute.

6.4.10 Foreign and Domestic Tourists' Experience on Attributes of Empathy

The Table 6.21 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of Empathy of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of empathy is the same for both the foreign and domestic tourists

H₁: Experience on attributes of empathy differs between the foreign and domestic tourists

Table 6.21
Tourists' Experience on Empathy - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Individual attention	14461.5	28996.5	-.831	.406
Operating hours convenient to tourists	13909.5	28444.5	-1.525	.127
Tourists' best interest at heart	14298.5	30229.5	-.955	.339
Employees understand specific needs	14501.5	30432.5	-.769	.442
Spontaneous care and concern for tourists' needs	14737	29272	-.508	.611
Loyalty programmes	14715	30646	-.493	.622
Staffs' ability to communicate effectively	15013	30944	-.139	.890

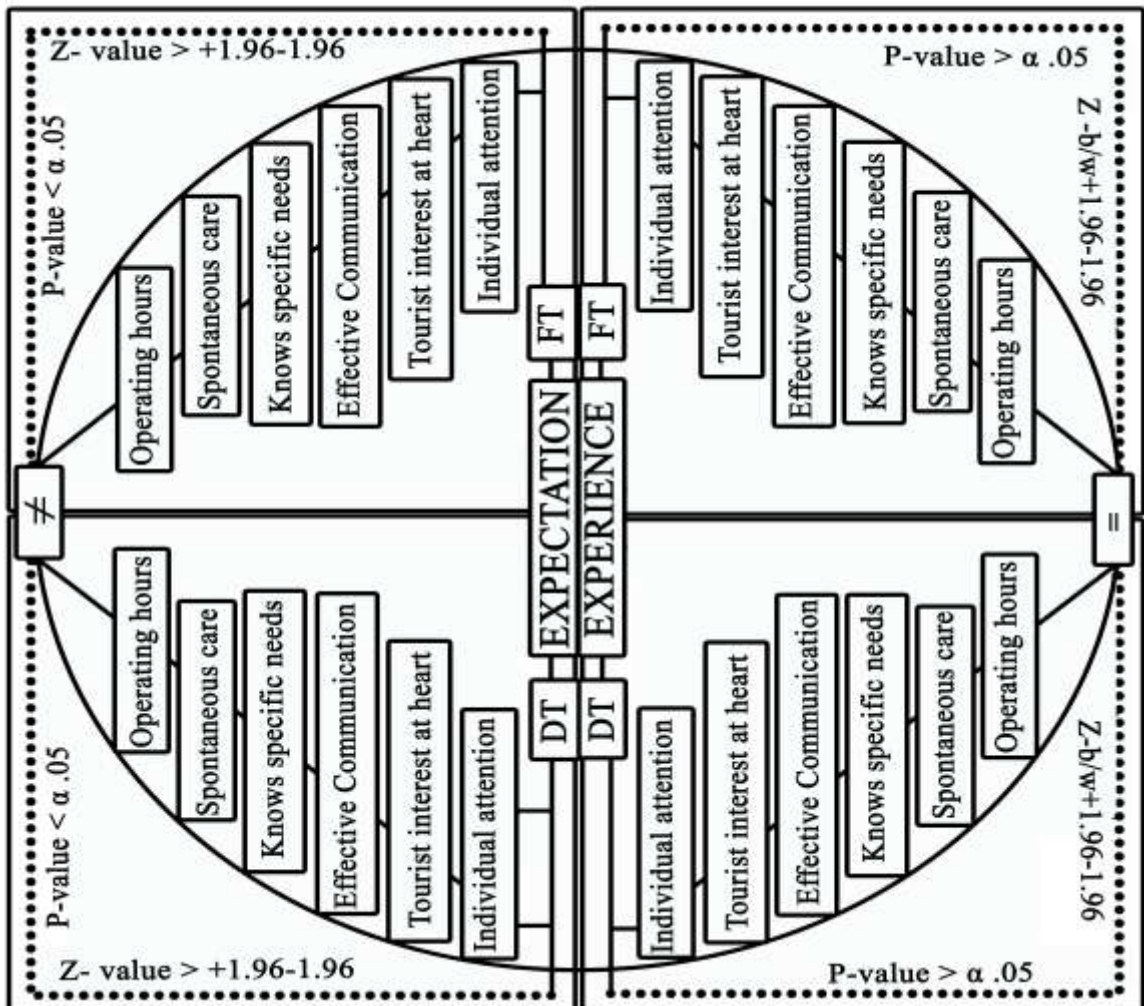
Source: Primary Data

The Table 6.21 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, U statistic, as well as the asymptotic

significance (2-tailed) p -value. From the result of the analysis, it is noted that the difference in foreign and domestic tourists' experience on individual attention provided ($U=14461.5$, $z = -.831$, $p = .406$), operating hours ($U=13909.5$, $z = -1.525$, $p = .127$), keeping tourists interests ($U=14298.5$, $z = -.955$, $p = .339$), employees' understanding on specific needs ($U=14501.5$, $z = -.769$, $p = .442$), spontaneous care and concern for tourists' needs ($U=14737$, $z = -.508$, $p = .611$), loyalty programmes ($U=14715$, $z = -.493$, $p = .622$), and staffs' ability to communicate effectively ($U= 15013$, $z = -.139$, $p = .890$) were not statistically significant, i.e. as p -value $> \alpha$ 0.05, the data do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes.

Fig.6.8

Foreign v/s Domestic Tourists' Expectation and Experience on Empathy



6.5 Conclusion

The service quality of DMOs in the industry determines the potential of the industry to generate revenue through marketing and selling of tourism products and services. The perception of tourists about the service quality of the industry players was assessed in order to fix the level of quality maintained by these organisations. The service quality perceptions of foreign tourist show that assurance is the most satisfied dimension of service quality of DMOs in Kerala followed by the dimension reliability. Responsiveness is the least satisfied construct among the five constructs of service quality. Whereas, domestic tourists perceive that reliability has the highest tourist expectation. The tourists' experience is the highest in the tangibles. Domestic tourists have the highest level of satisfaction on tangibles of DMOs compared to other dimensions. The conceptual models developed based on the results of the analysis of the service quality perceptions of foreign and domestic tourists explain the level of satisfaction and the place occupied by these dimensions in contributing tourists' satisfaction.





RELATIONSHIP QUALITY

CONTENTS

Items	Page Number
7.1 Introduction	240
7.2 Relationship Quality of DMOs Perceived by Tourists	240 – 241
7.2.1 Trust	241 – 242
7.2.2 Commitment	242 – 243
7.2.3 Cooperation	243 – 244
7.2.4 Information and Communication	244 – 245
7.2.5 Customer Loyalty	245 – 246
7.2.6 Guest Orientation	246 - 248
7.3 Testing of Hypotheses - Relationship Quality	248
7.3.1 Tourists' Perception on Trust	248 – 250
7.3.2 Tourists' Perception on Commitment	250 – 251
7.3.3 Tourists' Perception on Cooperation	252 – 253
7.3.4 Tourists' Perception on Information and Communication	253 – 255
7.3.5 Tourists' Perception on Attributes of Customer Loyalty	255 – 256
7.3.6 Tourists' Perception on Attributes of Tourist Orientation	257 - 258
7.4 Conclusion	258

CHAPTER VII

RELATIONSHIP QUALITY

7.1 Introduction

This chapter illustrates the result of the application of the dimensions of the RELQUAL Model to assess the tourists' perception of relationship quality of Destination Management Organisations in Kerala. Perception of the tourists on the attributes of the dimensions of relationship quality is analysed by using a five-point Likert type scale with the help of descriptive statistics. The Mann-Whitney U Test is used for drawing inference about the significance of the difference between the perception of foreign and domestic tourists on the six dimensions of relationship quality of DMOs in Kerala.

7.2 Relationship Quality of DMOs perceived by Tourists

Relationship quality assesses the degree of relationship between the destination management organisation and the tourists. It exposes a better quality of the relationship, which may result in a greater quantity of information sharing, communication quality, long-term orientation, as well as satisfaction with the relationship. The relationship quality leads to tourist loyalty. This concept is described as a bunch of certain attributes viz. trust, commitment, cooperation, information loyalty and tourist orientation. Tourist orientation, mutual disclosure and home-like atmosphere create greater relationship quality may be resulted in greater repeat patronage and positive word-of-mouth recommendations. Mutual disclosure has most of the effect on quality relationship and it was the most important relationship quality factor in the perspective of hotels customers. Tourist orientation was as the least important quality relationship factor. Moreover, Tourist's satisfaction was the key variable in the relationship quality. The effects of social value, trust and commitment, strongest behavioural components and action tendency help to maintain long-term relationships. A good quality relationship is a predictor of establishing an intention of a long-term relationship. Frequency and feedback communications do not affect relationship quality significantly. Willingness is the most

important factor to improve relationship quality. High employee turnover causes reduced relationship quality.

7.2.1 Tourists' Perception on Trust

The Table 7.1 deals with the descriptive statistics of the perception of foreign and domestic tourists on the attribute of trust of relationship quality of DMOs.

Table 7.1
Trust – Descriptive Statistics

Attributes	Foreign		Domestic		CMS
	\bar{x}	s	\bar{x}	s	
Keeps promises	.99	.71	.68	.93	FT 1.15
Honest and credible	1.16	.67	.92	.85	
Interest in the successful completion of tour	1.20	.63	.96	.88	
Trustworthy in all dealings	1.21	.59	.99	.87	DT 0.95
Keeping intimate relationship	1.08	.61	1.00	.85	
Reliable in its dealings	1.22	.62	1.07	.88	
Maintains consistency in providing service	1.22	.62	1.03	.81	

Source: Primary Data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT- Domestic tourists)

It is observed that the tourists are agreed upon that the DMOs keep promises to their tourists (mean score FT: 0.99, DT: 0.68). Honesty and credibility in all dealings help the organisation in maintaining a long-term deep relationship with the tourists. The foreign tourists are satisfied (mean score 1.16) with the honesty and credibility of the destination management organisations. Whereas the degree of satisfaction of domestic tourists (mean score 0.92) is less than the score of foreign tourists. The DMOs should show keen interest in the successful completion of the tour to Kerala. Foreign tourists impressed with the interest of the destination managers in the successful completion of the tour package (mean score 1.20) and the domestic tourists are satisfied with the attribute (mean score 0.96). Trustworthiness in dealing is perceived as a crucial element in building trust between DMOs and tourists (mean score FT: 1.21, DT: 0.99). The

keeping intimacy with tourists builds confidence and openness in the minds of tourists. The statistics (mean score FT: 1.08, DT: 1.00) say that foreign and domestic tourists are agreed upon the intimacy maintained by the organisation. The DMOs are expected to be reliable in plans and actions. The result of the analysis (mean score FT: 1.22, DT: 1.07) confirms the reliability aspects in dealings. Maintaining consistency in quality of services is a very difficult task and may be influenced by many factors. The descriptive statistics (mean score FT: 1.22, DT: 1.03) describe that the DMOs in Kerala are able to maintain consistency to a certain extent. Concisely, the element of trust of DMOs in Kerala is good as per the opinion of the foreign and domestic tourists (CMS: FT: 1.15, DT: 0.95). Foreign tourists are more satisfied with the trust than the domestic tourists.

7.2.2 Tourists' Perception on Commitment

The Table 7.2 shows the foreign and domestic tourists' experience on the various attributes of commitment of DMOs in Kerala.

Table 7.2
Commitment - Descriptive Statistics

Attributes	Foreign		Domestic		Combined Mean Score
	\bar{x}	s	\bar{x}	s	
Intended to maintain long lasting relationship	.74	.69	.76	.88	FT 0.87
Willingness to spend more than usual into the relationship	.86	.64	.71	.90	
Frictionless cooperation	.86	.71	.61	.84	DT 0.76
Keen to provide alternative products or services	1.02	.55	.98	.55	

Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT-Domestic tourists)



It is observed that the DMOs are showing keen interest in maintaining a long lasting relationship with tourists (mean FT: 0.74, DT: .76). Willingness is the most important factor to improve relationship quality (Sanghyun Lee 2001). The statistics (mean FT: 0.86, DT: .71) shows that the DMOs are willing to spend more resources to keep relationships with the tourists. Frictionless cooperation shows the smoothness in cooperating with tourists to complete the itinerary or package. The tourists opined (mean

FT: 0.86, DT: .61) that the DMOs offered a frictionless cooperation during the course of their tour. A committed organisation may provide alternative products and service to their clients according to their needs and wants. It also advocates the flexibility of the Organisation in handling packages and tourists in very customised manner. The result of the analysis (mean FT: 1.02, DT: 0.98) gives a positive response from the tourists that they are satisfied with the interest of the organisation in providing alternatives to their clients. The commitment of the DMOs is somewhat good as the result indicates (CMS: FT: 0.87, DT: 0.76).

7.2.3 Tourists' Perception on Cooperation

The Table 7.3 depicts the foreign and domestic tourists' perception on the various attributes of the cooperation of DMOs in Kerala tourism industry.

Table 7.3
Cooperation - Descriptive Statistics

Attributes	Foreign		Domestic		Combined Mean Score
	\bar{x}	<i>s</i>	\bar{x}	<i>s</i>	
Information about events or changes that may affect tour to Kerala	1.20	.72	.53	.82	
Joint responsibility for completing trip to Kerala	1.02	.77	.64	.87	
Treat problems jointly rather than individual responsibility	.97	.75	.36	.88	
Unexpected events/ situation is worked out with new deal	1.08	.79	.46	.86	

Source: Primary data (\bar{x} = mean, *s*=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT-Domestic tourists)

The result of the analysis shows that the DMOs provide proper information about the events, incidents, or changes that may affect the tour in Kerala to their tourists (mean score FT: 1.20, DT: 0.53). The tourists view that the completion of a tour is not an individual responsibility of the DMOs, rather it is a joint responsibility of DMOs and tourists (mean score FT: 1.02, DT: 0.64). The tourists would like to treat and solve the problems jointly by discussion (mean score FT: .97, DT: 0.36). The domestic tourists are not greatly supporting this aspect. However, foreign tourists have a positive attitude about the matter. Anything happened unexpectedly to breach the contract between the DMO

and their client; the tourists are ready to work out a fresh deal. It is evident from the result of the analysis (mean score FT: 1.08, DT: 0.46). It is interestingly noted that the domestic tourists are not much agreed on the cooperation aspect of the DMOs. The mean score of domestic tourists on various attributes in comparison with foreign tourists score witness the difference in attitude. The commitment of the DMO is good as per the perception of the foreign tourists (CMS: 1.07). Whereas, domestic tourists' experience is different (CMS: 0.50) from the foreign tourists' attitude.

7.2.4 Tourists' Perception on Information and Communication

The Table 7.4 illustrates the descriptive statistics of foreign and domestic tourists' experience on various attributes of the information and communication abilities of DMOs in Kerala tourism industry.

Table 7.4
Information and Communication - Descriptive Statistics

Attributes	Foreign		Domestic		CMS
	\bar{x}	<i>s</i>	\bar{x}	<i>s</i>	
Openly sharing information	1.04	.69	.65	1.03	FT 1.09
Available at any time	1.13	.66	.86	.89	
Finds sufficient time for communication	1.20	.65	.88	.94	
Complete, accurate, and well structured format for communication	1.08	.65	.82	.85	DT 0.82
Employees are in constant contact with tourists	.98	.62	.84	.85	
Employees provide information about new services offered	1.13	.61	.89	.87	

Source: Primary data (\bar{x} = mean, *s*=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT-Domestic tourists)



Both foreign and domestic tourists opined that their DMOs openly share communication without hesitation (mean score FT: 1.04, DT: 0.65). Availability of the organisation through electronic and telecommunication mediums is very important throughout the tour programme. The statistics (mean score FT: 1.13, DT: 0.86) depict that the tourists are satisfied with the availability of the staff of the organisation through electronic and other communications media for helping the tourists to complete their programme successfully. The foreign tourists strongly agree that their DMOs have

sufficient time for communicating with their clients (mean score FT: 1.20, DT: 0.88) where are the foreign tourist just agreed on the matter. The tourists opined that the DMOs follow a complete, accurate and well-structured format for communicating with their clients (mean score FT: 1.08, DT: 0.82). It can avoid the possibility of misunderstandings between them. Once the tourists go for sightseeing or any other out-door activity, the staff of the DMOs constantly tries to contact with their clients for catering them in all sorts. Moreover, after the tour, the staff may go for follow up contacts. It is observed that the DMOs are functioning well in this regard (mean score FT: 98, DT: 0.84). The tourists are satisfied with information dissemination of the DMOs regarding the new services or packages offered by them (mean score FT: 1.13, DT: 0.89). The overall performance of the DMOs (CMS: FT: 1.09, DT: 0.82) in information and communication is good. The experience of the domestic tourists about this variable is not so positive as compared with the foreign tourists' scores.

7.2.5 Tourists' Perception on Customer Loyalty

The Table 7.5 describes the descriptive statistics on the experience of foreign and domestic tourists' experience on the various attributes of Tourist Loyalty of DMOs in Kerala tourism industry.

Table 7.5
Tourist Loyalty - Descriptive Statistics

Attributes	Foreign		Domestic		CMS
	\bar{x}	s	\bar{x}	s	
Wish to do more dealings in future	1.02	.64	.85	.97	
First choice in destination management	.79	.87	.52	.92	
Willingness to availing the services irrespective of price and competitiveness	.40	.91	.04	1.24	
Willingness to say positive things	1.08	.57	.89	1.02	
Recommend to dear and near ones	1.06	.58	1.04	.96	
Believe that employees will provide better service in future	1.07	.64	.91	1.04	



Source: Primary data (\bar{x} = mean, s=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT-Domestic tourists)

It is noted that the tourists wish to do more dealings with their DMOs in future (mean score FT: 1.02, DT: .85). The majority of the foreign tourists are of the opinion that they will select their DMO as the first choice in destination management for repeat visits (mean score FT: 0.79, DT: 0.52), whereas domestic tourists are not agreeing with the aspect. It is interestingly noted that the tourists are very price sensitive. The foreign tourists are not ready to avail the services of a particular DMO irrespective of the price and competitiveness. A small portion of them is agreed on this aspect. The Domestic tourists strongly disagree with this aspect (mean score FT: 0.40, DT: 0.04). It means that they are not ready to consume the services of a particular DMO if its prices are more than the other similar DMOs. The tourists are willing to say positive things about their DMOs (mean score FT: 1.08, DT: 0.89) and are ready to recommend the services to their dear and near ones (mean score FT: 1.06, DT: 1.04). Moreover, the respondents believe that their DMOs can do things better in future (mean score FT: 1.07, DT: 0.91). The overall tourist loyalty of the DMOs (CMS FT: 0.90, DT: 0.71) is found good and shows the relationship quality.

7.2.6 Tourists' Perception on Guest Orientation

The Table 7.6 deals with the foreign and domestic tourists' experience on the various attributes of guest orientation by the DMOs in Kerala tourism industry.

Table 7.6
Guest Orientation - Descriptive Statistics

Attributes	Foreign		Domestic		CMS
	\bar{x}	<i>s</i>	\bar{x}	<i>s</i>	
Employees understand the changes in needs	1.12	.59	.73	.89	
Employees deal with my enquiry and complaint courteously and expeditiously	1.07	.64	.96	1.00	
Employees resolve complaints even though these are not direct responsibility	.88	.67	.85	.94	
Employees treat tourists equally	.81	.73	.68	.94	
Employees help to take appropriate decision with regard to tour to Kerala	1.07	.54	1.07	.83	
Employees devote special time for tourists	.96	.58	.89	.94	

Source: Primary data (\bar{x} = mean, *s*=standard deviation, CMS=combined mean score, FT, Foreign Tourists, DT-Domestic tourists)

The tourists opined that employees of the DMOs are able to understand changes in the needs of the tourists (mean score FT: 1.12, DT: 0.73), willing to deal with an enquiry or any complaints courteously and expeditiously (mean score FT: 1.07, DT: 0.96). The tourists are satisfied with the employees' initiatives to resolve complaints even though they are not their direct responsibility (mean score FT: 0.88, DT: 0.85). The statistics say that the DMOs treat tourist equally for a particular service (mean score FT: 0.81, DT: 0.68). The employees of the DMOs provide a great help to the tourists to take appropriate decisions with regard to their tour in Kerala (mean score FT: 1.07, DT: 1.07). It is noted that employees devote special time for tourists (mean score FT: 0.9, DT: 0.89). The general view on the tourist orientation depicts that the foreign as well as domestic tourists are agreed on the various tourist orientation practices (CMS: FT: 0.98, DT: 0.86).

Fig. 7.1

Conceptual Model of Relationship Quality of DMOs perceived by Foreign Tourists

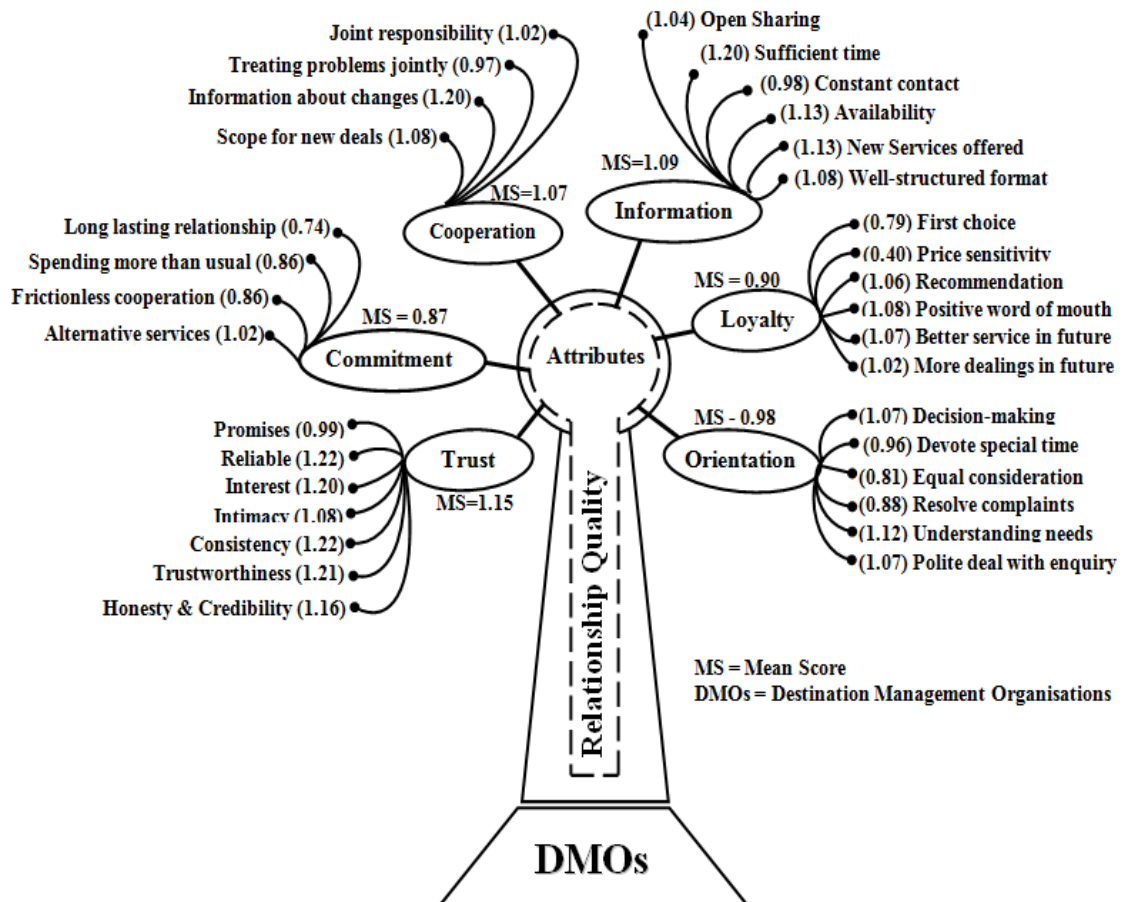
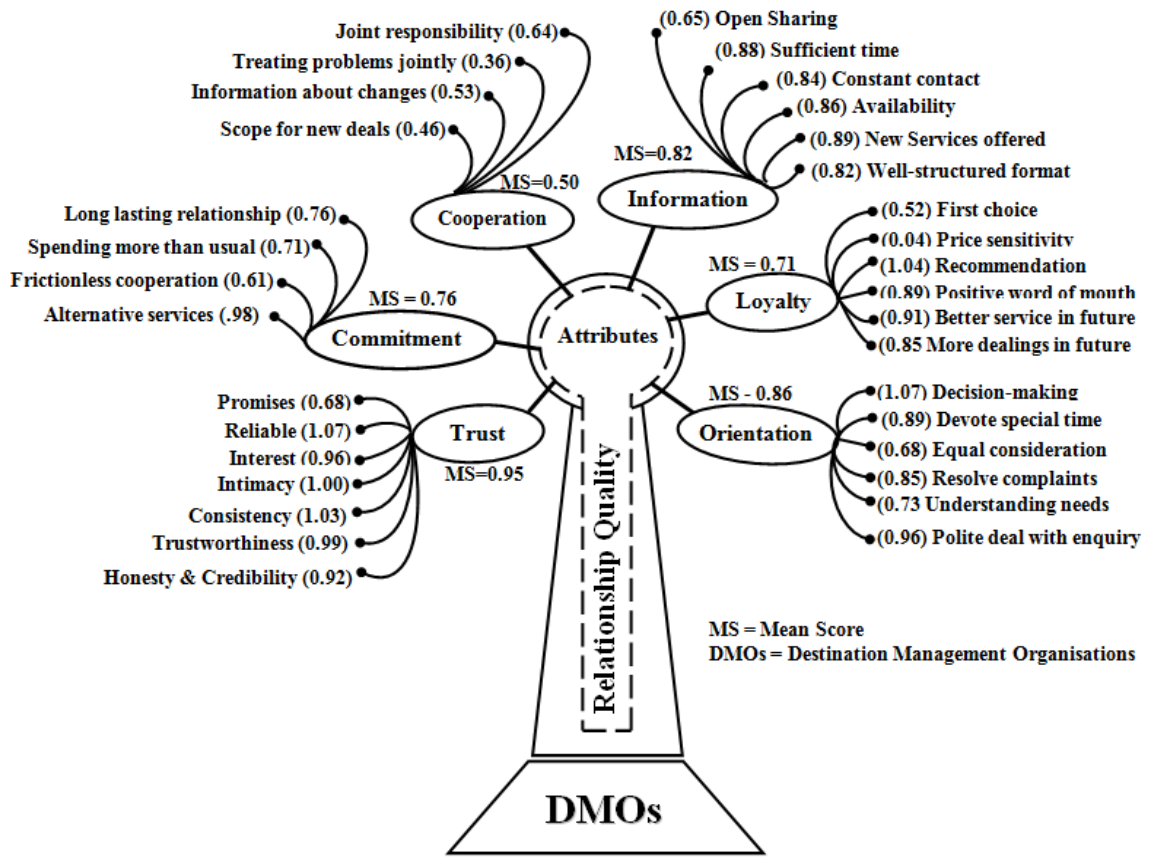


Fig. 7.2

Conceptual Model of Relationship Quality of DMOs perceived by Domestic Tourists



7.3 Testing of Hypotheses - Relationship Quality

The Mann-Whitney U Test is used to compare the differences between the levels of experience of the independent samples of foreign as well as domestic tourists on various attributes of Trust, Commitment, Cooperation, Information and Communication, Tourist Loyalty and Tourist orientation of relationship quality of Destination Management Organisation in Kerala.

7.3.1 Foreign and Domestic Tourists’ Perception on Attributes of Trust

The Table 7.7 describes the Mann-Whitney U Test result of foreign and domestic tourists’ experience on the various attributes of Trust of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of Trust is the same for both the foreign and domestic tourists

H₁: Experience on attributes of Trust differs between the foreign and domestic tourists

Table 7.7
Tourists' Perception on Trust - Mann Whitney U Test Statistics^a

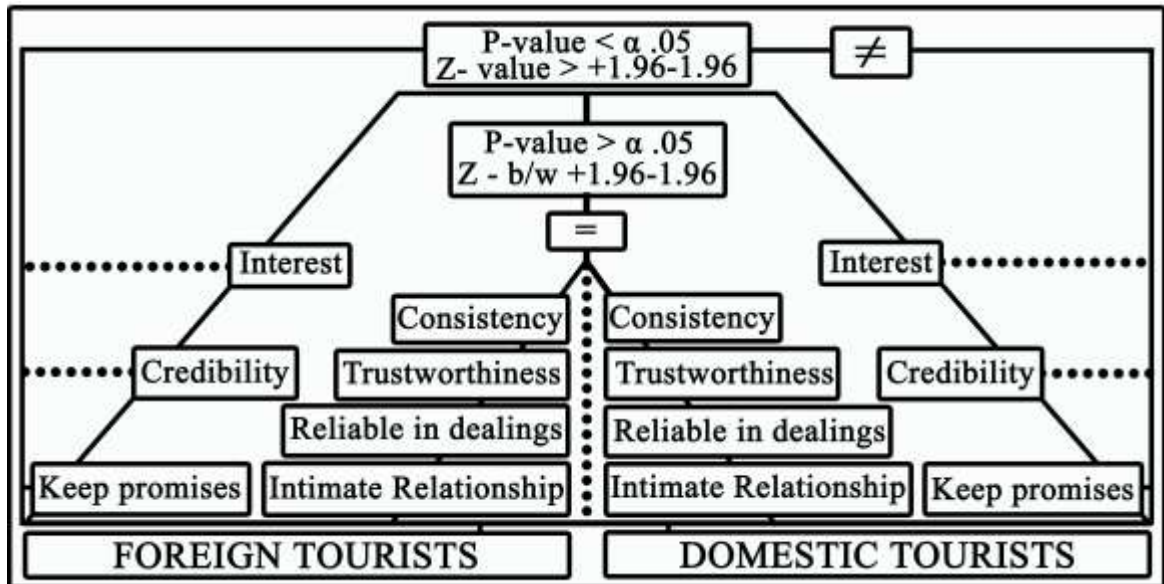
Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Keeps promises	12554.5	27089.5	-3.125	.002
Honest and credible	12913	27448	-2.637	.008
Interest in the successful completion of tour	13232.5	27767.5	-2.207	.027
Trustworthy in all dealings	13525	28060	-1.910	.056
Keeping intimate relationship	15004	29539	-.151	.880
Reliable in its dealings	14243.5	28778.5	-1.062	.288
Maintains consistency in providing service	13463	27998	-1.956	.050

Source: Primary Data

The Table 7.7 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is noted that the difference in foreign and domestic tourists' experience on Trustworthiness ($U=13525$, $z = -1.910$, $p = .056$), intimate relationship ($U=15004$, $z = -.151$, $p = .880$), reliable dealings ($U=14243.5$, $z = -1.062$, $p = .288$), and consistency in services ($U= 13463$, $z = --1.956$, $p = .050$) were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' experience of keeping promises ($U=12554.5$, $z = -3.125$, $p = .002$), honesty and credibility ($U=12913$, $z = -2.637$, $p = .008$) and interest in the successful completion of the tour ($U=13232.5$, $z = -2.207$, $p = .027$) were statistically significant since the *z* -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of *z* for the attributes exceed the critical values of *z* -1.96 and +1.96. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on these attribute.

Fig. 7.3

Tourists' Perception on Attributes of Trust



7.3.2 Foreign and Domestic Tourists' Perception on Attributes of Commitment

The Table 7.8 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of commitment of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of commitment is the same for both the foreign and domestic tourists

H₁: Experience on attributes of commitment differs between the foreign and domestic tourists

The Table 7.8 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is observed that the difference in foreign and domestic tourists' experience on intention to maintain long lasting relationship ($U=14424.5$, $z = -.845$, $p = .398$), willingness to spend more than usual into the relationship ($U=14162$, $z = -1.141$, $p = .254$), and keenness to provide alternative products or services ($U= 14733$, $z = -.534$, $p = .593$) were not statistically

significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' experience of frictionless cooperation ($U=12918.5$, $z = -2.607$, $p = .009$) was statistically significant since the z -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of z for the attribute exceeds the critical values of z -1.96 and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on this attribute.

Table 7.8

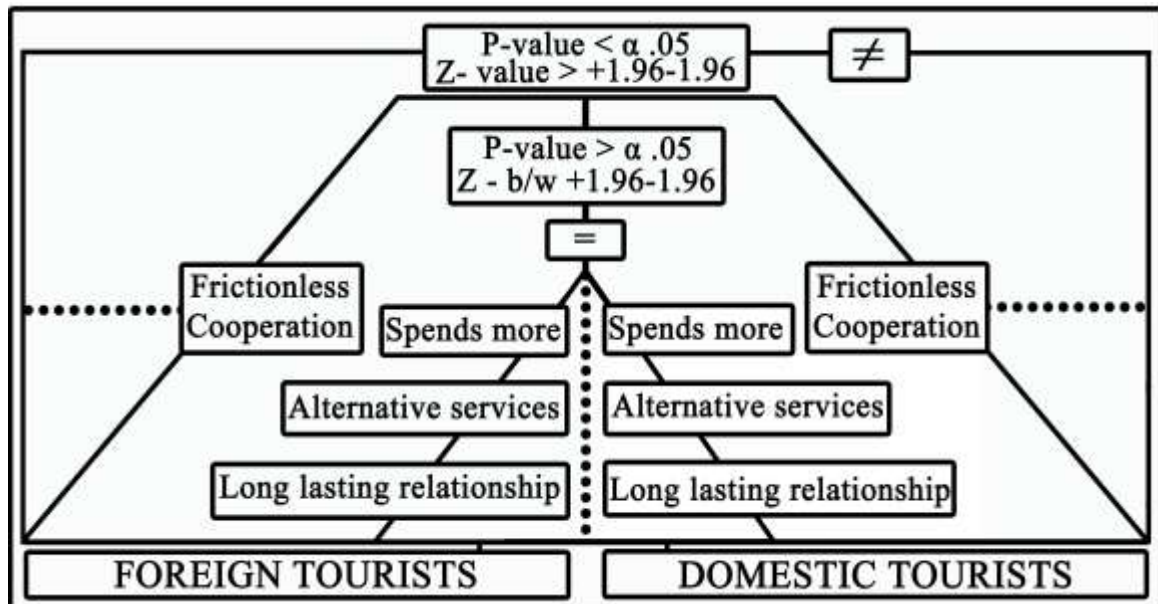
Tourists' Perception on Commitment - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Intended to maintain long lasting relationship	14424.5	30355.5	-.845	.398
Willingness to spend more than usual into the relationship	14162	28697	-1.141	.254
Frictionless cooperation	12918.5	27453.5	-2.607	.009
Keen to provide alternative products or services	14733	29268	-.534	.593

Source: Primary data

Fig. 7.4

Tourists' Perception on Attributes of Commitment



7.3.3 Foreign and Domestic Tourists' Perception on Attributes of Cooperation

The Table 7.9 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of assurance of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of Cooperation is the same for both the foreign and domestic tourists

H₁: Experience on attributes of Cooperation differs between the foreign and domestic tourists

Table 7.9
Tourists' Perception on Cooperation - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Information about events or changes that may affect tour to Kerala	8363.5	22898.5	-7.796	.000
Joint responsibility for completing trip to Kerala	11218	25753	-4.516	.000
Treat problems jointly rather than individual responsibility	9322	23857	-6.675	.000
Unexpected events/ situation is worked out with new deal	9328	23863	-6.586	.000

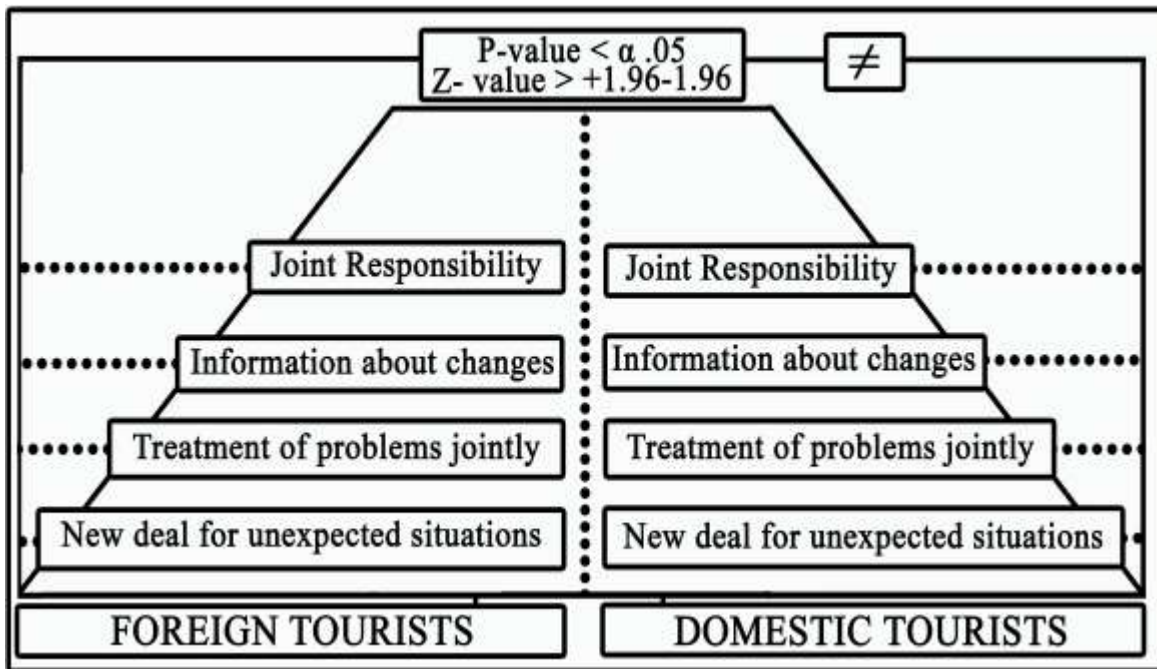
Source: Primary data

The Table 7.9 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is inferred that the difference in foreign and domestic tourists' experience on information about events or changes that may affect tour to Kerala ($U=8363.5$, $z = -7.796$, $p = .000$), joint responsibility for completing a trip to Kerala ($U=11218$, $z = -4.516$, $p = .00$), treating problems jointly rather than individual responsibility ($U=9322$, $z = -6.675$, $p = .000$), and unexpected events/ situation is worked out with new deal ($U=9328$, $z = -6.586$, $p = .000$) were statistically significant since the *z* -score of this factor is significant at the p -values $< \alpha 0.05$ and the values of *z* for the attributes exceed the critical values of $z -1.96$ and $+1.96$.

This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on these attributes.

Fig. 7.5

Tourists' Perception on Attributes of Cooperation



7.3.4 Foreign and Domestic Tourists' Perception on Attributes of Information and Communication

The Table 7.10 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of information and communication of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

- H₀:** Experience on attributes of Information and Communication is the same for both the foreign and domestic tourists
- H₁:** Experience on attributes of Information and Communication differs between the foreign and domestic tourists

Table 7.10
Tourists' Perception on Information and Communication
Mann Whitney U Test Statistics^a

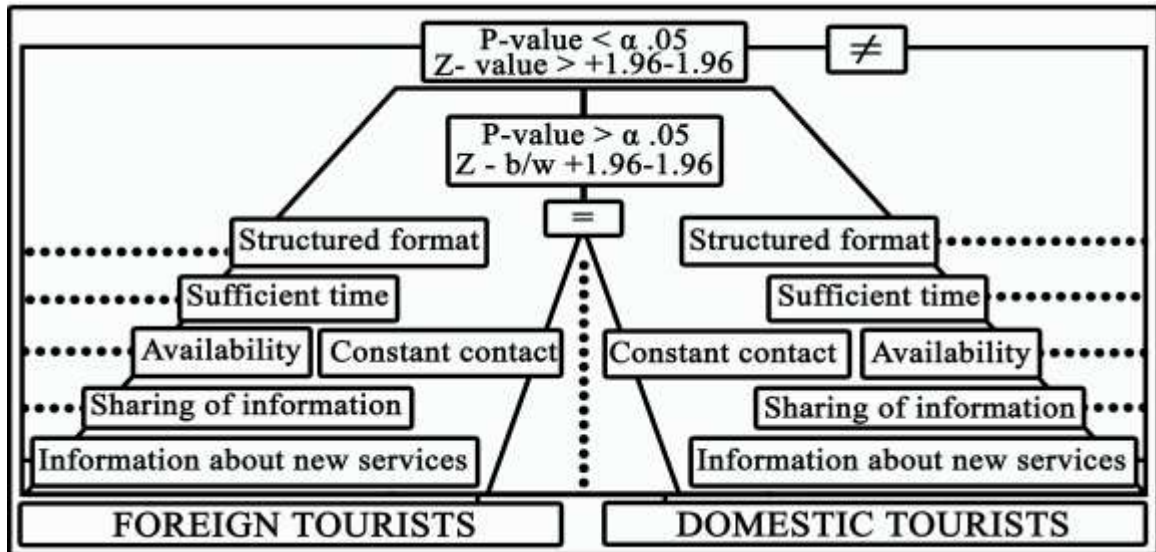
Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Openly sharing information	12222	26757	-3.389	.001
Available at any time	12746	27281	-2.816	.005
Finds sufficient time for communication	12591.5	27126.5	-3.004	.003
Complete, accurate, and well structured format for communication	12847.5	27382.5	-2.752	.006
Employees are in constant contact with tourists	14119.5	28654.5	-1.217	.224
Employees provide information about new services offered	13085	27620	-2.449	.014

Source: Primary Data

The Table 7.10 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is inferred that the difference in foreign and domestic tourists' experience on constant contact with tourists ($U=15033$, $z = -.121$, $p = .903$) was not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the experience of foreign and domestic tourists on this attribute. However, the foreign and domestic tourists' experience on openly sharing information ($U=12222$, $z = -3.389$, $p = .001$), availability ($U=12746$, $z = -2.816$, $p = .005$), sufficient time for communication ($U=12591.5$, $z = -3.004$, $p = .003$), complete, accurate, and well structured format for communication ($U=12847.5$, $z = -2.752$, $p = .006$) and information about new services offered ($U=13085$, $z = -2.449$, $p = .014$) were statistically significant since the *z* -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of *z* for the attributes exceed the critical values of *z* -1.96 and +1.96. This means that probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on these attributes.

Fig. 7.6

Tourists' Perception on Attributes of Information and Communication



7.3.5 Foreign and Domestic Tourists' Perception on Attributes of Customer Loyalty

The Table 7.11 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of the tourist loyalty of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

- H₀:** Experience on attributes of customer Loyalty is the same for both the foreign and domestic tourists
- H₁:** Experience on attributes of customer Loyalty differs between the foreign and domestic tourists

The Table 7.11 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is inferred that the difference in foreign and domestic tourists' experience on wish to do more deals in the future ($U=13960$, $z = -1.193$, $p = .233$), willingness to say positive things ($U=14406.5$, $z = -.858$, $p = .391$), recommendation to dear and near ones ($U=14243.5$, $z = -1.057$, $p = .291$) and better service in the future ($U= 14707$, $z = -.492$, $p = .623$) were not statistically significant i.e. as $p\text{-value} > \alpha$ 0.05, the data do not provide evidence of difference

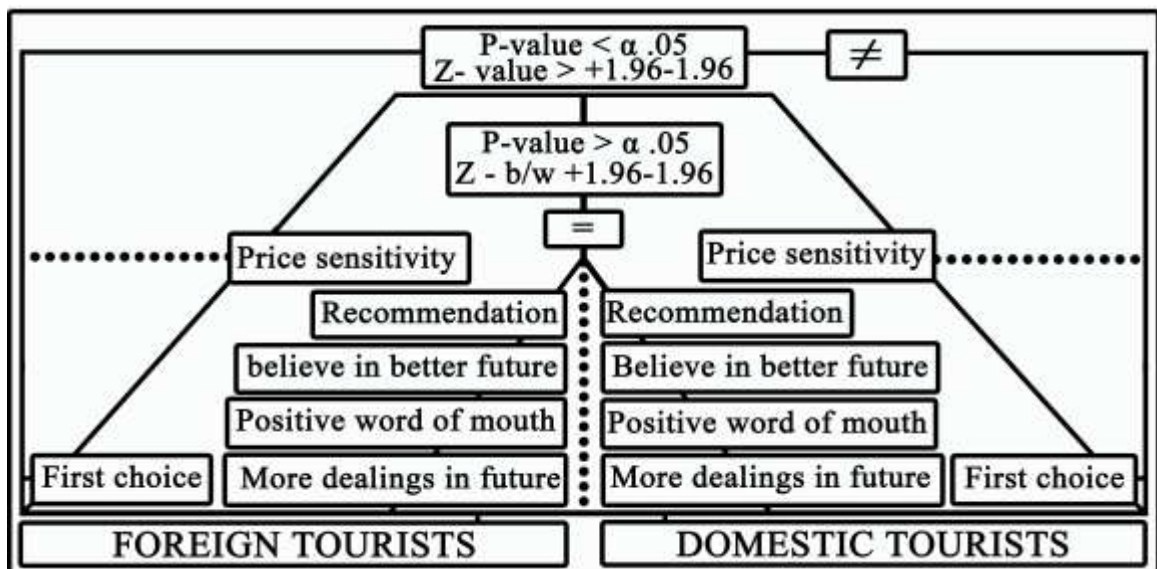
between the experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' perception on first choice in destination management ($U=12796$, $z = -2.638$, $p = .008$) and willingness to avail the services irrespective of price and competitiveness ($U=12157$, $z = -3.292$, $p = .001$) were statistically significant since the z -score of these factors are significant at the p -values $< \alpha 0.05$ and the values of z for the attributes exceed the critical values of $z -1.96$ and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on these attributes.

Table 7.11
Tourists' Perception on Customer Loyalty Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Wish to do more dealings in future	13960	28156	-1.193	.233
First choice in destination management	12796	27331	-2.638	.008
Willingness to avail the services irrespective of price and competitiveness	12157	26692	-3.292	.001
Willingness to say positive things	14406.5	28941.5	-.858	.391
Recommend to dear and near ones	14243.5	30174.5	-1.057	.291
Believe that employees will provide better service in future	14707	29242	-.492	.623

Source: Primary Data

Fig. 7.7
Tourists' Perception on Attributes of Customer Loyalty



7.3.6 Foreign and Domestic Tourists' Perception on Attributes of Guest Orientation

The Table 7.12 describes the Mann-Whitney U Test result of foreign and domestic tourists' experience on the various attributes of the guest orientation of Destination Management Organisations in Kerala. The output of the analysis describes whether the median experience of the foreign and domestic tourists is significantly different or not.

H₀: Experience on attributes of Tourist Orientation is the same for both the foreign and domestic tourists

H₁: Experience on attributes of Tourist Orientation differs between the foreign and domestic tourists

Table 7.12

Tourists' Perception on Guest Orientation - Mann Whitney U Test Statistics^a

Attributes	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Employees understand the changes in needs	11595.5	26130.5	-4.231	.000
Employees' dealing with enquiry and complaint courteously and expeditiously	15045.5	29580.5	-.097	.922
Employees resolve complaints irrespective of direct responsibility	14841.5	30772.5	-.333	.739
Employees treat tourists equally	13783	28318	-1.530	.126
Employees help to take appropriate decision with regard to tour	14284	30215	-1.044	.296
Employees devote special time for tourists	15011	30942	-.144	.885

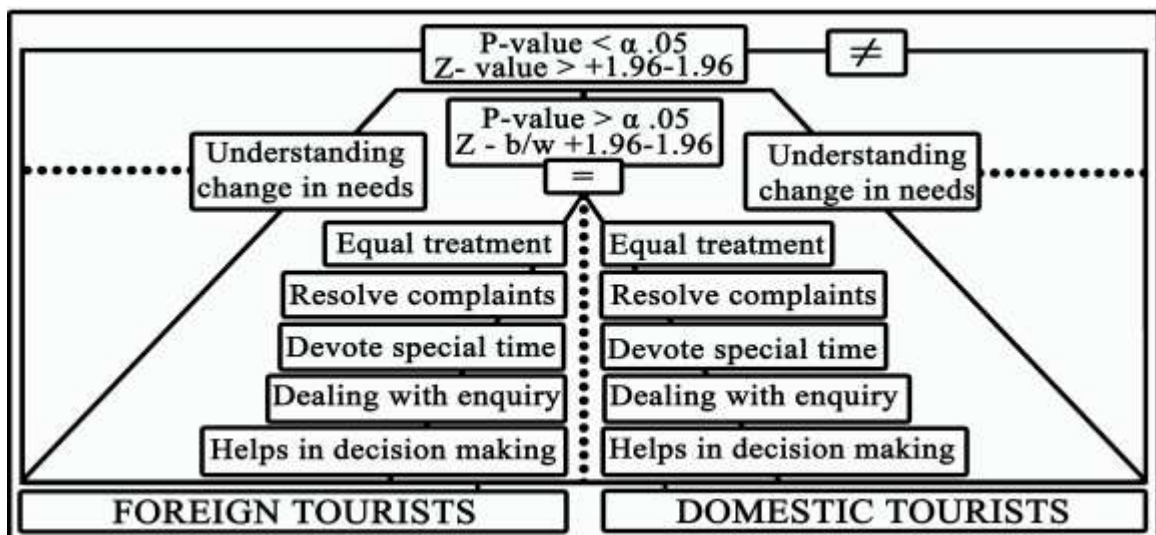
Source: Primary Data

The Table 7.12 deals with the actual significance value of the Mann-Whitney U Test, which specifically provides the test statistic, *U* statistic, as well as the asymptotic significance (2-tailed) *p*-value. From the result of the analysis, it is depicted that the difference in foreign and domestic tourists' experience on employees' dealing with enquiry and complaint courteously and expeditiously ($U=15045.5$, $z = -.097$, $p = .922$) employees' initiative to resolve complaints irrespective of direct responsibility ($U=14841.5$, $z = -.333$, $p = .739$), treating tourists equally ($U=13783$, $z = -1.530$, $p = .126$), employees' help to take appropriate decision with regard to tour ($U=14284$, $z = -1.044$, $p = .296$) and devoting special time for tourists ($U= 15011$, $z = -.144$, $p = .885$)

were not statistically significant, i.e. as $p\text{-value} > \alpha 0.05$, the data do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes. However, the foreign and domestic tourists' experience of employees' understanding of the changes in needs ($U=11595.5$, $z = -4.231$, $p = .000$) was statistically significant since the z -score of this factor is significant at the $p\text{-values} < \alpha 0.05$ and the values of z for the attribute exceeds the critical values of $z -1.96$ and $+1.96$. This means that the probability of the medians of the two independent groups being the same is very small. Thus, it can be concluded that there is a significant difference between the experience of foreign and domestic tourists on this attribute.


Fig. 7.8

Tourists' Perception on Attributes of Guest Orientation



7.4 Conclusion

Relationship quality of DMOs helps them to maintain a close-knit relation with the clients. It is highly useful in creating a trustworthy, committed, cooperative and loyal customer through effective communication and customer orientation. The thesis examined the degree of relationship quality kept by the DMOs in Kerala. It is found that trust is the most important factor of relationship quality of DMO perceived by the foreign tourists followed by effective communication and information. Domestic tourists are also of the opinion that the trust is the major component of relationship quality followed by guest orientation and information and communication.



CHAPTER VIII

EFFECTIVENESS OF RETENTION STRATEGIES

CONTENTS

Items	Page Number
8.1 Introduction	259
8.2 Effectiveness of Retention Strategies	259
8.2.1 Effectiveness of Retention Strategies - Foreign Tourists	259 – 263
8.2.2 Effectiveness of Retention Strategies - Domestic Tourists	263 – 265
8.3 Conclusion	266

CHAPTER VIII

EFFECTIVENESS OF RETENTION STRATEGIES

8.1 Introduction

This chapter deals with the analysis of tourists' responses towards the effectiveness of retention strategies adopted by destination managers for retaining their customers. It is an endeavour to identify the key strategies followed and suggest for sustaining and sharpening its effects. The study has identified twenty retention strategies adopted by Destination Management Organisation in Kerala for ensuring repeated visits. Descriptive statistics have been used for arriving at a meaningful conclusion about the effectiveness of those strategies in motivating tourists for future deals. A five point Likert type scale is used for collecting and evaluating the response. The strategies, which fetch high mean scores, are considered effective in retaining customers.

8.2 Effectiveness of Retention Strategies

Tourist retention strategies are activity-based strategies undertaken by Destination Management Organisations in order to restrain tourist defection and build a lifetime relationship with them. The tourists develop their return intention based on the quality of food, quality of accommodation, hospitality and safety. The DMOs need to be very innovative and proactive in designing and executing retention strategies to maintain a strong bond in relation with existing tourists that leads to repeat visits as it costs less than the cost of finding new clients. The DMOs in Kerala tourism industry applies many proactive retention strategies as part of the retention endeavours. The foreign and domestic tourists' perception of the effectiveness of retention strategies adopted by the DMOs is evaluated to highlight the acceptance of those efforts and open up the scope for further innovations.

8.2.1 Effectiveness of Retention Strategies perceived by Foreign Tourists

The Table 8.1 shows the foreign tourists' perception on retention strategies. The descriptive statistics like Mean, Median and Mode are used for describing the tourists' response towards the retention strategies identified.

Table 8.1
Retention Strategies - Descriptive Statistics

Strategies	\bar{x}	M	Z	σ
“One call strategy”	.89	1	1	.94
The percentage of discount allowed for repeat visits	1.03	1	1	.72
Marketing materials like CDs, Brochures, Books, etc given to tourists	.62	1	1	.81
Open discussion and negotiation before setting customized packages	.91	1	1	.72
Special events, evening programmes, cultural events, adventurous activities	.89	1	1	.74
Service failure/Complaints compensated by offering upgraded or superior facilities or bill adjustments than the tourists expectation	1.03	1	1	.74
Special training programmes like adventurous jeep driving, swimming, etc	.87	1	1	.85
Surprise gifts, gift vouchers etc for winners of adventure tournament, cultural programmes, funny games etc.	.83	1	1	.82
Special Parting gift for tourists	1.17	1	1	.77
Tourists engagements like sending greeting cards, emails, special rate packages to tourists on special occasions or anniversaries in their life	.83	1	1	.79
Sufficient number of Tourists Relation Executives to care the tourists	.54	1	1	.80
Patronage awards, rebate, cash back etc.	.43	1	1	.91
Tourists comment cards and other mechanism for expressing tourists’ opinion and suggestions on various service provided	.75	1	1	.98
Special packages and reunions	.56	1	1	.90
Advanced technology offered for communication and safe money handling	.51	1	1	.80
Special discounted rate for the tourists who carries the recommendation	1.06	1	1	.59
Superior quality products and services at reasonable rates	1.04	1	1	.57
Top secrecy in handling of personal information	.99	1	1	.58
24x7 help desk facility	.98	1	1	.67
“Value for money”	1.36	1	1	.58

Source: Primary Data

One call strategy is silently initiated by the DMOs at the very first of interaction itself with the tourists. Fix the deal or sell the service successfully on the first call with the client is the strategic move in the 'one call strategy'. The foreign tourists' interest in the strategic budge of the DMOs determines the probability of having a successful deal. The descriptive statistics depict that the strategy is effective ($\bar{x} = .89$, $M = 1$, $Z=1$) from the foreign tourists' point of view. The percentage of discount allowed for repeat visits is a common strategy adopted by all types of business organisations irrespective of the sector and size. The strategy is found to be effective ($\bar{x} = 1.03$, $M = 1$, $Z=1$) in this context. Marketing materials of the organisations like CDs, Brochures, Books, etc. given to tourists may create a chance for recalling the tourists the name of destinations, facilities and the services offered. It is usually given at the time of check-in or check out as a complement to them. The descriptive statistics say that ($\bar{x} = .89$, $M = 1$, $Z=1$) it is effective to a certain extent. Foreign tourists like open discussion and negotiation before setting customized packages. Mutual understanding on the terms and conditions, places to visit, services, price and facilities is needed before fixing a deal. If DMOs provide transparency in customisation of packages, the chances of a repeat visit from those tourists would be so high. It is seen that ($\bar{x} = .91$, $M = 1$, $Z=1$) the foreign tourists opined that the strategy is effective to retain them. Generally, special occasional events, evening programmes, cultural events, and adventurous activities are forming part of tour packages to provide a different experience to the tourists apart from the usual process of completing the itinerary. It is observed that such ingredients in the tour package ($\bar{x} = .89$, $M = 1$, $Z=1$) are effective to carve a soothing memory in the minds of tourists. There are many chances of happening of service failures or complaints in the DMOs. However, the sharpness of retention strategy adopted by the organisations may overcome this situation of loosing tourists. Service failures compensated by offering upgraded or superior facilities or bill adjustments are effective ($\bar{x} = 1.03$, $M = 1$, $Z=1$) to recover from the dissatisfaction. Special training programmes like adventurous jeep driving, swimming, etc. arranged for special purpose tourists as part of their conventional package. The descriptive statistics ($\bar{x} = 1.03$, $M = 1$, $Z=1$) confirm that these initiatives are effective from the foreign tourist point of view. Surprise gifts and gift vouchers for winners of adventure tournament, cultural programmes and funny games are common practices of

destination management organisations especially hotels and resorts. The statistics ($\bar{x} = 0.83$, $M = 1$, $Z = 1$) depict that surprise gifts and gift vouchers are effective to delight and urge them to return the organisation. Special Parting gift for tourists is a peculiar part of tourist relationship management. It is a special, memorable gift given at the time of check out as a token of love. The foreign tourists are very much impressed ($\bar{x} = 1.17$, $M = 1$, $Z = 1$) on parting gift. Tourists' engagements like sending greeting cards, emails, special rate packages to tourists on special occasions or anniversaries in their life is a strategy used by Destination Management Organisations to keep a place in the minds of their tourists and to leave a warm relation with them. The result of the analysis ($\bar{x} = 0.83$, $M = 1$, $Z = 1$) says that it is an effective strategy in retention package of the organisations. Sufficient number of Tourists Relation Executives to look after the tourists' needs and requirements is inevitable to DMOs. The tourists' response describes that ($\bar{x} = 0.54$, $M = 1$, $Z = 1$) it is an effective strategy to keep the tourists interested in the services in the future. Patronage awards, rebate, cash back, etc. are some of the strategies used by DMOs to retain their tourists. It is observed that ($\bar{x} = 0.43$, $M = 1$, $Z = 1$) it is given the least mean score in the list of strategies identified. A considerable portion of the respondents did not have any opinion on the strategy. The tourists' comment card is the effective method of collecting feedback from the tourists on the services provided by the DMO. From the tourists' point of view, it is the possible way for expressing opinions and suggestions for improvement on various aspects. The majority of the respondents are of the opinion that this is effective ($\bar{x} = 0.75$, $M = 1$, $Z = 1$) way to psychologically interact with tourists. Once the organisation is ready to adopt changes based on the suggestions, it may create a sense of belongingness in the minds tourist about the organisation. Sometimes, DMOs may design and offer special tour packages for regular customers and reunions for past customers. This strategy fetched mixed opinion from the foreign tourists. However, the majority of the respondents are of the opinion that these are effective ($\bar{x} = 0.56$, $M = 1$, $Z = 1$) up to an extent. Advanced technology offered for communication, safe money handling has become a primary infrastructure for the tourism industry and a primary need for tourists. The result of the analysis depicts that ($\bar{x} = 0.54$, $M = 1$, $Z = 1$) this is somewhat effective to attract tourist to a particular DMO. The special discounted rate for the tourists, who carries the recommendation of the existing customers of the DMO, is found

effective and is appreciated by the tourists ($\bar{x} = 1.06$, $M = 1$, $Z=1$). Tourists expect superior quality products and services at reasonable rates from DMOs in Kerala. The result ($\bar{x} = 1.04$, $M = 1$, $Z=1$) says that it can surely retain the tourists. Secrecy in tourists profiling and handling of personal information is a serious aspect of every DMO. The confidentiality in handling such information may delight tourists and motivates them to visit the organisation again. This strategy is found effective ($\bar{x} = 0.99$, $M = 1$, $Z=1$) in this regard. 24x7 help desk facility is another strategic move of the Destination Managers to cater the needs of the tourists. The tourists opined that ($\bar{x} = 0.98$, $M = 1$, $Z=1$) it is an effective way to retain the tourists. “Value for money” – maximum utility for every sum spent for tour to Kerala. The respondents unanimously opined ($\bar{x} = 1.36$, $M = 1$, $Z=1$) that the organisations which consider the ‘value for money’ can definitely create repeat visitors. It is the strategy having the highest score the list of retention strategies identified.

8.2.2 Effectiveness of Retention Strategies perceived by Domestic Tourists

The domestic tourists are interested in the one call strategy of the DMOs, which determines the probability of having a successful deal. The descriptive statistics (Table 8.2) depict that the strategy is highly effective ($\bar{x} = 1.21$, $M = 2$, $Z=2$) from the domestic tourists’ point of view. It shows that domestic tourists want to get the details of the services, negotiation and desire to fix the deal from the very first call itself. The percentage of discount allowed for repeat visits is found reasonably effective ($\bar{x} = .87$, $M = 1$, $Z=1$). Marketing materials of the organisations like CDs, Brochures, Books, etc. given to domestic tourists motivates them to recall the name and services of a DMO and so that it is effective to a certain extent as the descriptive statistics says ($\bar{x} = .76$, $M = 1$, $Z=1$). Domestic tourists also like open discussion and negotiation before setting customized packages. It is observed that ($\bar{x} = .75$, $M = 1$, $Z=1$) the strategy is effective to retain the tourists as it considers their needs and wants. It is observed that the majority of the respondents have no opinion about inclusion of special events, evening programmes, cultural events, adventurous activities in the tour package ($\bar{x} = .75$, $M = 1$, $Z=0$). The service failures or complaints in the DMOs overcome by offering superior facilities or bill adjustments are found moderately effective ($\bar{x} = 0.68$, $M = 1$, $Z=1$). The descriptive statistics ($\bar{x} = 0.55$, $M = 0$, $Z=0$) depict that special training programmes like adventurous

jeep driving, swimming, etc. arranged for tourists as part of their tour package did not make any ripple in the minds of domestic tourists. The majority of the respondents are indifferent in this strategic initiative of the DMOs. Surprise gifts and gift vouchers for winners of adventure tournament, cultural programmes and funny games are forming part of tour packages of DMOs. The statistics ($\bar{x} = 0.54$, $M = 0$, $Z = 0$) represent that surprise gifts and gift vouchers are not effective enough to catch the attention of domestic tourists. The tourists are showing an apathetic attitude towards the strategy. The memorable parting gift given at the time of check out may bring out wide ripples in the minds of domestic tourists ($\bar{x} = 0.92$, $M = 1$, $Z = 2$). This strategy is viewed as highly effective in contributing repeat visitors to the organisation. The result of the analysis ($\bar{x} = 0.54$, $M = 1$, $Z = 1$) says that tourists engagements like sending greeting cards, emails, special rate packages to tourists for special occasions or anniversaries is somewhat an effective strategy in retention package of the organisations. However, a sizeable percentage of respondents have no opinion about the strategy. The domestic tourists' response describes that ($\bar{x} = 0.69$, $M = 1$, $Z = 1$) sufficient number of Guest Relation Executives to care the tourists is an effective strategy to keep the tourists interested in the services of the organisations in future. It is observed that ($\bar{x} = 0.45$, $M = 0$, $Z = 0$) the domestic tourists are passive about the patronage awards, rebate, cash back etc. given to tourists. This is the strategy, which secured the least score in the list of retention strategies identified. From the domestic tourists' point of view, it is the best way for expressing opinions and suggestions for improvement of various services. The majority of the respondents are of the opinion that this is effective ($\bar{x} = 0.76$, $M = 1$, $Z = 1$). The special packages and reunions are not so effective in attracting the domestic tourist. The majority of the respondents have no opinion about these initiatives ($\bar{x} = 0.51$, $M = 0$, $Z = 0$). The result of the analysis depicts that ($\bar{x} = 0.54$, $M = 1$, $Z = 1$) advanced technology offered for communication, safe money handling is effective to attract tourist to a particular DMO. The special discounted rate for the tourists, who carries the recommendation of the existing customers of the DMO, is found effective and is appreciated by the domestic tourists ($\bar{x} = 0.92$, $M = 1$, $Z = 1$). It is noted that ($\bar{x} = 0.89$, $M = 1$, $Z = 1$) superior quality products and services at reasonable rates is effective to retain the domestic tourists. This strategy of keeping confidentiality in handling of personal information is found effective

(\bar{x} = 0.80, M =1, Z=1). The domestic tourists opined that (\bar{x} = 1.03, M =1, Z=1) 24x7 help desk facility is an effective way to retain the tourists. The domestic tourists say that (\bar{x} = 1.08, M =1, Z=1) that the organisations which go for the ‘value for money’ principle can definitely bring out repeat visitors.

Table 8.2
Retention Strategies - Descriptive Statistics

Strategies	\bar{x}	M	Z	σ
“One call strategy”	1.21	2	2	1.10
The percentage of discount allowed for repeat visits	.87	1	1	1.09
Marketing materials like CDs, Brochures, Books, etc given to tourists	.76	1	1	1.11
Open discussion and negotiation before setting customized packages	.75	1	1	1.01
Special events, evening programmes, cultural events, adventurous activities	.75	1	0	.94
Service failure/Complaints compensated by offering upgraded or superior facilities or bill adjustments than the tourists expectation	.68	1	1	1.02
Special training programmes like adventurous jeep driving, swimming, etc	.55	0	0	.99
Surprise gifts, gift vouchers etc for winners of adventure tournament, cultural programmes, funny games etc.	.54	0	0	.94
Special Parting gift for tourists	.92	1	2	1.07
Tourists engagements like sending greeting cards, emails, special rate packages to tourists on special occasions or anniversaries in their life	.54	1	1	1.00
Sufficient number of Tourists Relation Executives to care the tourists	.69	1	1	.88
Patronage awards, rebate, cash back etc.	.45	0	0	1.00
Tourists comment cards and other mechanism for expressing tourists’ opinion and suggestions on various service provided	.76	1	1	.93
Special packages and reunions	.51	0	0	.99
Advanced technology offered for communication and safe money handling	.54	1	1	.99
Special discounted rate for the tourists who carries the recommendation	.92	1	1	.90
Superior quality products and services at reasonable rates	.89	1	1	.65
Top secrecy in handling of personal information	.80	1	1	.77
24x7 help desk facility	1.03	1	1	.80
“Value for money”	1.08	1	1	.86

Source: Primary Data

8.3 Conclusion

The DMOs follow conventional and innovative strategies directly and indirectly for retaining their clients. As the constituents of a highly competitive industry, the destination managers want to know the effectiveness the strategies used in order to improvise or sharpen the existing strategies for attaining the target. It also leads to the creation of new and innovative strategies. From the result of the analysis, it is found that value for money is the most effective strategy of DMOs in Kerala followed by special parting gift as rated by the foreign tourists. Patronage awards, rebates and cash backs, advance technology for communication are the ineffective strategies. The most effective retention strategy, perceived by the domestic tourists is the 'one call strategy'.





CHAPTER IX

CONCLUSION

CONTENTS

Items	Page Number
9.1 Introduction	267
9.2 Summary of Chapters	267 – 271
9.3 Findings of the Study	271
9.3.1 Purpose of visiting tourist destinations in Kerala	271
9.3.2 Tourist Destination Satisfaction	271 – 279
9.3.3 Service Quality Perceptions	279 – 285
9.3.4 Relationship Quality	285 – 290
9.3.5 Retention Strategies	290
9.4 Suggestions	290
9.4.1 Suggestions to DMOs	291 – 292
9.4.2 Suggestions to the Policy Makers	292 – 294
9.5 Conclusion	294 – 295
9.6 Scope for Further Research	296

CHAPTER IX

CONCLUSION

9.1 Introduction

Destination management and marketing activities of unorganised sector of Kerala tourism industry help to unveil the untapped tourism potentials of Kerala. The DMOs run parallel to the organised sector and keep a hand in hand relationship in completing the mission of developing and marketing of tourist destinations in the state. The approach of these organisations towards their customers and the way they are being treated and cared is significant in determining the tourist traffic to the destinations. The tourists have a distinct opinion and experience about the attractions and entertainment value, basic amenities, accessibility and accommodation facilities. The revisit intention is guided by their experience on these attributes of a tourist destination. Apart from the destination attributes, the experience of tourists on the physical facilities, reliability in operations, information and communication, assurance in services and empathetic approach of DMOs are significant in tourism promotion endeavours. The degree of relationship quality is a key determinant in customer relationship and it has an influence on the revisit intention and leads to positive word of mouth. Tourist retention is one of the key missions of the industry. The customers' response to the retention strategies of the organisations helps to sharpen the existing strategies and to introduce innovative ones. This chapter intends to provide a brief summary of chapters, research findings, suggestions based on the findings and observations.

9.2 Summary of Chapters

The result of the research is reported in nine different sequentially structured chapters.

The first chapter provides background, design and methodology of the study. It elaborates the design of the study, which includes research problem to be addressed, the width and depth of the research, the objectives, the hypotheses to be tested, significance of carrying out the research and dependent and independent variables of the research. The

methodology says about the methodical components of the research which includes the research design, population, sample design, data collection methods and tools, tools for analysis, theoretical models used, the period of the study, limitations and operational definitions. The level of customer relationship of destination management organisations in Kerala is the research problem to be addressed in this study. The perception of both foreign and domestic tourists are collected for assessing the customer relationship of DMOs in the unorganised sector of Kerala tourism industry with the help of resorts, hotels, travel agencies and tour operators functioning in the state. The objectives of the study were to assess the level of destination satisfaction, service quality perceptions, the degree of relationship quality and the effectiveness of retention strategies. The study has six null hypotheses that the expectations and experience on the attributes of destinations, constructs of service quality and relationship quality are the same for both the foreign and domestic tourists. The significance of the study says that it is highly useful for the industry in the contemporary competitive situation. The study includes one dependent variable, i.e. customer relationship and four independent variables such as destination satisfaction, service quality, relationship quality and retention strategies. The descriptive research design is used for carrying out the study. The sample size is three hundred and forty-eight tourists in total which was collected from various destinations in Kerala by using purposive sampling method. Both primary and secondary data were used. Descriptive statistics, Wilcoxon Test and Mann-Whitney U Test were used for analysing the primary data collected. The results of the analysis were presented in tables and as figures. The extracts of HOLSAT, SERVQUAL and RELQUAL models were used in the study. The result of the pre-testing of the questionnaire gives a result greater than standard Cronbach's Alpha 0.70 which authenticates the reliability of the instrument for data collection. The primary data were collected from foreign and domestic tourists who visited various tourist destinations in Kerala during the period of 2013-2014 and secondary data were collected from various published and unpublished sources during the period of 2009-2014. This chapter gives operational definitions of DMOs, destination satisfaction, domestic tourist, foreign tourist, relationship quality, service quality and tourist/customer/guest/client. The scheme of reporting is also included in this chapter.

The second chapter gives summaries of the available literature on tourist satisfaction, service and relationship quality and tourist loyalty. The reviews of literature are presented chronologically in order to elaborate the emergence of each variable of the research. This chapter is aimed to identify and fix the research gap which explains the relevance of carrying out this study. The tourist satisfaction is summed up as the positive gap between the experience and expectation of tourists on the products and services they consumed during the tour programme. Service quality is viewed as the degree of organisational compliance with the requirements of the customer. The gap in service quality perception determines the degree of tourist satisfaction on organisational matters. The degree of relationship quality leads to repeat patronage and positive word of mouth. This chapter intends to establish that no elaborative studies have been conducted to assess the destination satisfaction, service quality, relationship quality and effectiveness of retention strategies of DMOs in Kerala. Therefore, it is inevitable to conduct this study in this area.

The third chapter gives an overview of the Kerala tourism. It discusses on the different facets of Kerala tourism in detail. The peculiarities of the God's Own Country, the types and themes of tourism highlighted and marketed, primary and secondary constituents of the tourism industry, tourist statistics during 2009-2013, various tourist destinations and achievements of Kerala tourism were formed the part of the chapter. The diversity and the abundance of tourism potentials of the small piece of land in the southern part of India are unveiled and are reminded about the scope for bringing out untapped destinations and resources of Kerala tourism. This chapter is able to communicate the basic awareness of the Kerala tourism and supports the research by providing information about the current status, issues and prospects of the industry.

The fourth chapter elaborates the functioning of Destination Management Organisations in Kerala Tourism Industry. It is started by defining a destination and destination management. This study aims to give a new face and meaning to the tourism service providers in the unorganised sector of Kerala Tourism Industry by assigning them a common name 'DMOs' based on the works and activities undertaken in the tourism industry. The role of destination management organisations in the organised and the

unorganised sector is crucial in the development and promotion of tourism in Kerala. Therefore, this chapter gives a brief description about the destination managers in organised and unorganised sectors of the tourism industry. Even though, this research considers the role of DMOs in the unorganised sector only.

The fifth chapter deals with the analysis of the destination satisfaction of foreign and domestic tourists. The analysis was made in different phase using different statistical tools. Description of the demographic profile of the respondents forms the first part of the analysis. Percentages and diagrams were used for describing and presenting the results. The second part of the analysis deals with the assessment of destination satisfaction of tourists on various constructs and attributes of tourist destinations. Descriptive statistics like arithmetic mean, standard deviation and combined mean scores were used for analysing the responses and to find out the gap scores. Wilcoxon test has been applied in establishing the difference between expectation and experience of touring of the factors. Separate models for foreign and domestic tourist have been developed based on the result of the descriptive statistics. The third phase includes the hypothesis testing of the destination satisfaction. Mann-Whitney U test is applied to test the null hypotheses that expectation and experience on the attributes of the constructs of destination satisfaction are the same for foreign and domestic tourists.

The sixth chapter deals with the assessment of service quality perception of tourists on the organisational factors. Descriptive statistics were used for analysing the responses and to find out the service quality gap. Wilcoxon test has been applied in determining the difference between expectation and experience of tourists on the various dimensions of service quality. Separate models for foreign and domestic tourist have been developed based on the result of the descriptive statistical analysis. The chapter includes the hypothesis testing of the service quality perceptions. Mann-Whitney U test is applied to test the null hypotheses that expectation and experience on the attributes of the service quality constructs are the same for foreign and domestic tourists.

The seventh chapter describes the degree of relationship quality maintained by the DMOs in Kerala. Descriptive statistics were used to describe the responses and

theoretical models were also used to present the status of relationship quality attributes. Mann-Whitney U test is applied to test the hypotheses that the experience on the attributes of the constructs of relationship quality is the same for both foreign and domestic tourists.

The eighth chapter shows the tourists' perception of the effectiveness of retention strategies adopted by Destination Management Organisations with the help of Mean median and mode. Separate analysis has been made for foreign and domestic tourists in order to come out with the most effective strategies for foreign and domestic tourists.

The ninth chapter concludes the thesis by giving a summary of various chapters, discussing the findings, the overall contribution of the research in the concerned area, suggestions made based on the findings and conclusion of the whole thesis by providing a solution to the research problem. The scope for further researches is also forming part of the concluding chapter. Finally, the appendix gives the instrument used for collecting data and Annexure list out the destination management organisations in Kerala tourism industry.

9.3 Findings of the Study

The findings of the study are classified under the followings heads:

9.3.1 Purpose of visiting tourist destinations in Kerala

Sixty-eight percent of the foreign tourists and sixty-five percent of domestic tourists visit tourist destinations in Kerala for pleasure and holiday enjoyments. Only ten percent of foreign and twenty-five percent domestic tourists visit Kerala for business related matters/MICE.

9.3.2 Tourist Destination Satisfaction

The section depicts the findings on five constructs viz. Attractions, Activities, Accessibility, Accommodation and Amenities of the tourist destination satisfaction.

9.3.2.1 Attractions

Foreign tourists are satisfied with the attractions of Kerala as their experience with the attributes of attractions exceeded the expectations on these attributes. They had high expectations on food and beverages, natural beauty, climatic conditions and availability of spices, handicrafts and other traditional souvenirs. The level of experience on food and beverages, natural beauty, the attitude of the local public, climatic conditions and availability of spices, handicrafts and other traditional souvenirs is found high. The least expected and experienced attribute is the destinations free from the disturbances of beggars and street vendors. The attitude of the local people is having the highest gap score indicating the highest level of satisfaction. Cleanliness and hygiene are the attributes having the least level of satisfaction. The foreign tourists' expectations on attributes of attractions are significantly different from the experience except in cleanliness and hygiene of the destinations.

Domestic tourists are satisfied with the attributes of attractions as their actual experience is greater than the expectation. They had higher expectation on climatic conditions, natural beauty, beaches and backwaters, hill stations and food and beverages. The level of experience in natural beauty and enjoys climatic conditions is found high compared to others. The domestic tourists are highly satisfied with the natural beauty of Kerala followed by climatic conditions as these have the highest gap scores. Cleanliness and hygiene of destinations are found pathetic and is the least satisfied attribute. Rush free tourist destinations, participating in religious ceremonies and enjoying traditional art forms are having the lesser level of tourist satisfaction. The domestic tourists' expectations on attributes of attractions are significantly different from the experience except in cleanliness and hygiene of the destinations, participating in religious ceremonies and rush free destinations.

Testing of hypothesis – Foreign and domestic tourists' expectation and experience on attributes of attraction

The expectations on natural beauty, climatic conditions, cleanliness and hygiene, wildlife sanctuaries and zoo, beaches and backwaters, fairs and festivals, culture and

traditions, disturbances from beggars and street vendors, security and safety measures, rush free tourist destinations and Foods and beverages were not significantly different in between foreign and domestic tourists (**no evidence to reject the null hypothesis**). Whereas expectation on the traditional art forms, hill stations and waterfalls, spices, paintings, handicrafts, jewellery, costumes and other traditional products, pilgrim centres and religious ceremonies are significantly different between foreign and domestic tourists (**reject the null hypothesis**). The experience on cleanliness and hygiene, wildlife sanctuaries and zoo, disturbances from beggars and street vendors and foods and beverages are not providing an evidence of difference between foreign and domestic tourists (**no evidence to reject null the hypothesis**). Whereas, the experience of the natural beauty, climatic condition, traditional art forms, hill stations and waterfalls, beaches and backwaters, culture and traditions, spices, paintings, handicrafts, jewellery, costumes and other traditional products, pilgrim centres and religious ceremonies, Ayurveda treatments, security and safety measures, rush free tourist destinations and attitudes of the local public are significantly different between foreign and domestic tourists (**reject null the hypothesis**).

9.3.2.2 Activities

Foreign tourists had high expectations on sightseeing; house boat journey and sunset viewing and sea bath and high experience on sightseeing, houseboat journey, trekking and adventurous journey and set viewing and sea bath as the descriptive statistics depicts. The tourists are highly satisfied with Indoor and outdoor games, sightseeing, houseboat journey and trekking and adventurous journey. It is found that the tourists are completely dissatisfied with the opportunities for yoga and meditation. The tourist satisfaction with opportunities for elephant riding is also found less. In short, the foreign tourists' expectations on attributes of activities are significantly different from the experience except in opportunities for yoga and meditation and elephant riding.

It is found that the domestic tourists are satisfied with the attributes of activities as their experience in the same is greater than the level of expectation. They are highly

satisfied with indoor and outdoor games and sightseeing. The domestic tourists' expectations on attributes of activities are significantly different from the experience.

Testing of hypothesis – Foreign and domestic tourists' expectation and experience on attributes of Activities

It is found that the difference in foreign and domestic tourists' expectations about amusement parks was not statistically significant and do not provide the evidence of difference (**no evidence to reject the null hypothesis**). Whereas, the expectation about indoor and outdoor games, trekking and adventurous journey, Yoga and Meditation, visiting tribal places, houseboat journey, sightseeing, sunset viewing and sea bath and elephant riding were statistically significant and provide the evidence of difference between foreign and domestic tourists (**reject the null hypothesis**).

It is found that the difference in foreign and domestic tourists' experience about amusement parks, houseboat journey and sightseeing were not statistically significant and do not provide an evidence of difference (**no evidence to reject the null hypothesis**). However, the difference in foreign and domestic experience about indoor and outdoor games, trekking and adventurous journey, Yoga and Meditation, visiting tribal places, sunset viewing and sea bath and elephant riding were statistically significant and provide the evidence of difference between foreign and domestic tourists (**reject the null hypothesis**).

9.3.2.3 Accessibility

Foreign tourists are satisfied with the attributes of accessibility as the level of experience on these attributes exceeded the level of expectations on the same. It is found that the level of tourist satisfaction is highest in the Immigration and custom clearance procedure and the least satisfied attribute is strikes and political problems. All attributes are having a positive gap score, which confirms the level of tourist satisfaction and concludes that tourist destinations in Kerala are accessible at better terms. Foreign tourists' expectations on attributes of accessibility are significantly different from the level of actual experience.

Domestic tourists had a bad impression about the checking and clearance procedure and the actual experience of the attribute is low as compared to others. The level of experience is high in the case of the working of information centres and connectivity, rural destinations through roads and other ways of transport. It is found that the tourist satisfaction with the working of information centres is high as compared to other attributes. The domestic tourists are dissatisfied due to strikes and political problems in Kerala as their experience is worse than that of the level of expectation. The domestic tourists' expectations on attributes of activities are significantly different from the experience except in strikes and political problems.

Testing of hypothesis – Foreign and domestic tourists' expectation and experience on attributes of Accessibility

It is inferred that the difference in foreign and domestic tourists' expectations about the easiness of getting air, train and bus tickets, local transport facilities, fares and fees and bonafide information centres were not statistically significant and do not provide an evidence of difference (**no evidence to reject the null hypothesis**). Whereas, the expectation about immigration, checking and clearance, strikes and political problems and rural destinations connected through roads and other ways of transport were statistically significant provide an evidence of difference between foreign and domestic tourists (**reject the null hypothesis**).

It is found that the difference in foreign and domestic tourists' experience on the easiness of getting air, train and bus tickets, local transportation facilities, strikes and political problems, rural destinations connected through roads and other ways of transport, fares and fees and at bonafide information centres were not statistically significant and do not provide an evidence of difference (**no evidence to reject the null hypothesis**). However, the difference in foreign and domestic experience on immigration, checking and clearance was statistically significant provide an evidence of difference (**reject the null hypothesis**).

9.3.2.4 Accommodation

The foreign tourists are satisfied with the attributes of accommodation as their experience with the attributes exceeded the level of expectation. It is found that the actual experience of the foreign tourists on the attributes of accommodation is high. The availability of the superior/deluxe/standard rooms is having the highest level of satisfaction. The cost of accommodation is having the least satisfaction. It is inferred that there is a significant difference in expectation and experience of foreign tourists on attributes of the accommodation except the cost of accommodation.

Domestic tourists are also satisfied with the attributes of accommodation. The actual experience says that they are highly satisfied with the attributes. Availability of clean, well furnished and equipped rooms is having the highest level of satisfaction as it has the highest positive gap score. The satisfaction level of the availability of safe and comfortable accommodation is also remarkable. However, it is found that the tourists are not delighted about the cost of accommodation. It can be concluded that the cost of accommodation is high and not affordable for the tourists in general. It is inferred that there is a significant difference in expectation and experience of domestic tourists on attributes of the accommodation except the cost of accommodation.

Testing of hypothesis – Foreign and domestic tourists’ expectation and experience on attributes of the Accommodation

It is inferred that the difference in foreign and domestic tourists’ expectations on the availability of superior/deluxe/Standard rooms, clean, well-furnished rooms, safe, comfortable and solitude accommodation facility and room services were not statistically significant and do not provide an evidence of difference (**no evidence to reject the null hypothesis**). Whereas, the difference in foreign and domestic expectation on the availability of hotel/resort reservations and cost of accommodation were statistically significant provide an evidence of difference (**reject the null hypothesis**).

It is found that the difference in foreign and domestic tourists’ experience on the cost of accommodation was not statistically significant and does not provide an evidence

of difference (**no evidence to reject the null hypothesis**). However, the difference in foreign and domestic expectation on the availability of hotel/resort reservations, the availability of superior/deluxe/Standard rooms, clean, well-furnished rooms, safe, comfortable and solitude accommodation facilities and room services were statistically significant and provide an evidence of difference (**reject the null hypothesis**).

9.3.2.5 Amenities

The Amenities of a destination are crucial for destination satisfaction. It is found that foreign tourists are hardly satisfied with the amenities at the tourist destinations in Kerala. They are remarkably satisfied with the detailed itinerary provided by their DMO, customised tour advice, overseas travel insurance, medical care and information about the local history. The condition of public toilet facilities, parking facilities at destinations and shopping centres, locker and cloakroom facilities, availability of full-fledged car or coach rental are found very poor. These attributes could not perform above the level of expectations. The tourists are hardly satisfied with Multilanguage guide facilities, roaming SIM cards, banking services, grievance redressal system, support from police, shopping and internet facilities. It is inferred that there is a significant difference in expectation and experience of domestic tourists on attributes of the amenities except Multilanguage guide service, availability of international roaming SIM cards, car or coach rentals, banking and money exchange, locker and cloak room facility, shopping at local market/business centres using credit /debit cards, parking facilities and mobile phones, internet and Wi-Fi facilities.

The domestic tourists are satisfied with the attributes of amenities of tourist destinations in Kerala in general. They are remarkably satisfied with detailed itinerary provided and grievance redressal mechanism. However, the level of expectation and experience of these attributes are not outstanding. They are completely dissatisfied with the pathetic condition of public toilet facilities and availability of internet and Wi-Fi facilities at tourist destinations in Kerala. Availability of Multilanguage guide service, shopping at local market/business centres using credit /debit cards and parking facilities are not so promising, according to the perception of domestic tourists. It is inferred that

there is a significant difference in expectation and experience of domestic tourists on attributes of the amenities except Multilanguage guide service, shopping at local market/business centres using credit /debit cards and internet and Wi-Fi.

Testing of hypothesis – Foreign and domestic tourists’ expectation and experience on attributes of Amenities

It is observed that the expectations of the availability medical care and medicines, roaming SIM cards, banking, money exchange services, locker and cloak room facility, parking facilities, public toilets and internet/Wi-Fi services were not significantly different in between foreign and domestic tourists (**no evidence to reject the null hypothesis**). Whereas, the availability of detailed itineraries, customized tour advice, travel insurance services, information about local history, geographical and historical significances, Multilanguage guide service, car or coach rentals, grievance redressal system, support from police and other law and order bodies and shopping at local market/business centres using credit /debit cards were statistically significant and provide an evidence of difference between the expectations of foreign and domestic tourists (**reject the null hypothesis**).

It is inferred that the experience on the availability medical care and medicines, information about local history, geographical and historical significances, Multilanguage guide service, roaming SIM cards, car or coach rentals, grievance redressal system, shopping at local market/business centres using credit /debit cards and internet and Wi-Fi service were not significantly different between foreign and domestic tourists (**no evidence to reject the null hypothesis**). However, the expectation on the availability of detailed itineraries, customized tour advice, travel insurance services, banking and money exchange services, support from police and other law and order bodies, locker and cloak room facility, parking facility and public toilets were statistically significant and provide an evidence of difference between the expectations of foreign and domestic tourists (**reject the null hypothesis**).

In assessing the destination satisfaction of foreign tourists, the level of expectation is comparatively high about the accommodation and is less about the amenities. The

experience is highly about the attractions and the accommodation. Accessibility of the tourist destinations in Kerala was the first in beating the expectation of tourists. The poor performing construct of the destination satisfaction is amenities. With regard to the expectations, domestic tourists have the highest expectation about the accommodation and the least is about the activities. It is found that experience of accommodation is the highest, followed by attractions. The poorest experience is about the amenities. Accommodation is the best performing construct in overcoming the level of expectation and the amenities are found very deprived.

9.3.3 Service Quality Perceptions

The section lists out the findings on five constructs viz. Tangibles, Reliability, Responsiveness, Assurance and Empathy of Destination Management Organisations that determines the tourist satisfaction.

9.3.3.1 Tangibles

The foreign tourists are satisfied with the tangibles of destination management organisations as the experience of the attributes of tangibles exceeds the level of expectation. They have high expectation and experience of service equipments followed by visually appealing physical facilities. The tourists are highly satisfied with the physical facilities as compared to the other attributes. It is found that the experience of the attributes of the construct is high and remarkable except office layout and consumer records for future reference. There is a significant difference in expectation and experience of foreign tourists on attributes of tangibles.

Domestic tourists are highly satisfied with the attributes of tangibles as their level of experience is far greater than the level of expectations. The level of expectation on the attributes is found very low. The experience on the attributes is found significant. Domestic tourists are highly satisfied with surrounding facilities of DMOs followed by physical facilities, well planned tour packages, sufficient number of staff for delivering prompt service. It is inferred that there is a significant difference in expectation and experience of domestic tourists on attributes of tangibles.

Testing of hypothesis – Foreign and domestic tourists’ expectation and experience on attributes of Tangibles

It is observed that the difference in foreign and domestic tourists’ expectation on the keeping of consumer records for future reference was not statistically significant, i.e. and does not provide evidence of difference between the expectation (**no evidence to reject the null hypothesis**). Whereas, the expectation on the Up-to-date modern service equipments, visually appealing physical facilities, well planned tour packages, sufficient staffs to deliver prompt service, smart staff, easy-to-remember web address, easy-to-follow site, variety of surrounding facilities, efficient and modern check in, check out and billing mechanism and the overall office layout and arrangements were statistically significant and provide the evidence of difference between the expectation between foreign and domestic tourists (**reject the null hypothesis**).

It is inferred that the experience on the up-to-date modern service equipments, visually appealing physical facilities, easy-to-remember web address, easy-to-follow site navigability and the keeping of consumer records for future reference were not statistically significant and do not provide evidence of difference between experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). Whereas, the experience on well-planned tour packages, sufficient staffs to deliver prompt service, smart staff, variety of surrounding facilities, efficient and modern check in, check out and billing mechanism and the overall office layout and arrangements were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.3.2 Reliability

The foreign tourists are satisfied with the attributes of reliability of the DMOs in Kerala since their experience of these attributes exceeded the level of expectation. It is found that they had a good experience in staff’s concern in solving problems. Moreover, the experience of other attributes is found remarkable. It is inferred that there is a significant difference in expectation and experience of foreign tourists on attributes of reliability.

It is found that the domestic tourists are highly satisfied with the attributes of reliability since their experience of these attributes exceeded the level of expectation. It is found that there is a significant difference in expectation and experience of domestic tourists on attributes of reliability.

Testing of hypothesis – Foreign and domestic tourists’ expectation and experience on attributes of reliability

It is found that the difference in foreign and domestic tourists’ expectation on staffs concerns in solving problems, employees’ ability to perform promised service, instant remedial measures for delayed and missing services, employees’ commitment in delivering services, timely services as promised to do and employees’ ability to tell exactly when services will be performed were statistically significant and provide evidence of difference between expectation of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

It is inferred that the experience on staff’s concerns in solving problems, employees’ ability to perform promised service, instant remedial measures for delayed and missing services, employees’ commitment in delivering services and employees’ ability to tell exactly when services will be performed were not statistically significant and do not provide evidence of difference between experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists’ experience on timely services as promised to do was statistically significant and provides evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.3.3 Responsiveness

The foreign tourists are satisfied with the responsiveness of the DMOs in Kerala as their experience with these attributes is greater than the level of expectation. The tourists have a good expectation and perception on the various attributes. They are more satisfied with the matter that the staff of the DMO never be too busy to respond to their queries and comparatively least satisfied with the DMOs’ response to emergency

situations. It is found that there is a significant difference in expectation and experience of foreign tourists on attributes of responsiveness.

Domestic tourists are also satisfied with the attributes of responsiveness of the DMOs since their experience with these attributes is far greater than the level of expectation. The level of expectation was found low. The perception of tourists on the attributes is found remarkable. The domestic tourists are highly satisfied with the efficient follow up system of DMOs followed by the staff of the DMO never be too busy to respond to their queries. There is a significant difference in expectation and experience of domestic tourists on attributes of responsiveness.

Testing of hypothesis – Foreign and domestic tourists’ expectation and experience on attributes of Responsiveness

It is observed that the difference in foreign and domestic tourists’ expectation on staff’s initiatives to know needs and provides prompt service, the staff never be too busy to respond to requests, providing exact communication, problems are addressed quickly, responding to emergency situations and follow up system were statistically significant and provide evidence of difference between the expectation of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

It is inferred that the difference in foreign and domestic tourists’ experience on staff’s never be too busy to respond to requests, providing exact communication, problems are addressed quickly, responding to emergency situations and follow up system were not statistically significant do not provide evidence of difference (**no evidence to reject the null hypothesis**). Whereas, the experience on staff’s initiatives to know the needs and provides prompt service was statistically significant and provides evidence of difference between the expectation of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.3.4 Assurance

The foreign tourists are highly satisfied with the attributes of assurance of DMOs in Kerala. It is found that the perception of the tourists about these attributes is high

compared to the expectation. They are highly satisfied with the behaviour of the employees of DMOs followed by the safe and secure dealings of the organisations. There is a significant difference between expectation and experience of foreign tourists on attributes of assurance. It is found that the domestic tourists are highly satisfied with the assurance of DMOs and their perception is far greater than their expectation. They had comparatively better expectation and experience about the employees' knowledge to answer the queries of the tourists. The level of satisfaction is high in case of safe and secure dealings of the DMOs. There is a significant difference in expectation and experience of domestic tourists on attributes of assurance.

Testing of hypothesis – Foreign and domestic tourists' expectation and experience on attributes of Assurance

It is inferred that the expectation on employees' knowledge to answer tourists' questions and confidentiality in handling personal information were not statistically significant and do not provide evidence of difference between the expectation of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the expectation on behaviour of employees, safe and secure dealings and courteous employees were statistically significant and provide evidence of difference between the expectation of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

It is found that the difference in foreign and domestic tourists' experience on courteous employees and employees' knowledge to answer tourists' questions were not statistically significant and do not provide evidence of difference between experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists' experience on behaviour of employees, safe and secure dealings and confidentiality in handling personal information were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.3.5 Empathy

The foreign tourists have high expectation and experience on the attributes of empathy of DMOs. It is found that they are satisfied with the attributes as the level of experience exceeded the level of expectation. The highest level of satisfaction is about the spontaneous care and concern for tourist needs. The perception of foreign tourist is high about the staff's ability to communicate effectively. It can be concluded that there is a significant difference in expectation and experience of foreign tourists on attributes of empathy.

The domestic tourists are highly satisfied with the attributes of empathy since the actual experience is far greater than the level of expectation. It is particularly noted that the level of expectation on these attributes is low. Whereas, the experience with these attributes are noteworthy. The tourists' satisfaction is the highest in the case of the spontaneous care and concern for tourists needs followed by the employees' ability understand specific needs of the tourists. There is a significant difference in expectation and experience of domestic tourists on attributes of empathy.

Testing of hypothesis – Foreign and domestic tourists' expectation and experience on attributes of Empathy

It is observed that the difference in foreign and domestic tourists' expectation on individual attention provided, operating hours, keeping tourists interests, employees' understanding of specific needs, spontaneous care and concern for tourists' needs, loyalty programmes and staffs' ability to communicate effectively were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

It is found that the difference in foreign and domestic tourists' experience on individual attention provided, operating hours, keeping tourists interests, employees' understanding on specific needs, spontaneous care and concern for tourists' needs, loyalty programmes and staffs' ability to communicate effectively were not statistically

significant and do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**).

The service quality perceptions of foreign tourist depict that assurance is the most satisfied construct of service quality of DMOs in Kerala followed by reliability. Responsiveness is the least satisfied construct among the five constructs of service quality. Whereas, domestic tourists perceive that the reliability is the construct having highest tourist expectation. The tourists' experience is the highest in the tangibles. Domestic tourists have the highest level of satisfaction on tangibles compared to other constructs.

9.3.4 Relationship Quality

This section lists out the findings on the perception of the six constructs of relationship quality viz. Trust, Commitment, Cooperation, Information and communication, customer loyalty and guest orientation. Statistical inferences on the attributes of the constructs are also included in this section.

9.3.4.1 Trust

The foreign tourists are of the perception that DMOs are successful in keeping trust in all activities and interactions with the clients. It is found that DMOs are reliable in all its dealings and maintains consistency in providing service. The foreign tourist agreed upon the trust of DMOs in Kerala. The experience on all the attributes is remarkable.

As far as concerned the domestic tourists' experience on the attributes of trust, the DMOs reliability in dealings and consistency in providing service and keeping intimacy with tourists were highlighted among the attributes. Domestic tourists are of the opinion that DMOS are not keen in keeping promises.

Testing of hypothesis – Foreign and domestic tourists' experience on attributes of Trust

It is found that the difference in foreign and domestic tourists' experience on Trustworthiness, intimate relationship, reliable dealings and consistency in services were

not statistically significant and do not provide evidence of difference between experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists' experience on keeping promises, honesty and credibility and interest in the successful completion of the tour were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.4.2 Commitment

It is found that the foreign tourists did not have a remarkable experience about the commitment of DMOs in Kerala. The tourists are agreed upon the keenness of DMOs in providing alternative products and services to their clients. It is noted that the DMOS are not much interested in maintaining long lasting relations with the clients. In short, the foreign tourists do not have an impression about the commitment of the DMOs towards the clients.

Domestic tourists are also having a moderate experience about the attributes of commitment and are not much agreed upon the frictionless cooperation of DMO. They positively admit the DMOs eagerness in providing alternative products and service to the clients.

Testing of hypothesis – Foreign and domestic tourists' experience on attributes of Commitment

It is observed that the difference in foreign and domestic tourists' experience on intention to maintain long lasting relationship, willingness to spend more than usual into the relationship and keenness to provide alternative products or services were not statistically significant and do not provide evidence of difference between the median experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists' experience of frictionless cooperation was statistically significant and provides evidence of difference between the experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.4.3 Cooperation

The foreign tourists are contented with the cooperation of the DMOs in Kerala. They had a higher level of perception about the attributes of cooperation. The tourists are delighted with the DMOs' timely information about the events or changes that affect the tour in Kerala. In nut a shell, the foreign tourists are agreed with the cooperation of DMOs.

The domestic tourists do not have the impression about the cooperation of DMOs in Kerala. All the attributes of the cooperation were not perceived remarkably. It is assumed that the domestic tourists show indifference on the construct. The mode of treating problem was not impressive.

Testing of hypothesis – Foreign and domestic tourists' experience on attributes of Cooperation

It is inferred that the difference in foreign and domestic tourists' experience on information about events or changes that may affect tour to Kerala, joint responsibility for completing trip to Kerala, treating problems jointly rather than individual responsibility and unexpected events/ situation is worked out with new deal were statistically significant and provide evidence of difference between the median experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.4.4 Information and Communication

It is found that the foreign tourists are of the opinion that the attributes of information and communication by DMOs are remarkable and accurate. They opined that the DMOs find sufficient time for communicating with their clients. The tourists are pleased with the information and communication of DMOs in general.

The domestic tourists' perception of the attributes of information and communication of DMOs are found relevant except in the openness of DMOs in sharing information. They hardly agreed upon the attributes and not impressive in these attributes.

Testing of hypothesis – Foreign and domestic tourists’ experience on attributes of information and Communication

It is inferred that the difference in foreign and domestic tourists’ experience on constant contact with tourists was not statistically significant and do not provide evidence of difference between experience of foreign and domestic tourists on this attribute (**no evidence to reject the null hypothesis**). Whereas, the foreign and domestic tourists’ experience of openness in sharing information, availability, sufficient time for communication, complete, accurate, and well structured format for communication and information about new services offered were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on this attribute (**reject the null hypothesis**).

9.3.4.5 Customer loyalty

It is interestingly noted that the foreign tourists loyal to the DMOs in Kerala. They are willing to do more dealings with the DMOs in the future, positive word of mouth, recommend the DMOs to others, and believe in the better performs of employees in the future. They show some degree of reluctance to choose their DMO as the first in the future destination management. It is revealed that they price sensitive in nature, i.e. giving importance to cost of services and are not willing to avail the services of the present DMOs if their prices are not competitive.

Domestic tourists are not so loyal to the DMOS in Kerala. It is found that they are willing to recommend the products and services of DMOs to their dear and near ones. They wish to do more dealings in future and willing to say positive things about the organisations. It is noted that the domestic tourists are too much price sensitive and not all willing to avail the products and services irrespective of the cost of products and services. They are also reluctant to choose a particular DMO as the first choice in destination management.

Testing of hypothesis – Foreign and domestic tourists’ experience on attributes of Customer loyalty

It is inferred that the difference in foreign and domestic tourists' experience on wish to do more deals in the future, willingness to say positive things, the recommendation to dear and near ones and better service in the future were not statistically significant and do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists' perception on first choice in destination management and willingness to avail the services irrespective of price and competitiveness were statistically significant and provide evidence of difference between experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

9.3.4.6 Guest orientation

The foreign tourists opined that guest orientation of DMOs in Kerala is significant and appreciable. It is noted that employees keep guest oriented attitude while dealing with their clients. The tourists are contented with the employees' way of understanding the changing needs of the clients, speedy dealing with enquiries and complaints, helps to take an appropriate tour decision and devotion of special time for the guests.

Domestic tourists are of the opinion that the DMOs take a guest oriented approach in the dealings. They agreed that DMOs help the tourists to take an appropriate decision with regard to their tour and travel through Kerala.

Testing of hypothesis – Foreign and domestic tourists' experience on attributes of Guest Orientation

It is depicted that the difference in foreign and domestic tourists' experience on employees' dealing with enquiry and complaint courteously and expeditiously, employees' initiative to resolve complaints irrespective of direct responsibility, treating tourists equally, employees' help to take appropriate decision with regard to tour and devoting special time for tourists were not statistically do not provide evidence of difference between the experience of foreign and domestic tourists on these attributes (**no evidence to reject the null hypothesis**). However, the foreign and domestic tourists'

experience on employees' understanding of the changes in needs was statistically significant and provides evidence of difference between the experience of foreign and domestic tourists on these attributes (**reject the null hypothesis**).

Trust is the most important factor of relationship quality of DMO perceived by the foreign tourists followed by effective communication and information. Domestic tourists are of the opinion that the trust is the major component of relationship quality followed by guest orientation and information and communication.

9.3.5 Retention strategies

The foreign tourists perceived that value for money is the most effective retention strategy of DMOs in Kerala followed by special parting gift, special discounted rate for tourists who carries the recommendation of existing clients, superior quality products and service and reasonable rates, compensation of service failure by offering upgraded services or bill adjustments and percentage of discounts allowed for repeat visits. The ineffective strategies among the group are patronage awards, rebates and cash backs, advance technology for communication and money handling, number of guest relations executives and special packages and reunions.

The most effective retention strategy, perceived by the domestic tourists is the 'one call strategy'. Value for money and 24x7 help desk facility are also effective in retention. Patronage awards, rebates, cash backs, special packages and reunions, tourist's engagements, surprise gifts, special training programmes and advanced technology for communication are not so effective in retention. The DMOs have implemented many strategies directly and indirectly which obtained mixed opinion from the foreign and domestic tourists.

9.4 Suggestions

The study gives some suggestions to the DMOs in the unorganised sector and policy makers in Kerala Tourism, based on the research findings and observation of the researcher.

9.4.1 Suggestions to DMOs

The DMOs are responsible for identifying the destinations having tourism potentials, help the policy makers to develop and maintain the destination and promote the destination with appropriate marketing strategies. The research findings are useful to these organisations to chalk out strategies to improve their performance in the market.

- Give memorable experiences to tourists in all tourism activities through cultural interaction, participatory tourism and with the help of guides. Hire and train persons with multi-linguistic abilities for providing trustworthy guide service to the tourists from different parts of the globe
- Avail the financial, advisory and consultancy services of corporations like TFCI for launching new tourism projects and products in the market
- Make more investments in and promote sports tourism in Kerala as the state has abundant potential for such activities, especially for golf tourism, MICE and land, water and air based adventurous entertainments
- Develop and implement a proper waste management system in and outside the organisation and create awareness among the guests and induce them to practice the same. Eco-friendliness should be maintained in all the phases of destination management
- Develop activity oriented tour packages for foreign and domestic tourists. The yoga and meditation should be given prime consideration while developing tour packages especially for foreign tourists
- Employee turnover in DMOs should be controlled by identifying the causes through exit interviews, etc. in order to provide consistent and reliable services to the clients
- Rethink about the fares and charges for accommodation and other services and make it affordable for the tourists especially for the domestic tourists. Energy and cost audits can be conducted to reduce the cost of operations

- Due consideration should be given to the safety and security of the guests by adopting proper measures and systems. Comply with the norms and standards in maintaining security
- Establish a wider network of inter and intra industrial relations with other service providers to give tourists an enchanting experience by connecting the specialities of Kerala tourism
- Set up a 24x7 help desk facility in DMOs to cater the needs of the tourists
- Promote research in the field of hospitality and tourism destination management, which bring out innovation and modification of existing products and services

9.4.2 Suggestions to the policy makers in Kerala Tourism

The policy makers of Kerala Tourism are the Department of Tourism, Govt. of Kerala and the DMOs in the organised sector like KTDC, DTDCs etc. They are obliged to plan and implement policies for developing and managing destinations. The research findings are helpful to them to manage destinations properly.

- Plan and implement feasible tourism project with smaller investments rather than going for impractical and unmanageable heavy projects with huge investment because of the problem of timely maintenance and management. Bring out ‘magical changes through small things’
- The LSGs should be given the prime responsibility of identifying and developing a tourist destination as it has greater accessibility to the destinations and knowledge about the potentials of those destinations
- Frame proper follow up system to trace out the working of the existing projects and tourism promotion activities with the help of community participation

- A 'Tourism Potential Survey' must be conducted with the help of LGS throughout Kerala to unveil the untapped tourism potentials/destinations
- The cleanliness and hygiene of the destinations should be confirmed by placing an adequate number of waste bins at different corners of the destinations, in cooperation with local communities and with strict enforcement of laws
- Strictly control the disturbances from beggars and street vendors at tourist destinations by proper enforcement of law
- Set up new tourism finance schemes for the tourism related entrepreneurs with the help of banking and financial institutions in Kerala. State level Tourism Finance Organisations are needed for funding of tourism entrepreneurship
- Underutilised tourism destinations of the state must be strategically exploited through public - private - local partnerships (PPLP). The destination and infrastructure development can be fulfilled in this way without much financial burden to the Government and with the wholehearted support of the local public
- Select a theme for Kerala tourism every year to be highlighted in tourism promotion so that the boredom of repeat visitors can be avoided
- Discourage the unnecessary strikes and political insurgencies with the cooperation of political leaderships and through proper awareness campaigns
- Proper parking spaces should be provided at the destinations with the help of LSGs. It would be an additional income for LSGs
- It is very urgent to establish sufficient public toilet facilities with proper maintenance provisions in all cities and tourist destinations, especially in rural destinations.

- Adequate cloak room facilities should be arranged for the tourists to keep their valuables when they go for tourism activities
- A Grievance Redressal Cell should be instituted at all major tourist destinations to protect the interest of tourists and to prevent the exploitation by the marketers
- Chalk out new schemes of tourism development through community/local participation and the community should be financially benefited out of it. The local public would be more interested in protecting the destinations if they get a direct financial advantage
- Carrying capacity studies of houseboats and destinations should be conducted in order to avoid the possible accidents and contaminations. Strictly impose the rules regarding the carrying capacities through surprise inspection, fines and penalty etc.
- Set up targets in the number of tourists and revenues and formulate strategies and work hard for attaining the target. Quick decisions should be taken to modification and maintenance of infrastructure to accommodate the targeted tourist traffic
- Proper safety and security should be provided at destinations, especially for women. It can be attained with the help of the Police Department and any other security services.

9.5 Conclusion

Tourism is one the major revenue generating industries of Kerala and its contributions are remarkable in many ways. The industry included DMOs in organised and unorganised sectors play a vital role in developing and marketing of tourist destinations for bagging foreign exchange for the state. It uses the contemporary technological and management possibilities for attaining the best in the industry. Kerala tourism offers a variety of innovative tourism themes and promotes its own traditional

and conventional products and services. Out of which, certain themes and products were become very popular in the international markets and bagged lots of laurels to the state. The Industry comprises of different types of service providers whose services are to be connected for providing a comprehensive package to the tourists.

The perception of tourists about the destination attributes is crucial in destination planning and development. The research problem statement depicts the issues in destination planning, development and infrastructure management. The research has given a macro view on the destination management and functioning of destination management organisations in the Kerala tourism industry and has identified the problematic areas in destination attributes. The study also identified the gap in service quality to determine the level of tourist satisfaction on the organisational attributes and the level of tourist satisfaction is found noteworthy. Relationship quality of the DMOs speaks about their initiatives in maintaining long lasting relationship with the clients. They are keen in keeping a warm quality relationship with the clients. The perception of tourists about the effectiveness of customer retention strategies of DMOs helps to bring innovation in the retention strategies. The tourists' response to the existing strategies reveals the acceptability and influence of such strategies in contributing repeat visits.

The customer relationship of destination management organisations reveals that they are offering better care and concern for all tourists and brings out customisation in possible ways. The dark areas of the organisations can be lightened by the deliberate actions of the management. The possibility of tourists' switching of destination to other states and countries due to customer relationship issues of DMOs in Kerala is very less. However, many of the destination attributes are not well maintained. There are some fundamental issues related to basic amenities and infrastructure that hinder the tourists to repeat visits and induce them for switching the destination. Therefore, the tourism industry must be given prime concern in developmental activities for sustainable and consistent growth of tourism and revenue generation in Kerala.

9.6 Scope for Further Research

The research has opened boulevard for proceeding further researches related to the areas of the study. The researcher proposes the following areas for further researches.

1. Role of Local Self-Governments in unveiling the tourism potentials of rural destinations in Kerala.
2. Sustainable tourism development through responsible tourism initiatives: An empirical study with reference to backwater destinations in Kerala.
3. An evaluative study on the prospects and challenges of sports and adventurous tourism in Kerala.
4. A qualitative study on the effect of labour turnover in the unorganised hospitality sector in Kerala.
5. An empirical study on the opportunities of MICE tourism and convention industry in Kerala.
6. A study on the effectiveness of innovative tourism projects of Kerala tourism in bringing out sustainable tourism destination development in Kerala.





BIBLIOGRAPHY

Books

Abraham, Davis. *The Rough guide to Kerala*. India : Rough Guides, 2010.

Andrews, Sudhir. *Introduction to Tourism and Hospitality Industry*. 1. McGraw Hill Education (India) Private Limited, 2007.

Apte, Govind. *Service Marketing*. 1. Oxford University Press, 2004.

Biju, M.R. *Sustainable Dimensions of Tourism Management*. 1. New Delhi: Mittal Publications, 2006.

Enz, Cathy A. *Hospitality Strategic Management*. John Wiley & Sons, Inc., 2010.

Jayapalan, N. *An Introduction to Tourism*. New Delhi: Atlantic Publishers and Distributors, 2001.

Kye-Sung Chon, K. S. Chon and Raymond T. Sparrowe. *Welcome to Hospitality: An Introduction*. Del Mar, California : Cengage Learning, Inc, 2000.

Minnaert, Clare Inkson and Lynn. *Tourism Management: An Introduction*. New Delhi: SAGE Publications India Pvt. Ltd., 2012.

Mohanty, Pragati. *Hotel Industry and Tourism in India*. New Delhi: APH Publishing Corporation, 2008.

Negi, Jagmohan. *Hospitality Management*. 1. New Delhi: Laxmi Publications, 2009.

Nield, Stephen Ball. Susan Horner and Kevin. *Contemporary Hospitality and Tourism Management issues in China and India*. Elsevier Ltd., 2007.

Page, Stephen J. *Tourism management: An Introduction*. 4. Burlington: Elsevier Ltd., 2011.

Phillip Kotler, Kevin lane Keller, Abraham Koshy and Mithileshwar Jha. *Marketing Management a South Asian Perspective*. 13. Pearson, 2008.

Ravisanker, K.V. *Kerala Tourism Handbook*. Tourism India, 2005.

Seth, Pran Nath. *Successful Tourism*. Vol. 2. Sterling Publishers Pvt. Ltd., 2006.

Subburaj, V. *Tourist Guide to Kerala*. 1. Sura Books, 2006.

The Pocket Oxford American Dictionary and Thesaurus (2010: 692)

Walker, John R. *Introduction to Hospitality Management*. 2. New Delhi: Pearson Prentice Hall, 2009.

Ward, John. *An Introduction to Travel and Tourism*. Longman Pub Group, 2000

Journals and Articles

Aamna Shakeel Abbasi, Wajiha Khalid, Madeeha Azam and Adnan Riaz. "Determinants of Customer Satisfaction in Hotel Industry of Pakistan." *European Journal of Scientific Research* 48.1 (2010): 97-105.

Abdul Highe Khan, Ahasanul Haque and Muhammad Sabbir Rahman. "What Makes Tourists Satisfied? An Empirical Study on Malaysian Islamic Tourist Destination." *Middle-East Journal of Scientific Research* 14.12 (2013): 1631-1637.

Acharyaa, Elizabeth A. Halpenny & Baikuntha Prasad. "Homestays as an Alternative Tourism Product for Sustainable Community Development: A Case Study of Women-Managed Tourism Product in Rural Nepal." *Tourism Planning & Development* 10.4 (2013): 367-387.

Akın Aksu, Ebru Tarcan Icigen, Ruya Ehtiyar. "A Comparison of Tourist Expectations and Satisfaction: A Case Study from Antalya Region of Turkey." *TURIZAM* 14.2 (2010): 66-77.

Al-Ababneh, Mukhles. "Service Quality and its Impact on Tourist Satisfaction." *Interdisciplinary Journal of Contemporary Research in Business* 4.12 (2013): 164-177.

- Al-Abdallah, Ghaith Mustafa, and Assd H. Abo-Rumman. "The Effect of Brand Associations on Customer Loyalty: Empirical Study on Mobile Devices in Jordan." *American Academic & Scholarly Research Journal* 5.1 (2013).
- Ali Af. Asgari, Abu Bakar Abdul Hamid, Azadeh Asgari and Seyedhamed Mousavipour. "The Determinants of E-Relationship Quality on E-Satisfaction In Hotel Websites." *IOSR Journal of Engineering (IOSRJEN)* 2.9 (2012): 36-41.
- Aloo, Antoneta Njeri Kariru and Charles. "Customers' perceptions and expectations of service quality in hotels in western tourism circuit, Kenya." *Journal of Research in Hospitality, Tourism and Culture* 2.1 (2014): 1-12.
- Al-Rousan, M. Ramzi, and Badaruddin Mohamed. "Customer Loyalty and the Impacts of Service Quality: The Case of Five Star Hotels in Jordan." *International Journal of Human and Social Sciences* (2010): 886-892.
- Alwie, Jamil Bojei and Aryaty. "The Influence of Relationship Quality on Loyalty in Service Sector." *International Journal of Economics and Management* 4.1 (2010): 81-100.
- Angelo A. Camillo, Angelo Presenza, Antonio Minguzzi. *The Determinants of Customer Satisfaction in Emergent Tourist Destinations: A Strategic Investigation in South Central Italy*. Retrieved 6 August, 2011 from <http://ssrn.com/abstract=1861390>
- Arrey, Basse Benjamin Esu and Vivian Mbaze Ebock. "Tourists' Satisfaction with Cultural Tourism Festival: a Case Study of Calabar Carnival Festival, Nigeria." *International Journal Business and Management* 4.3 (2009).
- Athira, M. "TOAK all set to launch 'Say No To Hartal' campaign." *The New Indian Express*, February 08, 2010.
- Badarneh, Ahmad Puad Mat Som and Mohammad Bader. "Tourist Satisfaction and Repeat Visitation; Toward a New Comprehensive Model." *International Journal of Human and Social Sciences* 6.1 (2011): 38-45.

- Baker , D.A and Crompton J.L. "Quality, satisfaction and behavioural intentions." *Annals of Tourism Research* 27.3 (2000): 785-804.
- BRDC. "Discover Kerala's exciting past at Bekal: Home to an unspoilt beach and an ancient fort." Retrieved from <http://www.bekaltourism.com/> August 20, 2014.
- Bucak, Turgay. "The Effect of Service Quality on Customer Satisfaction: A Research on Hotel Businesses." *International Journal of Education and Research* 2.1 (2014).
- Campo, Sara, and María J. Yagüe. "Tourist loyalty to tour operator: Effects of price promotions and tourist effort." *Journal of Travel Research* 46.3 (2008): 318-326.
- Carmen Lages, Cristiana Raquel Lages and Luis Filipe Lages. "The RELQUAL Scale: A Measure of Relationship Quality in Export Market Ventures." (2004). Retrieved from <http://econpapers.repec.org/paper/unlunlfep/wp447.htm>, on December 14, 2014.
- Carmen Lagesa, Cristiana Raquel Lagesb and Luis Filipe Lagesc. "The RELQUAL scale: a measure of relationship quality in export market ventures." *Journal of Business Research* (2005): 1040– 1048.
- Chang, David Bowie and Jui Chi. "Tourist satisfaction: A view from a mixed international guided package tour." *Journal of Vacation Marketing* 11.4 (2005): 303–322.
- Cheng, Shan-Shan. "Antecedents and consequences of relationship quality in the bed-and-breakfast industry of fu-hsing village, Taiwan Diss." *Texas Tech University*. TAIWAN, May 2004.
- Çoban, Suzan. "The Effects of the Image of Destination on Tourist Satisfaction and Loyalty: The Case of Cappadocia." *European Journal of Social Sciences* 29.2 (2012): 222-232.

- Crompton, Shu Tian-Cole & John. "A conceptualisation of the relationships between service quality and visitor satisfaction, and their links to destination selection." *Leisure Studies Journal* 22.1 (2003): 65-80.
- Dabestani, Arash Shahin and Reza. "Correlation Analysis of Service Quality Gaps in a Four-Star Hotel in Iran." *International Business Research* (2010): 40-46.
- Dayang Nailul Munna Abang Abdullah, and Francine Rozario. "Influence of Service and Product Quality towards Customer Satisfaction: A Case Study at the Staff Cafeteria in the Hotel Industry." *World Academy of Science, Engineering and Technology* (2009): 185-190.
- Dingding Chao, Taro Kanno and Kazuo Furuta. "Experimental study on tourist satisfaction using participatory simulation in a virtual environment." *Springer Plus Open Journal* (2013).
- Doanh, Nguyen Van Huy and Nguyen Khanh. "servqual application to assess service quality in the hotel industry in Hanoi, Vietnam." *Journal Science & Technology* 71.9 (2009): 17-25.
- DTPC. *Discovered India*. Retrieved from <http://www.discoveredindia.com/kerala/district-tourism-promotion-council.htm> September 12, 2014.
- Ehsan Sadeh, Farid Asgari, Dr. Leila Mousavi, and Sina Sadeh. "Factors Affecting Tourist Satisfaction and Its Consequences." *Journal of Basic and Applied Scientific Research* 2.2 (2012): 1557-1560.
- Elliott, Juan Meng and Kevin M. "Investigating Structural Relationships Between Service Quality, Switching Costs, and Customer Satisfaction." *Journal of Applied Business and Economics* 9.2 (2009): 54-66.
- Ellis, Abraham Pizam and Taylor. "Customer satisfaction and its measurement in hospitality enterprises." *International Journal of Contemporary Hospitality Management* 11.7 (1999): 326-339.

- Fisher, Yany Gregoire and Robert J. "The effects of relationship quality on customer retaliation." *Marketing Letters* 17.1 (2006): 31-46.
- Fujita, Tomoyuki Furutani and Akira. "A Study on foreign tourists' behavior and consumer satisfaction in Kamakura." *Journal of the Eastern Asia Society for Transportation Studies* 6 (2005): 2154 - 2169.
- Gangotia, Amit. "Home Stay Scheme in Himachal Pradesh: A Successful Story of Community Based Tourism Initiatives (CBTIS)." *Global Journal for Research Analysis* 2.2 (2013).
- George Costa, Eleni Glinia, Mario Goudas & Panagiotis Antoniou. "Recreational Services in Resort Hotels: Customer Satisfaction Aspects." *Journal of Sport Tourism* 9.2 (2004): 117–126.
- Gerson, Richard F. *Measuring Customer Satisfaction : A Guide to Managing Quality Service*. Menlo Park: Crisp Publications, Incorporated, 1993.
- Gloria Honny Asirifi, Paul Goddey Gablah, Emmanuel Kwaw and Joseph Honny. "Quality service in the hotel industry: Evidence from Alisa hotel Ghana." *Science Journal of Business and Management* 2.5 (2014): 131-135.
- Gržinić, Jasmina. "concepts of service quality measurement in hotel industry." *Ekonom. Misao Praksa DBK. GOD XVI*. (2007): 81-98.
- Guzzo, Gandolfo Dominici and Rosa. "Customer Satisfaction in the Hotel Industry: A Case Study from Sicily." *International Journal of Marketing Studies* 2.2 (2010): 3-12.
- Han, Heesup, and Kisang Ryu. "The roles of the physical environment, price perception, and customer satisfaction in determining customer loyalty in the restaurant industry." *Journal of Hospitality & Tourism Research* 33.4 (2009): 487-510.

- Hua, Huang Hui-Chuan and Kuo Mei. "A Study on Tourist Satisfaction in Sanyi." *International Journal of Innovation, Management and Technology* 5.4 (2014): 244-248.
- Huang, Ching- Hsu. "The Impact of Relationship Quality on Customer Loyalty." *Journal of Contemporary Management* (2012): 53-68.
- Huh, Jin. *Tourist Satisfaction with Cultural/Heritage Sites: The Virginia Historic Triangle*. Master Thesis. US. : Faculty of Virginia Polytechnic. Institute and State University. , 2002.
- Ivana Blešić, Dragan Tešanović and đorđe Psodorov. "Consumer satisfaction and quality management in the hospitality industry in South-East Europe." *African Journal of Business Management* 5.4 (2011): 388-1396.
- Janatyan, Arash Shahin & Nassibeh. "Estimation of Customer Dissatisfaction Based on Service Quality Gaps by Correlation and Regression Analysis in a Travel Agency." *International Journal of Business and Management* 6.3 (2011): 99-108.
- Jusoh, Farzaneh Mola and Jamil. "Service Quality in Penang Hotels: A Gap Score Analysis." *World Applied Sciences Journal 12 (Special Issue of Tourism & Hospitality)*_(2011): 19-24.
- KITTS. "Welcome to KITTS." Retrieved from <http://www.kittsedu.org/> September 25, 2014.
- Klimek, Katarzyna. "Destination Management Organisations and thier shift to Sustainable Tourism Development." *European Journal of Tourism, Hospitality and Recreation* 4.2 (2013): 27-47.
- Kofi Poku, Mariama Zakari and Ajara Soali. "Impact of Service Quality on Customer Loyalty in the Hotel Industry: An Empirical Study from Ghana." *International Review of Management and Business Research* 2.2 (2013): 600-609.

- Kouhpaei, Mahnoush. "The Right SERVQUAL Wins Passenger's Loyalty." *World Journal of Social Sciences* 1.4 (2011): 150-158.
- Kuriakose, Issac George and Saji. "A Study to analyze the Satisfaction Level of Tourists relating to facility available in the Backwater Tourism in Alleppey." *International Journal of Engineering and Management Research* 2.3 (2012).
- Lau Pei Mey, Abdolali Khatibi Akbar and David Yong Gun Fie. "Measuring Service Quality and Customer Satisfaction of the Hotels in Malaysia: Malaysian, Asian and Non-Asian Hotel Guests." *Journal of Hospitality and Tourism Management* 13.2 (2006): 144-160.
- Lee, Sanghyun, and Stephen J. Hiemstra. "Meeting planners' perceptions of relationship quality." *Journal of Hospitality & Tourism Research* 25.2 (2001): 132-146.
- Li, Xiang Robert. "Loyalty regardless of brands? Examining three non-performance effects on brand loyalty in a tourism context." *Journal of Travel Research* (2009).
- Ling, Lee Jin. *Service Quality of Travel Agencies in Taiwan*. Taiwan: Tourism and Leisure Business Management Department, 2007.
- Luminita, Ban Olimpia & Popa. "Guest Service Quality Assessment in Tourism, using an Attributes scale." *Annals of Faculty of Economics* 1.2 (2010): 378-384.
- Mage, Grace Nduta. "Empirical Estimation of Customer Loyalty in Tourism Industry." *International Research Symposium in Service Management*. Mauritius, 2010. 1-18.
- Maraj Rehman Sofi, Iqbal Ahmad Hakim and Mohd Rafiq Gadoo. "Service Quality Variables and Tourist Satisfaction at Destination Level – A Study of J&K Tourism." *International Journal of Applied Research and Studies* 3.2 (2014).
- Maria Graça Batista, João Pedro Couto and Diana Botelho. "Tourists' Satisfaction and Loyalty in the Hotel business: an application to the island of São Miguel, Azores."

2011. Retrived 8 November 2012 from http://www.ceeapla.uac.pt/uploads/pms/attachments/7225_paper17-2011.pdf

Mario Pepur, Zoran Mihanović and Josip Arnerić. "interdependence between relationship quality dimensions." *Croatian Operational Research Review (CRORR)* 2 (2011): 255-263.

Mason, David DM, Carmen Tideswell, and Elizabeth Roberts. "Guest perceptions of hotel loyalty." *Journal of Hospitality & Tourism Research* 30.2 (2006): 191-206.

Mechinda, Panisa, et al. "An examination of tourists' loyalty towards medical tourism in Pattaya, Thailand." *International Business & Economics Research Journal (IBER)* 9.1 (2010).

Mezei, Karmen Andrea. "Tourist Destination Management." *Journal of Tourism* (2009): 52-58.

Miguel A. Moliner, Javier Sánchez, Rosa M. Rodríguez, Luí s Callarisa. "Relationship quality with a travel agency: The influence of the postpurchase perceived value of a tourism package." *Tourism and Hospitality Research* 7.3/4 (2007): 194–211.

Mohammed, Almassawi and. "Analyzing service quality in the hospitality industry: the case of Bahrain." *Indian Journal of Economics & Business* 7.2 (2008): 215.

N.H.M. Salleh, A.N Zarul, R. Othman and S.H Mohd Idris. "Determinant Factors and Tourist Satisfaction Index: A Case Study at the Pulau Kapas Marine Park." *AENSI Journals - Advances in Natural and Applied Sciences* 8.1 (2014): 5-11.

Nair, G.K. "KTDC introduces houseboat classification." *The Hindu Business Line* February 28, 2013.

Oliver, Richard L. "Cognitive, Affective, and Attribute bases of the Satisfaction Response." *Journal of Consumer Research* 20 (1993): 418-430.

- Oroian, Maria. "Exploring the relationship between satisfaction and destination loyalty in business tourism." *Academica Science Journal* 2.1 (2013): 35-47.
- Parasuraman A., Valarie A. Zeithaml and Leonard L. Berry. "SERVQUAL: A Multiple - Item Scale for Measuring Consumer Perceptions of Service Quality." *Journal of Retailing* 64.1 (1998): 12-40.
- Patricia Oom do Valle, João Albino Silva, Júlio Mendes and Manuela Guerreiro. "Tourist Satisfaction and Destination Loyalty intention: A Structural and Categorical Analysis." *International Journal of Business Science and Applied Management* 1.1 (2006).
- Perunjodi Naidoo, Prabha Ramseook-Munhurrun, Jeynakshi Ladsawut. "Tourist Satisfaction with Mauritius as a Holiday Destination." *Global Journal of Business Research* 4.2 (2010).
- Prebensen, Nina K. "Tourist Satisfaction with a Destination: Antecedents and Consequences ." (2004). Retrieved March 12, 2014 from http://www.esade.edu/cedit2004/pdfs/52_Prebensen.pdf
- Prybutok, Hong Qin and Victor R. "Service quality, customer satisfaction, and behavioral intentions in fast-food restaurants." *International Journal of Quality and Service Sciences* 1.1 (2009): 78-95.
- Puciato, Boleslaw Goranczewski and Daniel. "application of servqual questionnaire in the measurement of quality of hotel services." *Polish Journal of Sports and Tourism* 18 (2011): 166-171.
- Qadir, Mushtaq Ahmad Bhat and Nabina. "Tourist Satisfaction in Kashmir: An Empirical Assessment." *Journal of Business Theory and Practice* 1.1 (2013): 152-166.
- Radhakrishnan, S. Anil. "Tourist information centres to get a makeover." *The Hindu*, March 26, 2012.

- Raemah Abdullah Hashim, Puti Maizan Mashudi, Zainora Hayat Hudi, Nor Khalidah Abu Jahit, Safiah Rashid, Raja Hanaliza Raja Ahmad. "Influence of Relationship Quality on Hotel Guests' Loyalty: A Case Study of a Malaysian Budget Hotel." *Canadian Journal on Scientific and Industrial Research* 2.6 (2011): 220-229.
- Raja Roslan Raja Abd. Rahman, Khalthom Husein, Hassan Adnan, Ahmad Hidayat Ahmad Ridzuan & Juan Rizal Saari. "effectiveness of servqual dimensions in increasing customer satisfaction between hotel and resort in melaka." *Journal of Human Capital Development* 3.2 (2010): 133-150.
- Raspor, Suzana Markovi ć and Sanja. "Measuring Perceived Service Quality Using servqual: A Case Study of the Croatian Hotel Industry." *Management* 5.3 (2010): 195-209.
- S.Sivesan. "Heritage Attributes and Its Role in the Satisfaction of Tourist in Sri Lanka." *KKIMRC IJRSSM* 1.1 (2012).
- Sahaf, Aijaz A. Khaki and Musadiq A. "Satisfaction of visiting tourists to Kashmir Division." *South Asian Journal of Tourism and Heritage* 4.1 (2011): 63-71.
- Seyed Alireza Mousavi, Maryam Ashraf, Parisa Rajaey, Nahid Moones Toosi. "An study some of the factors affecting on relationship quality employee - customer in the hotel industry by Fuzzy logic." *The Journal of Mathematics and Computer Science* 2.2 (2011): 348-358.
- Shahab Alam Malik, Laeeq Hassan Jaswal, Shujah Alam Malik and Tahir Mumtaz Awan. "measuring service quality." *International Journal for Quality Research* 7.2 (2013): 187-200.
- Sher Akbar, Ahmad Puad Mat Som, Fazli Wadood and Naser Jamil Alzaidiyeen. "Revitalization of Service Quality to Gain Customer Satisfaction and Loyalty." *International Journal of Business and Management* 5.6 (2010): 113-122.
- SIHM-K. "Welcome to SIHM." Retrieved from <http://www.sihmkerala.com/> September 25, 2014.

- Snaith, John Tribe and Tim. "From SERVQUAL to HOLSAT: holiday satisfaction in Varadero, Cuba." *Tourism Management* 19.1 (1998): 25-34.
- Su, Allan Yen-Lun. "Customer satisfaction measurement practice in Taiwan hotels." *International Journal of Hospitality Management* 23 (2004): 397-408.
- Suki, Norazah Mohd. "Examining Hotel Service Quality Elements Effects on Overall Tourists Satisfaction." *European Journal of Social Sciences* 30.4 (2012): 646-653.
- Sung-sook Kang, Nobuyuki Okamoto and Herbert A. Donovan. "Service quality and its effect on customer satisfaction and customer behavioral intentions: hotel and ryokan guests in Japan." *Asia Pacific Journal of Tourism Research* 9.2 (2004): 189-202.
- Suzana Markovic and Sanja Raspor Jankovic,. "exploring the relationship between service quality and customer satisfaction in croatian hotel industry." *Tourism and Hospitality Management* 19.2 (2013): 149-164.
- Taberner, Joaquín Alegre Marin and Jaume Garau. "Satisfaction and dissatisfaction with destination attributes: influence on overall satisfaction and the intention to return ." (2006). Retrieved 8 November, 2012. from: <http://www.esade.edu/cedit/pdfs/papers/pdf6.pdf>
- Tahir Albayrak, Meltem Caber and Safak Aksoy. "Relationships of the Tangible and Intangible Elements of Tourism Products with Overall Customer Satisfaction." *International Journal of Trade, Economics and Finance* 1.2 (2010): 140-144.
- Tanja Dmitrovic', Ljubica Knez'evic' Cvelbar, Tomaz' Kolar, Maja Makovec Brenc'ic Irena Ograjens'ek and Vesna Z' abkar. "Conceptualizing tourist satisfaction at the destination level." *International Journal of Culture, Tourism and Hospitality Research* 3.2 (2009): 116-126.
- Tate, Mounir G. Ragheb & Richard L. "A behavioural model of leisure participation, based on leisure attitude, motivation and satisfaction." *Leisure Studies Journal* 12.1 (1993): 61-70.

- Thuy- Huong Truonga, David Foster. "Using HOLSAT to evaluate tourist satisfaction at destinations: The case of Australian holidaymakers in Vietnam." *Tourism Management* 27, (2006): 842–855.
- Tideswell, Carmen, and Elizabeth Fredline. "Developing and rewarding loyalty to hotels: the guest's perspective." *Journal of Hospitality & Tourism Research* 28.2 (2004): 186-208.
- Tzuhui A. Tseng, David Y. Chang & Ching-Cheng Shen. "The relationships between leisure behaviors and life satisfaction of foreign labors in Taiwan – the case of Thai labours." *Advances in Hospitality and Leisure* 5 (2009): 25-50.
- Uysal, Yoosik Yoon and Muzaffer. "An examination of the effects of motivation and satisfaction on destination loyalty: a structural model." *Tourism Management* 26.1 (2005): 45-56.
- V. J. Patil, R. V. Bhole and S.V. Dhake. "A study of hill station tourist satisfaction : A case study of Mahabaleshwar." *Shodh, Samiksha aur Mulyankan (International Research Journal)* II.5 (2009).
- Vera Patrício, Rogério Puga Leal and Zulema Lopes Pereira. "Applicability of SERVQUAL in restaurants: an exploratory study in a Portuguese resort." *Enterprise and Work Innovation Studies* (2006): 127-136.
- Vilte Auruskeviciene, Laura Salciuviene, Vida Skudiene,. "The Relationship Quality Effect on Customer Loyalty." *Pecvnia* (2010): 23-36.
- Wiriyakitjar, Phusit Wonglorsaichon and Rawida. "Hotel Customer Expectations of Service: A Provincial Analysis of Family Business in Chiangmai, Thailand." *Journal of Tourism Research & Hospitality* 2.3 (2013).
- WTO. *A Practical Guide to Tourism Destination Management*. Madrid, Spain: World Tourism Organization, 2007.

WTO. *Survey of Destination Management Organisations*. World Tourism Organisation, 2004.

Yerian, Moses Makonjio Okello and Sarah. "Tourist satisfaction in relation to attractions and implications for conservation in the protected areas of the Northern Circuit, Tanzania." *Journal of Sustainable Tourism* 17.5 (2009): 605–625.

Young Namkung, SooCheong Jang. "Does Food Quality Really Matter in Restaurants? Its Impact On Customer Satisfaction and Behavioral Intentions." *Journal of Hospitality & Tourism Research* 31.3 (2007): 387-410.

Reports and Proceedings

Ajims P Muhammed and V.P.Jagathyraj. "Challenges faced by Kerala Tourism Industry." *Conference on Tourism in India - Challenges Ahead*. Kozhikode: IIMK, 2008. 13-16.

Alvin Hung-Chih Yu, Duarte Morais and Garry Chick. "service quality in tourism: a case study of the 2001 study tour of Taiwan." *Proceedings of the Northeastern Recreation Research Symposium*. Bolton Landing, New York: USDA Forest Service, Northeastern Research Station, 2005. 318-326.

Avelini Holjevac, Ivanka, Suzana Marković and Raspor and Sanja. "customer satisfaction measurement in hotel industry: content analysis study." *4th International Scientific Conference "Planning for the future learning from the past: Contemporary Developments in Tourism, Travel & Hospitality"*. Rhodes Islands, Greece, April 2009.

Badwaik, A.V. Shukla & Harish B. "Tourist Satisfaction – A study of Tourist destinations in Maharashtra." *Conference on Tourism in India – Challenges Ahead*. IIMK, May 2008. 137-142.

- Brey, Eric T. *Resort Definition & Classifications: A Summary Report to Research Participants*. Memphis: Center for Resort and Hospitality Business, University of Memphis, 2009.
- Chang, Yinghua Huang and Fei. "Exploring Travel Agency Relationship Quality and relationship outcomes in China." *Proceedings of the Annual Meeting of the Association of Collegiate Marketing Educators*. Xiamen, Fujian, China: Xiamen University, 2008. 443-459.
- Chiesa, Jennifer Blanke and Thea. *The Travel & Tourism Competitiveness Report*. Geneva: World Economic Forum, 2013.
- DOT, Govt. of India. *India Tourism Statistics at a glance 2013*. July 2014.
- Filep, Sebastian. "Measuring Happiness: A new look at tourist satisfaction." *Proceedings of the 18th Annual Council for Australian University Tourism and Hospitality Education (CAUTHE) conference*. Surfers Paradise, Queensland, Australia: Department of Tourism, Leisure, Hotel and Sport Management, Griffith University, Gold Coast, 11th – 14th of February, 2008.
- Foster, David. "Measuring Customer Satisfaction In The Tourism Industry." *Third International & Sixth National Research Conference on Quality Management*. Melbourne 3001, Victoria Australia: The Centre for Management Quality Research, RMIT University, February 15, 1999.
- Huang, Li-Chun. "Determinants of Service Quality for Tourists' Satisfaction and Loyalty for Wine Tourism." *The Australian and New Zealand Marketing Academy Conference*. Taiwan, 2008. 1-3.
- Izatul Yussof, Azizi Bahaiddin & Badaruddin Mohamed. "Tourist evaluation on the food experience in tourism: Case study in terengganu." *3rd International Conference on business and Economic Research Proceeding*. Bandung, Indonesia, 2012. 2561-2576.

- Manente, Mara. "Destination Management and Economic Background: Defining and monitoring local tourist destinations ." *International Conference on Measuring Tourism Economic Contribution at Sub-National Levels*. October 2008. 29-31.
- Mingfang, Zhu. "Assessing Inbound Tourists' Overall Satisfaction Using the Tourist Satisfaction Index : A case study of Shenzhen, P.R. China." *International Conference on Economics and Finance Research*. Singapore: IACSIT Press, 2011.
- Myerscough, Mark A. "Concerns about SERVQUAL's underlying Dimensions ." *Proceedings of 2002 International Association for Computer Information Systems Conference*. 2002. 462-470.
- Ngoc, Mai Ngoc Khuong and Nguyen Thoai. "factors affecting tourist destination satisfaction through mediating variable of perceived service quality – a study in Ho Chi Minh City, Vietnam." *5th international conference on business and economic research (5th icber 2014) proceeding*. Kuching, Malaysia, 2014. 312-326.
- Prabaharan, A. Arulraj and V. Rajagopal. "Service Quality on Tourism: Application of Structural Equation Modeling." *Conference on Tourism in India – Challenges Ahead*. Calicut: IIMK, 15-17 May 2008. 143-150.
- Qin, Hong. "service quality perceptions in fast-food restaurants in China." *Decision Sciences Institute 39th Annual Meeting Proceedings*. Baltimore, Maryland: Decision Sciences Institute, 2008. 1821-1826.
- Rahman, Nor'Aini Yusof and Faiz Abd. "Tourists' Perceptions of Service Quality in a Lake-Based Tourism Area." *International Conference on Business and Economics Research*. Singapore: IACSIT Press, 2011. 84-89.
- Sutanto, J.E.. "Dimension Quality of Service influence customer satisfaction in the Hotel." *Proceeding, International Seminar on Industrial Engineering and Management*. Bali, 2009. A108-A113.

UNWTO. *Technical Manual; Collection of Tourism Expenditure Statistics*. 1995.

V.P.Jagathyraj, Ajims P. Muhammed. "Challenges faced by Kerala Tourism Industry." *Conference on Tourism in India - Challenges Ahead*. Kozhikode: IIMK, 2008. 13-16.

Vesna Žabkar, Tanja Dmitrović, Ljubica Knežević Cvelbar, Maja Makovec Brenčič & Irena Ograjenšek. "Understanding perceived service quality and customer satisfaction in tourism : a case of Slovenia." *1st International Scientific Marketing Theory Challenges in Transitional Societies Conference*. Maribor, Slovenia, 2007. 167-174.

Web sites

- <http://www.travelagentsofindia.com/history.php>, August 25, 2014.
- <http://destination.unwto.org/content/conceptual-framework-0> August 25 2014
- <http://www.unep.org> December 13, 2014
- http://en.wikipedia.org/wiki/Grand_Kerala_Shopping_Festival, July 22, 2014
- http://en.wikipedia.org/wiki/Kerala_backwaters June 12, 2014
- <http://homestaysinkerala.com/> August 21, 2014.
- <http://kerala.gov.in>
- http://wikieducator.org/Tourist_Destinations September 12, 2014
- <http://www.attoi.org/> September 28, 2014.
- <http://www.catokerala.org/cato-members.html> September 28, 2014.
- <http://www.ecotours.in/monsoon.htm> May 19, 2014
- <http://www.fhrai.com/> September 26, 2014.
- <http://www.forest.kerala.gov.in/> September 25, 2014.
- <http://www.homestaykerala.org/> August 21, 2014.
- <http://www.hotelsinkerala.net/> August 20, 2014.
- <http://www.invismultimedia.com/awards.php>, July 21, 2014
- <http://www.kalamandalam.org/culturaltourism.asp>, July 21, 2014
- http://www.kerala.com/kerala_wildlife/kerala_wildlife.php July 21, 2014

- http://www.kerala.com/keralatourism/pages_health+tourism.htm, July 21, 2014
- http://www.kerala.com/keralatourism/pages_heritage+tourism.htm June 12, 2014
- http://www.kerala.com/keralatourism/pages_high+range+tourism. July 22, 2014
- <http://www.kerala.com/keralatourism/stateresources.php?id=116&Sid>
- <http://www.keralahotelsassociation.com/> September 28, 2014.
- <http://www.keralatraveloperators.com/> August 21, 2014.
- <http://www.keralatravels.com/stateresources.php?id=112&sid=14>, July 21, 2014
- <http://www.keralatravels.com/stateresources.php?id=88&sid=14>, July 21, 2014
- <http://www.keralatravels.com/stateresources.php?id=98&sid=14>, June 20, 2014
- <http://www.keralatravels.com/stateresources.php?sid=14&id=93> June 12, 2014
- <http://www.keralatravels.com/stateresources.php?sid=14&id=97>, July 21, 2014
- <http://www.kettuvallom.com/houseboats.htm> August 21, 2014.
- http://www.kovalam.com/festivals_and_fairs_in_kovalam.php# July 21, 2014
- <http://www.ktdc.com/> September 12, 2014.
- <http://www.ktdc.com/tamarind.php>, September 10, 2014.
- http://www.old.kerala.gov.in/dept_tourism/achievements.htm, July 21, 2014
- <http://www.prokerala.com/kerala/tourism/beaches-islands.php> July 21, 2014
- <http://www.rtkerala.com/>, July 22, 2014
- <http://www.tpckerala.com/> September 26, 2014.
- <http://www.trkl.in/> August 20, 2014.
- <http://www.uravu.net/> September 26, 2014.
- <http://www.wayanad.org/> September 28, 2014.
- <http://www.weto.in/> September 26, 2014.
- <https://www.keralatourism.org/destination/backwater/>, retrieved on June 15, 2014
- <https://www.keralatourism.org/destination/beaches/>, July 22, 2014
- <https://www.keralatourism.org/destination/pilgrim-centres/>, July 21, 2014
- <https://www.keralatourism.org/destination/wildlife/>, July 20, 2014
- <https://www.keralatourism.org/kerala-at-a-glance/> May 10, 2014
- <https://www.keralatourism.org/mice/>, July 22, 2014
- <https://www.keralatourism.org/responsible-tourism.php>, July 22, 2014

- <https://www.keralatourism.org/touriststatistics/>, July 22, 2014
- <https://www.keralatourism.org/touroperators/> September 25, 2014.
- <https://www.keralatourism.org/village-life-kerala.php>, July 21, 2014
- <http://www.solimarinternational.com/tourism-development consulting/destination-management> September 12, 2014
- www.iato.in September 20, 2014.
- www.tourfed.com September 25, 2014.

A decorative graphic featuring a central black oval with the word "APPENDICES" written in white, bold, uppercase letters. The oval is surrounded by intricate black floral and vine patterns, including leaves and scrolls, creating a symmetrical, ornate frame.

APPENDICES

Appendix - I

QUESTIONNAIRE FOR FOREIGN TOURISTS

Section A: General Information

Gender Male Female

Age Up to 20 Between 21 - 40 Between 41 - 60 61 & Above

Occupation Professional Business Employee Self Employed

Student Others (specify).....

Country :

Purpose of Visit Pleasure Pilgrimage Business/Official Health care

Academic Visiting relatives/friends Others

Destination Manager Tour Operator Travel Agency Resort Hotel

(In Kerala) Others (Specify)

SECTION –B: Schedule for assessing tourists’ expectation and experience on various attributes at tourist destinations in Kerala. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Attributes	Your expectation before visiting Kerala					Your experience after visiting Kerala				
	SD	D	N	A	SA	SD	D	N	A	SA
I. ATTRACTIONS <i>(Please rate your opinion about attractions of Tourist destinations in Kerala)</i>										
a. Natural beauty of Kerala is very attractive	SD	D	N	A	SA	SD	D	N	A	SA
b. The climatic condition in Kerala is enjoyable	SD	D	N	A	SA	SD	D	N	A	SA
c. Tourist Destinations are clean and hygienic	SD	D	N	A	SA	SD	D	N	A	SA
d. I can enjoy the traditional art forms	SD	D	N	A	SA	SD	D	N	A	SA
e. I can visit wild life sanctuaries and Zoo	SD	D	N	A	SA	SD	D	N	A	SA
f. Hill stations and waterfalls are really fascinating	SD	D	N	A	SA	SD	D	N	A	SA
g. The beaches and back waters are really beautiful	SD	D	N	A	SA	SD	D	N	A	SA
h. I have opportunities to participate in the Fairs and Festivals	SD	D	N	A	SA	SD	D	N	A	SA
i. I have many opportunities to experience the culture and traditions	SD	D	N	A	SA	SD	D	N	A	SA
j. Spices, Paintings, Handicrafts, Jewelleries, Costumes and other traditional products are available at tourist destinations.	SD	D	N	A	SA	SD	D	N	A	SA
k. I can visit pilgrim centres and participate in the religious ceremony there.	SD	D	N	A	SA	SD	D	N	A	SA
l. There are many opportunities to undergo Ayurveda treatments at these destinations.	SD	D	N	A	SA	SD	D	N	A	SA

m. There are no disturbances from beggars and street vendors	SD	D	N	A	SA	SD	D	N	A	SA
n. There are adequate security and safety measures at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA
o. There is no rush at Tourist Destinations	SD	D	N	A	SA	SD	D	N	A	SA
p. The local public have very supportive attitude	SD	D	N	A	SA	SD	D	N	A	SA
q. Tasty and spicy foods and beverages are available at tourist destinations.	SD	D	N	A	SA	SD	D	N	A	SA
2. ACTIVITIES (Please rate your opinion about the activities arranged for you at tourist destinations in Kerala.)										
a. I have enough opportunities to enjoy the amusement parks	SD	D	N	A	SA	SD	D	N	A	SA
b. I can get pleasure from the indoor and outdoor games available in recreation centres at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA
c. I can go for trekking and adventurous journey	SD	D	N	A	SA	SD	D	N	A	SA
d. I can learn and practice Yoga and Meditation	SD	D	N	A	SA	SD	D	N	A	SA
e. I can go to Tribal Places and understand their way of life, cultural performances etc.	SD	D	N	A	SA	SD	D	N	A	SA
f. I can get a memorable House Boat journey through lakes/rivers.	SD	D	N	A	SA	SD	D	N	A	SA
g. I have an unforgettable sightseeing at different destinations	SD	D	N	A	SA	SD	D	N	A	SA
h. I have comfortable Sun set viewing and sea bath at beaches	SD	D	N	A	SA	SD	D	N	A	SA
i. I have opportunities for elephant riding.	SD	D	N	A	SA	SD	D	N	A	SA
3. ACCESSIBILITY (Please rate your opinion about the accessibility of tourist destinations in Kerala)										
a. Immigration and customs clearance are fast and efficient.	SD	D	N	A	SA	SD	D	N	A	SA
b. It is easy to get International and national air tickets, Passport and Visa, train tickets and bus tickets when I want to visit Kerala	SD	D	N	A	SA	SD	D	N	A	SA
c. There are proper local transportation facilities	SD	D	N	A	SA	SD	D	N	A	SA
d. Strikes and Political problems do not affect my travel through Kerala.	SD	D	N	A	SA	SD	D	N	A	SA
e. Rural destinations are properly connected through roads and other ways of transport	SD	D	N	A	SA	SD	D	N	A	SA
f. It is easy to reach tourist destinations at reasonable fares.	SD	D	N	A	SA	SD	D	N	A	SA
g. The information centres at tourist destinations provide genuine Information & instructions to have a safe and comfortable tour.	SD	D	N	A	SA	SD	D	N	A	SA
4. ACCOMMODATION (Please rate your opinion about the accommodation facility available at tourist destinations in Kerala)										
a. I can get hotel reservations when I want to	SD	D	N	A	SA	SD	D	N	A	SA

visit Kerala.											
b. Superior/deluxe/Standard rooms etc in calm and quiet atmosphere, are available according to my preference	SD	D	N	A	SA	SD	D	N	A	SA	
c. Rooms are clean, well furnished and equipped	SD	D	N	A	SA	SD	D	N	A	SA	
d. I have safe and comfortable accommodation facility with at most privacy	SD	D	N	A	SA	SD	D	N	A	SA	
e. Adequate room services are available as and when I need it.	SD	D	N	A	SA	SD	D	N	A	SA	
f. The cost of accommodation is reasonable	SD	D	N	A	SA	SD	D	N	A	SA	
5. AMENITY (Please rate your opinion about the amenities at tourist destinations in Kerala)											
a. I can get detailed itinerary from my DMO	SD	D	N	A	SA	SD	D	N	A	SA	
b. I can get friendly, impartial and customised tour advice from my DMO	SD	D	N	A	SA	SD	D	N	A	SA	
c. I can get Overseas Travel Insurance Services.	SD	D	N	A	SA	SD	D	N	A	SA	
d. I can get proper medical care and medicines	SD	D	N	A	SA	SD	D	N	A	SA	
e. I can get the information about geographical and historical significances of tourist destinations from tourist information centres	SD	D	N	A	SA	SD	D	N	A	SA	
f. Multilanguage guide service is available	SD	D	N	A	SA	SD	D	N	A	SA	
g. I can get international roaming SIM Cards and other utility services	SD	D	N	A	SA	SD	D	N	A	SA	
h. Car or coach rentals for individuals and group are easy.	SD	D	N	A	SA	SD	D	N	A	SA	
i. I can avail the banking services, money exchange etc at the tourist destinations easily	SD	D	N	A	SA	SD	D	N	A	SA	
j. There are full-fledged grievance redressal mechanisms to solve my complaints and problems during the tour.	SD	D	N	A	SA	SD	D	N	A	SA	
k. I can get wholehearted support from Police and other law and order bodies	SD	D	N	A	SA	SD	D	N	A	SA	
l. I may get proper locker and cloak room facility to keep my valuables and bags under safe custody at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA	
m. I can shop in the local market/business centres by using my credit cards	SD	D	N	A	SA	SD	D	N	A	SA	
n. I can get sufficient parking facilities	SD	D	N	A	SA	SD	D	N	A	SA	
o. There are neat and clean public toilet facilities	SD	D	N	A	SA	SD	D	N	A	SA	
p. I can use phones, internet and Wi-Fi facilities	SD	D	N	A	SA	SD	D	N	A	SA	

SECTION –C: Schedule for assessing the service quality perceptions of tourists’ about the attributes of DMOs in Kerala Tourism Industry. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Attributes	Your Expectation					Your Experience				
	SD	D	N	A	SA	SD	D	N	A	SA

1. TANGIBLES (Please rate your opinion about the tangibles of your DMO in Kerala)										
a. DMO has up-to-date modern looking service equipments	SD	D	N	A	SA	SD	D	N	A	SA
b. DMOs has excellent visually appealing physical facilities	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO has well planned tour packages suited to guests travel and tour needs.	SD	D	N	A	SA	SD	D	N	A	SA
d. DMO has sufficient staff to deliver prompt service.	SD	D	N	A	SA	SD	D	N	A	SA
e. The Staff at DMO are smart in appearance	SD	D	N	A	SA	SD	D	N	A	SA
f. Easy-to-remember web address, well organized, structured and easy-to-follow site navigability	SD	D	N	A	SA	SD	D	N	A	SA
g. DMO has variety of surrounding facilities (accommodation, Transport, Parking, recreation, food courts, kids corners etc) and activities to meet guests' needs	SD	D	N	A	SA	SD	D	N	A	SA
h. DMO has efficient and modern check in, check out and billing mechanism.	SD	D	N	A	SA	SD	D	N	A	SA
i. The overall office lay out and arrangements will be appealing and well located to beneficiaries.	SD	D	N	A	SA	SD	D	N	A	SA
j. DMO has accurate consumer records for future reference	SD	D	N	A	SA	SD	D	N	A	SA
2. RELIABILITY (Please rate your opinion about the reliability of your DMO in Kerala)										
a. Staff of DMO shows concerns in solving your problems.	SD	D	N	A	SA	SD	D	N	A	SA
b. DMO and its employees have the ability to perform promised service dependably and accurately	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO takes instant remedial measures for delayed and missing services	SD	D	N	A	SA	SD	D	N	A	SA
d. Employees of DMO are committed in delivering services	SD	D	N	A	SA	SD	D	N	A	SA
e. DMO provides the service at the time it promise to do so	SD	D	N	A	SA	SD	D	N	A	SA
f. Employees of DMO tells me exactly when services will be performed	SD	D	N	A	SA	SD	D	N	A	SA
3. RESPONSIVENESS (Please rate your opinion about the responsiveness of the DMO by the following statements)										
a. Staff of the DMO knows my needs and provides prompt service	SD	D	N	A	SA	SD	D	N	A	SA
b. The Staff of the DMO never be too busy to respond to my requests	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO provides exact communication	SD	D	N	A	SA	SD	D	N	A	SA
d. When there is a problem, DMO responds to	SD	D	N	A	SA	SD	D	N	A	SA

it quickly											
e. DMO is capable of responding to emergency situations	SD	D	N	A	SA	SD	D	N	A	SA	
f. DMO has an efficient follow up system	SD	D	N	A	SA	SD	D	N	A	SA	
4. ASSURANCE <i>(Please rate your opinion about the assurance of your DMO in Kerala)</i>											
a. The behaviour of employees in DMO instill confidence in me	SD	D	N	A	SA	SD	D	N	A	SA	
b. I feel safe secure in DMO's dealings	SD	D	N	A	SA	SD	D	N	A	SA	
c. Employees of DMO are consistently courteous with me	SD	D	N	A	SA	SD	D	N	A	SA	
d. Employees of DMO have the knowledge to answer customers' questions	SD	D	N	A	SA	SD	D	N	A	SA	
e. DMO keeps at most confidentiality in handling my personal information to reduce the security issues	SD	D	N	A	SA	SD	D	N	A	SA	
5. EMPATHY <i>(Please rate your opinion about the empathy of your DMO in Kerala)</i>											
a. DMO gives me individual attention	SD	D	N	A	SA	SD	D	N	A	SA	
b. DMO has operating hours convenient to all their guests	SD	D	N	A	SA	SD	D	N	A	SA	
c. DMO has their guests' best interest at heart.	SD	D	N	A	SA	SD	D	N	A	SA	
d. The employees of DMO understand my specific needs	SD	D	N	A	SA	SD	D	N	A	SA	
e. The Personnel of DMO takes spontaneous care and concern for my needs	SD	D	N	A	SA	SD	D	N	A	SA	
f. DMO has sound loyalty programmes to recognize me as a frequent guest	SD	D	N	A	SA	SD	D	N	A	SA	
g. The Staff of DMO are able to communicate effectively with me	SD	D	N	A	SA	SD	D	N	A	SA	

SECTION –D: Schedule for assessing the tourists' perception of relationship quality of DMOs in Kerala Tourism Industry. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Particulars	SD	D	N	A	SA
I. TRUST					
a. DMO keeps promises always	SD	D	N	A	SA
b. DMO is always honest and credible	SD	D	N	A	SA
c. DMO is really interested in the successful completion of my tour	SD	D	N	A	SA
d. DMO is trustworthy in all dealings with me	SD	D	N	A	SA
e. DMO is keeping intimate relationship with me	SD	D	N	A	SA
f. DMO is very reliable in its dealings with me	SD	D	N	A	SA
g. DMO maintains consistency in providing service	SD	D	N	A	SA
2. COMMITMENT					
a. DMO is intended to maintain long lasting relationship with me	SD	D	N	A	SA
b. DMO is ready to spend more than usual into the relationship with me	SD	D	N	A	SA
c. DMO's cooperation with me is frictionless.	SD	D	N	A	SA

d. DMO is keen to seek alternative products or services to me from time to time	SD	D	N	A	SA
3. COOPERATION					
a. DMO informs me about events or changes in Kerala tourism industry that may affect my tour	SD	D	N	A	SA
b. DMO and me are jointly responsible for completing my trip	SD	D	N	A	SA
c. We treat problems that arise in the course of relationship as a joint rather than individual responsibility	SD	D	N	A	SA
d. When some unexpected events/ situation arises we would rather work out a new deal than hold each other to the original terms of the contract	SD	D	N	A	SA
4. INFORMATION AND COMMUNICATION					
a. DMO openly shares information	SD	D	N	A	SA
b. DMO is available at any time when I want to contact	SD	D	N	A	SA
c. DMO finds sufficient time to communicate with me	SD	D	N	A	SA
d. DMO has complete, accurate, and well structured format for communicating with me	SD	D	N	A	SA
e. Employees of my DMO are in constant contact with me (phone, e-mail, letter, etc).	SD	D	N	A	SA
f. Employees of my DMO provide information about new services they offer	SD	D	N	A	SA
5. CUSTOMER LOYALTY					
a. I wish to do more dealings with this DMO in the future	SD	D	N	A	SA
b. I choose this DMO as my first choice in this regard	SD	D	N	A	SA
c. Even if another DMO offers the service at a lower price, I will go on availing the services of this DMO	SD	D	N	A	SA
d. I am willing to say positive things about this DMO to my family members, friends, colleagues etc.	SD	D	N	A	SA
e. I recommend my dear and near ones who want to visit Kerala to use the services offered by this Company	SD	D	N	A	SA
f. I do believe that employees of my DMO will provide better service in the future	SD	D	N	A	SA
6. GUEST ORIENTATION					
a. Employees of my DMO try to understand the changes of my needs	SD	D	N	A	SA
b. Employees of DMO deal with my enquiry and complaint courteously and expeditiously	SD	D	N	A	SA
c. Employees of DMO resolve my complaints even though these are not in his or her direct responsibility	SD	D	N	A	SA
d. Employees of DMO treat guests equally	SD	D	N	A	SA
e. Employees of DMO help me to take appropriate decision with regard to my tour	SD	D	N	A	SA
f. Employees of DMO devote special time for me	SD	D	N	A	SA

SECTION –E: Schedule for assessing the tourists’ perception of the effectiveness of retention strategies of DMOs in Kerala Tourism Industry. Your responses may be **HI** for Highly Ineffective, **I** for Ineffective, **N** for No opinion, **E** for Effective, **HE** for Highly Effective.

STRATEGIES (Please rate your opinion about the effectiveness of retention strategies adopted by DMOs in Kerala tourism Industry)	HI	I	N	E	HE
---	-----------	----------	----------	----------	-----------

a. "One call strategy" (complete a deal with guest with a single call)	HI	I	N	E	HE
b. The percentage of discount allowed for repeat visits	HI	I	N	E	HE
c. Marketing materials like CDs, Brochures, Books, etc given to guests	HI	I	N	E	HE
d. Open discussion and negotiation before setting customized packages	HI	I	N	E	HE
e. Special events, evening programmes, cultural events, adventurous activities arranged for guests	HI	I	N	E	HE
f. Service failure/Complaints compensated by offering upgraded or superior facilities or bill adjustments than the guest expectation	HI	I	N	E	HE
g. Special training programmes like adventurous jeep driving, swimming, etc for guests, which are not included in their package	HI	I	N	E	HE
h. Surprise gifts, gift vouchers etc for winners of adventure tournament, cultural programmes, funny games etc.	HI	I	N	E	HE
i. Special Parting gift for guests	HI	I	N	E	HE
j. Guest engagements like sending greeting cards, emails, special rate packages to guests on special occasions or anniversaries in their life	HI	I	N	E	HE
k. Sufficient number of Guest Relation Executives to care the guests	HI	I	N	E	HE
l. Patronage awards, rebate, cash back etc.	HI	I	N	E	HE
m. Guest comment cards and other mechanism for expressing guests' opinion and suggestions on various service provided	HI	I	N	E	HE
n. Special packages and reunions	HI	I	N	E	HE
o. Advanced technology offered to guests for communication and safe money handling	HI	I	N	E	HE
p. Special discounted rate for the guests who carries the recommendation of existing clients of the DMOs	HI	I	N	E	HE
q. Superior quality products and services at reasonable rates	HI	I	N	E	HE
r. Top secrecy in guest profiling and handling of personal information	HI	I	N	E	HE
s. 24x7 help desk facility available at DMOs	HI	I	N	E	HE
t. "Value for money" – giving maximum utility for every sum of money spent by guests	HI	I	N	E	HE

.....Thank You.....

Appendix - IA

QUESTIONNAIRE FOR DOMESTIC TOURISTS

Section A: General Information

Gender Male Female

Age Up to 20 Between 21 - 40 Between 41 - 60 61 & Above

Occupation Professional Business Employee Self Employed

Student Others (specify).....

Purpose of Visit Pleasure Pilgrimage Business/Official Health care

Academic Visiting relatives/friends Others.....

Destination Manager Tour Operator Travel Agency Resort Hotel

(In Kerala) Others (Specify)

SECTION -B: Schedule for assessing tourists' expectation and experience on various attributes at tourist destinations in Kerala. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Attributes	Your expectation before visiting Kerala					Your experience after visiting Kerala				
	SD	D	N	A	SA	SD	D	N	A	SA
I. ATTRACTIONS (Please rate your opinion about attractions of Tourist destinations in Kerala)										
a. Natural beauty of Kerala is very attractive	SD	D	N	A	SA	SD	D	N	A	SA
b. The climatic condition in Kerala is enjoyable	SD	D	N	A	SA	SD	D	N	A	SA
c. Tourist Destinations are clean and hygienic	SD	D	N	A	SA	SD	D	N	A	SA
d. I can enjoy the traditional art forms	SD	D	N	A	SA	SD	D	N	A	SA
e. I can visit wild life sanctuaries and Zoo	SD	D	N	A	SA	SD	D	N	A	SA
f. Hill stations and waterfalls are really fascinating	SD	D	N	A	SA	SD	D	N	A	SA
g. The beaches and back waters are really beautiful	SD	D	N	A	SA	SD	D	N	A	SA
h. I have opportunities to participate in the Fairs and Festivals	SD	D	N	A	SA	SD	D	N	A	SA
i. I have many opportunities to experience the culture and traditions	SD	D	N	A	SA	SD	D	N	A	SA
j. Spices, Paintings, Handicrafts, Jewelleries, Costumes and other traditional products are available at tourist destinations.	SD	D	N	A	SA	SD	D	N	A	SA
k. I can visit pilgrim centres and participate in the religious ceremony there.	SD	D	N	A	SA	SD	D	N	A	SA
l. There are many opportunities to undergo Ayurveda treatments at these destinations.	SD	D	N	A	SA	SD	D	N	A	SA
m. There are no disturbances from beggars and	SD	D	N	A	SA	SD	D	N	A	SA

street vendors											
n. There are adequate security and safety measures at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA	
o. There is no rush at Tourist Destinations	SD	D	N	A	SA	SD	D	N	A	SA	
p. The local public have very supportive attitude	SD	D	N	A	SA	SD	D	N	A	SA	
q. Tasty and spicy foods and beverages are available at tourist destinations.	SD	D	N	A	SA	SD	D	N	A	SA	
1. ACTIVITIES (Please rate your opinion about the activities arranged for you at tourist destinations in Kerala.)											
a. I have enough opportunities to enjoy the amusement parks	SD	D	N	A	SA	SD	D	N	A	SA	
b. I can get pleasure from the indoor and outdoor games available in recreation centres at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA	
c. I can go for trekking and adventurous journey	SD	D	N	A	SA	SD	D	N	A	SA	
d. I can learn and practice Yoga and Meditation	SD	D	N	A	SA	SD	D	N	A	SA	
e. I can go to Tribal Places and understand their way of life, cultural performances etc.	SD	D	N	A	SA	SD	D	N	A	SA	
f. I can get a memorable House Boat journey through lakes/rivers.	SD	D	N	A	SA	SD	D	N	A	SA	
g. I have an unforgettable sightseeing at different destinations	SD	D	N	A	SA	SD	D	N	A	SA	
h. I have comfortable Sun set viewing and sea bath at beaches	SD	D	N	A	SA	SD	D	N	A	SA	
i. I have opportunities for elephant riding.	SD	D	N	A	SA	SD	D	N	A	SA	
2. ACCESSIBILITY (Please rate your opinion about the accessibility of tourist destinations in Kerala)											
a. Checking and clearance are fast and efficient.	SD	D	N	A	SA	SD	D	N	A	SA	
b. It is easy to get air, train and bus tickets when I want to visit Kerala	SD	D	N	A	SA	SD	D	N	A	SA	
c. There are proper local transportation facilities	SD	D	N	A	SA	SD	D	N	A	SA	
d. Strikes and Political problems do not affect my travel through Kerala.	SD	D	N	A	SA	SD	D	N	A	SA	
e. Rural destinations are properly connected through roads and other ways of transport	SD	D	N	A	SA	SD	D	N	A	SA	
f. It is easy to reach tourist destinations at reasonable fares.	SD	D	N	A	SA	SD	D	N	A	SA	
g. The information centres at tourist destinations provide genuine Information & instructions to have a safe and comfortable tour.	SD	D	N	A	SA	SD	D	N	A	SA	
3. ACCOMMODATION (Please rate your opinion about the accommodation facility available at tourist destinations in Kerala)											
g. I can get hotel reservations when I want to visit Kerala.	SD	D	N	A	SA	SD	D	N	A	SA	
h. Superior/deluxe/Standard rooms etc in calm and quiet atmosphere, are available according	SD	D	N	A	SA	SD	D	N	A	SA	

to my preference											
i. Rooms are clean, well furnished and equipped	SD	D	N	A	SA	SD	D	N	A	SA	
j. I have safe and comfortable accommodation facility with at most privacy	SD	D	N	A	SA	SD	D	N	A	SA	
k. Adequate room services are available as and when I need it.	SD	D	N	A	SA	SD	D	N	A	SA	
l. The cost of accommodation is reasonable	SD	D	N	A	SA	SD	D	N	A	SA	
4. AMENITY (Please rate your opinion about the amenities at tourist destinations in Kerala)											
a. I can get detailed itinerary from my DMO	SD	D	N	A	SA	SD	D	N	A	SA	
b. I can get friendly, impartial and customised tour advice from my DMO	SD	D	N	A	SA	SD	D	N	A	SA	
c. I can get Travel Insurance Services.	SD	D	N	A	SA	SD	D	N	A	SA	
d. I can get proper medical care and medicines	SD	D	N	A	SA	SD	D	N	A	SA	
e. I can get the information about geographical and historical significances of tourist destinations from tourist information centres	SD	D	N	A	SA	SD	D	N	A	SA	
f. Multilanguage guide service is available	SD	D	N	A	SA	SD	D	N	A	SA	
g. I can get roaming SIM Cards and other utility services	SD	D	N	A	SA	SD	D	N	A	SA	
h. Car or coach rentals for individuals and group are easy.	SD	D	N	A	SA	SD	D	N	A	SA	
i. I can avail the banking services at the tourist destinations easily	SD	D	N	A	SA	SD	D	N	A	SA	
j. There are full-fledged grievance redressal mechanisms to solve my complaints and problems during the tour.	SD	D	N	A	SA	SD	D	N	A	SA	
k. I can get wholehearted support from Police and other law and order bodies	SD	D	N	A	SA	SD	D	N	A	SA	
l. I may get proper locker and cloak room facility to keep my valuables and bags under safe custody at tourist destinations	SD	D	N	A	SA	SD	D	N	A	SA	
m. I can shop in the local market/business centres by using my credit cards	SD	D	N	A	SA	SD	D	N	A	SA	
n. I can get sufficient parking facilities	SD	D	N	A	SA	SD	D	N	A	SA	
o. There are neat and clean public toilet facilities	SD	D	N	A	SA	SD	D	N	A	SA	
p. I can use phones, internet and Wi-Fi facilities	SD	D	N	A	SA	SD	D	N	A	SA	

SECTION –C: Schedule for assessing the service quality perceptions of tourists’ about the attributes of DMOs in Kerala Tourism Industry. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Attributes	Your Expectation					Your Experience				
	SD	D	N	A	SA	SD	D	N	A	SA
I. TANGIBLES (Please rate your opinion about the tangibles of your DMO in Kerala)										
a. DMO has up-to-date modern looking service equipments	SD	D	N	A	SA	SD	D	N	A	SA

b. DMOs has excellent visually appealing physical facilities	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO has well planned tour packages suited to guests travel and tour needs.	SD	D	N	A	SA	SD	D	N	A	SA
d. DMO has sufficient staff to deliver prompt service.	SD	D	N	A	SA	SD	D	N	A	SA
e. The Staff at DMO are smart in appearance	SD	D	N	A	SA	SD	D	N	A	SA
f. Easy-to-remember web address, well organized, structured and easy-to-follow site navigability	SD	D	N	A	SA	SD	D	N	A	SA
g. DMO has variety of surrounding facilities (accommodation, Transport, Parking, recreation, food courts, kids corners etc) and activities to meet guests' needs	SD	D	N	A	SA	SD	D	N	A	SA
h. DMO has efficient and modern check in, check out and billing mechanism.	SD	D	N	A	SA	SD	D	N	A	SA
i. The overall office lay out and arrangements will be appealing and well located to beneficiaries.	SD	D	N	A	SA	SD	D	N	A	SA
j. DMO has accurate consumer records for future reference	SD	D	N	A	SA	SD	D	N	A	SA
2. RELIABILITY (Please rate your opinion about the reliability of your DMO in Kerala)										
a. Staff of DMO shows concerns in solving your problems.	SD	D	N	A	SA	SD	D	N	A	SA
b. DMO and its employees have the ability to perform promised service dependably and accurately	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO takes instant remedial measures for delayed and missing services	SD	D	N	A	SA	SD	D	N	A	SA
d. Employees of DMO are committed in delivering services	SD	D	N	A	SA	SD	D	N	A	SA
e. DMO provides the service at the time it promise to do so	SD	D	N	A	SA	SD	D	N	A	SA
f. Employees of DMO tells me exactly when services will be performed	SD	D	N	A	SA	SD	D	N	A	SA
3. RESPONSIVENESS (Please rate your opinion about the responsiveness of the DMO by the following statements)										
a. Staff of the DMO knows my needs and provides prompt service	SD	D	N	A	SA	SD	D	N	A	SA
b. The Staff of the DMO never be too busy to respond to my requests	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO provides exact communication	SD	D	N	A	SA	SD	D	N	A	SA
d. When there is a problem, DMO responds to it quickly	SD	D	N	A	SA	SD	D	N	A	SA
e. DMO is capable of responding to emergency situations	SD	D	N	A	SA	SD	D	N	A	SA
f. DMO has an efficient follow up system	SD	D	N	A	SA	SD	D	N	A	SA

4. ASSURANCE <i>(Please rate your opinion about the assurance of your DMO in Kerala)</i>										
a. The behaviour of employees in DMO instill confidence in me	SD	D	N	A	SA	SD	D	N	A	SA
b. I feel safe secure in DMO's dealings	SD	D	N	A	SA	SD	D	N	A	SA
c. Employees of DMO are consistently courteous with me	SD	D	N	A	SA	SD	D	N	A	SA
d. Employees of DMO have the knowledge to answer customers' questions	SD	D	N	A	SA	SD	D	N	A	SA
e. DMO keeps at most confidentiality in handling my personal information to reduce the security issues	SD	D	N	A	SA	SD	D	N	A	SA
5. EMPATHY <i>(Please rate your opinion about the empathy of your DMO in Kerala)</i>										
a. DMO gives me individual attention	SD	D	N	A	SA	SD	D	N	A	SA
b. DMO has operating hours convenient to all their guests	SD	D	N	A	SA	SD	D	N	A	SA
c. DMO has their guests' best interest at heart.	SD	D	N	A	SA	SD	D	N	A	SA
d. The employees of DMO understand my specific needs	SD	D	N	A	SA	SD	D	N	A	SA
e. The Personnel of DMO takes spontaneous care and concern for my needs	SD	D	N	A	SA	SD	D	N	A	SA
f. DMO has sound loyalty programmes to recognize me as a frequent guest	SD	D	N	A	SA	SD	D	N	A	SA
g. The Staff of DMO are able to communicate effectively with me	SD	D	N	A	SA	SD	D	N	A	SA

SECTION –D: Schedule for assessing the tourists' perception of relationship quality of DMOs in Kerala Tourism Industry. Your responses may be SD for Strongly Disagree, D for Disagree, N for No opinion, A for Agree and SA for Strongly Agree

Particulars	SD	D	N	A	SA
1. TRUST					
a. DMO keeps promises always	SD	D	N	A	SA
b. DMO is always honest and credible	SD	D	N	A	SA
c. DMO is really interested in the successful completion of my tour	SD	D	N	A	SA
d. DMO is trustworthy in all dealings with me	SD	D	N	A	SA
e. DMO is keeping intimate relationship with me	SD	D	N	A	SA
f. DMO is very reliable in its dealings with me	SD	D	N	A	SA
g. DMO maintains consistency in providing service	SD	D	N	A	SA
2. COMMITMENT					
a. DMO is intended to maintain long lasting relationship with me	SD	D	N	A	SA
b. DMO is ready to spend more than usual into the relationship with me	SD	D	N	A	SA
c. DMO's cooperation with me is frictionless.	SD	D	N	A	SA
d. DMO is keen to seek alternative products or services to me from time to time	SD	D	N	A	SA
3. COOPERATION					
a. DMO informs me about events or changes in Kerala tourism industry	SD	D	N	A	SA

that may affect my tour					
b. DMO and me are jointly responsible for completing my trip	SD	D	N	A	SA
c. We treat problems that arise in the course of relationship as a joint rather than individual responsibility	SD	D	N	A	SA
d. When some unexpected events/ situation arises we would rather work out a new deal than hold each other to the original terms of the contract	SD	D	N	A	SA
4. INFORMATION AND COMMUNICATION					
a. DMO openly shares information	SD	D	N	A	SA
b. DMO is available at any time when I want to contact	SD	D	N	A	SA
c. DMO finds sufficient time to communicate with me	SD	D	N	A	SA
d. DMO has complete, accurate, and well structured format for communicating with me	SD	D	N	A	SA
e. Employees of my DMO are in constant contact with me (phone, e-mail, letter, etc).	SD	D	N	A	SA
f. Employees of my DMO provide information about new services they offer	SD	D	N	A	SA
5. CUSTOMER LOYALTY					
a. I wish to do more dealings with this DMO in the future	SD	D	N	A	SA
b. I choose this DMO as my first choice in this regard	SD	D	N	A	SA
c. Even if another DMO offers the service at a lower price, I will go on availing the services of this DMO	SD	D	N	A	SA
d. I am willing to say positive things about this DMO to my family members, friends, colleagues etc.	SD	D	N	A	SA
e. I recommend my dear and near ones who want to visit Kerala to use the services offered by this Company	SD	D	N	A	SA
f. I do believe that employees of my DMO will provide better service in the future	SD	D	N	A	SA
5. GUEST ORIENTATION					
a. Employees of my DMO try to understand the changes of my needs	SD	D	N	A	SA
b. Employees of DMO deal with my enquiry and complaint courteously and expeditiously	SD	D	N	A	SA
c. Employees of DMO resolve my complaints even though these are not in his or her direct responsibility	SD	D	N	A	SA
d. Employees of DMO treat guests equally	SD	D	N	A	SA
e. Employees of DMO help me to take appropriate decision with regard to my tour	SD	D	N	A	SA
f. Employees of DMO devote special time for me	SD	D	N	A	SA

SECTION –E: Schedule for assessing the tourists’ perception of the effectiveness of retention strategies of DMOs in Kerala Tourism Industry. Your responses may be **HI** for Highly Ineffective, **I** for Ineffective, **N** for No opinion, **E** for Effective, **HE** for Highly Effective.

STRATEGIES (Please rate your opinion about the effectiveness of retention strategies adopted by DMOs in Kerala tourism Industry)	HI	I	N	E	HE
a. “One call strategy” (complete a deal with guest with a single call)	HI	I	N	E	HE
b. The percentage of discount allowed for repeat visits	HI	I	N	E	HE
c. Marketing materials like CDs, Brochures, Books, etc given to guests	HI	I	N	E	HE
d. Open discussion and negotiation before setting customized packages	HI	I	N	E	HE

e. Special events, evening programmes, cultural events, adventurous activities arranged for guests	HI	I	N	E	HE
f. Service failure/Complaints compensated by offering upgraded or superior facilities or bill adjustments than the guest expectation	HI	I	N	E	HE
g. Special training programmes like adventurous jeep driving, swimming, etc for guests, which are not included in their package	HI	I	N	E	HE
h. Surprise gifts, gift vouchers etc for winners of adventure tournament, cultural programmes, funny games etc.	HI	I	N	E	HE
i. Special Parting gift for guests	HI	I	N	E	HE
j. Guest engagements like sending greeting cards, emails, special rate packages to guests on special occasions or anniversaries in their life	HI	I	N	E	HE
k. Sufficient number of Guest Relation Executives to care the guests	HI	I	N	E	HE
l. Patronage awards, rebate, cash back etc.	HI	I	N	E	HE
m. Guest comment cards and other mechanism for expressing guests' opinion and suggestions on various service provided	HI	I	N	E	HE
n. Special packages and reunions	HI	I	N	E	HE
o. Advanced technology offered to guests for communication and safe money handling	HI	I	N	E	HE
p. Special discounted rate for the guests who carries the recommendation of existing clients of the DMOs	HI	I	N	E	HE
q. Superior quality products and services at reasonable rates	HI	I	N	E	HE
r. Top secrecy in guest profiling and handling of personal information	HI	I	N	E	HE
s. 24x7 help desk facility available at DMOs	HI	I	N	E	HE
t. "Value for money" – giving maximum utility for every sum of money spent by guests	HI	I	N	E	HE

.....Thank You.....

Appendix - II

LIST OF APPROVED TRAVEL AGENTS / TOUR OPERATORS IN KERALA

Ajmal Tours & Travels	Kalypso Adventures (P) Ltd.
Alhind Tours and Travels Pvt. Ltd.	Kerala Holiday Mart
Aspinwall & Co. Ltd	Kerala Holidays Pvt. Ltd.
Athena Travels (India) Pvt. Ltd.	Kerala Tour Mart India Pvt. Ltd.
Chalukya Grace Tours Pvt. Ltd.	Kerala Travels Interserve Ltd.
Comfort Holidays	Kerala.Com Travel Division
Concord Exotic Voyages (India) Pvt. Ltd.	Keralagreenery
Cosima Travel & Trade Links Pvt Ltd	Keralam Holidays
Cosmos Tours & Travels	Krishna Holidays Pvt. Ltd.
Discover Kerala Holidays	Marvel Tours Pvt. Ltd.
Dravidian Trails Holidays Pvt Ltd	Mir Holistics Pvt. Ltd.
Elatrip.com	Mystikal Holidays Pvt. Ltd.
Great Escapes	Nature Destinations
Green Globe Tourism Pvt. Ltd.	New Allied Tours & Travels
Indus Holidays	Pioneer Personalized Holidays Pvt. Ltd.
Intersight Holidays Pvt. Ltd.	Princy Travels
Intersight Tours & Travels Pvt. Ltd.	Saroma Holidays
Iris Holidays Private Limited	Spiceland Holidays & Entertainments Pvt. Ltd.
ITP Tourism Mangers Pvt. Ltd	The Great India Tour Company Pvt. Ltd.
Jai Maruthi Holidays And Travels	The Travel Planners
Jayasree Travels and Tours	Vacation India
Josey Tours & Travels	Voyages Kerala

Source: www.keralatourism.org

Appendix - III

LIST OF TRAVEL AGENTS AND TOUR OPERATORS IN KERALA

Abia Tours	Guiders Mission Tours & Travels	Orian Travel Shop
360 Green	Heritage Tours & Travel	Oriana Holidays
Ace in Tours & Travels	Hills & Blues Holidays	Oriana Travel Shop
Aerosea Travels & Tours	Hima Tours & Travels	Oriental Routes
Air Travel Enterprises India Ltd	Holiday Kerala Tours	Osaka Air Travels
Akbar Holidays	Holiday Makers	Oscon Holidays
Akqua Sun Holidays	Holiday Shop	P I Worldways
Alhind Tours and Travels	Holidays F M	Pan Asia Tours & Travels
Ananda Vishram	Ideal Travels	Pavizham Tours & Trvls
Argo Tours & Travels	Indebo (india)	Peacock Holidays
Aries Travel & Holidays	India Destination Tours	Pentagreen Hotels & Tours
Ark Associate	India Tours & Picnic	Pepper Tours
Aspinwall & Co. Ltd	India Travel Line	Perfect Holidayz
Associated Travels	India via Kerala	Pettitt's India Tours
Athena Travels	Indian Impressions	Pioneer Personalized Holidays
Athira Holidays	Indian Leisure Services	PJM Travel & Tours
Ayur Country	Indian Panorama	Prayan Travels
Bagyasree Tours & Travels	Indian Routes	Prime Movers Travel Care
Bang Creative Solution	Indian Voyages	Princy Travels
Banyan Tours & Travels	Indigenous Tours & Travel	Princy World Travel
Bayland Vacation	Indo World Tours & Travels	Pristine Tours & Travels
Belintra Tour Links	Indus Holidays	Pulimootil Tours & Travels
Ben's Holidays	Indy Holidays	Rainbow Cruises
Benzy Holidays	Intermas Marketing Company	RAJ Travels Tours & Travels
Bliss World Wide	Intersight Holidays	Raveendra Hospitality
Blue Bay	Intersight Tours & Travels	Reflections Dream Holidays
Blue Sky Travels	Iris Holidays	Regalia Tours & Travels
Bonton Tours	Isomer Holidays	Richy Tours
Breeze Backwater Holidays	ITL Tours & Travels	Riya Holidays
C World Holidays India	ITL World	Riya Travel & Tours
Cargomar	J&M Hospitality Service	Rover Holidays
Casanova India Tours	Jai Mahavir Tours	Royal Blend Tours
Cathay Pacific	Jai Maruthi Holidays	Royal Fleet Tours & Travels

Catz-i Consultants	Jaisal M K	Royal Indian Holidays
Chalukya Grace Tours	Jayasree Travels & Tours	Sabsan Travel and Tours
Chanakya Group Travels	Josey Tours & Travels	Safari Holidays.Com
Cherrys Holidays	Journeys World Holidays	Saroma Holidays
Cholan Tours Private Limited	JV Holidays	Seasons' Choice
Coast Line Holidays	Kagna Holidays	Sherlys Tours & Travels
Cocokerala	Kairali Holidays	SITA
Cocotrail Holidays	Kallada Travel Desk	Sithara Tours & Travels
Comfort Holidays	Kalypso Adventures	Sixam Holidays
Concept Holidays	Kavya Cab	Sky Bird International
Concord Exotic Voyages	KCTC	Sky Bird Tours & Travels
Concorde International	Kerala Adventures	Skyline Tours & Travels
Connect n Cabs Tours & Travels	Kerala Backons	Smartwings Tours & Travels
Cosima Travels	Kerala Checkin	Souldrop Holidays
Cosmos Tours & Travels	Kerala Dream Mart	South India Travel
Cox and Kings	Kerala Enjoy	South Tourism
Creative Tours & Travels	Kerala Express Holidays	Southern Odyssey
Creative Travel	Kerala Holiday (p) ltd	Sowmya Travels
Dakshin Holidays	Kerala Holiday Mart	Spiceland Holidays
Dakshin Routes	Kerala Passages	Sree Vinayaka Tours & Travels
Darshn Travels	Kerala Spice Tours & Travels	State Express
Dasin City Tours & Travels	Kerala Tour Mart India	Suburban Travels & Holidays
Data Devices	Kerala Tour Operators	Sundale Vacations
Deepak Travels	Kerala Travel Centre	Swastik Tours & Travels
Desai Holidays	Kerala Travel Shop.Com	T.K.A.Tours & Travelling Co.
Deshadan Tours & Travels	Kerala Travels Interserve	Tamarind Tours
Deva Hospitality	Kerala Voyages	TBI
Deva Travel House	Kerala.Com Travel Division	TCI
Diamond Tourism	Kerala4you Holidays	The Blue Yonder
Discover Kerala Holidays	Keralagreenerly	The Explore Holidays
Dolphin Tours & Travels	Keralam Tours & Travels	The Great India Tour Company
Doma Holidays	Kesia Holidays	The Travel Bank
Dove Holidays Pvt Ltd	Kestrel Tours & Travels	The Travel Planners
Dravidian Trails Holidays	Kings Travelworld	Thomas Cook
Dream Vendors Tour Company	KLM Tours & Travels	Thy Grace International's Coco
Dreams Tours & Travels	Klub Kerala	Tic Travel Destinations

East Wind Holiday Tours	Krishna Holidays	Tour Kerala Tour Operators
Ebenezer Holiday	KSA Tours & Travels	Tourist Desk
Elements Hospitalities	KST Tours	Tourist land Tours & Travels
Emerald Princess	Lawson Travel and Tours	Tours & Travel.Com
Emperor Tours and Travels	Le Cruze	Tours India International
Ethnic Voyages	Le Passage Tours & Travels	Tours Kerala
Euro air Voyages & Tours	Le Tourister	Trans Holidays
Extreme Holidays	Leisure Land Holidays	Trans Indus DM
Fair Mount Holidays & Travel	Let's Go Travel	Trans Orient Holidays
Fair Water Tours & Events	Letz go vacations	Translife
Far Horizon Tours	Link Air	Travel Corporation (india) ltd
Farfash Tours & Travels	Liz Travel Solution	Travel Dayz Destinations
Feel India Tour Enterprises	Liz Travel Solutions	Travel Masters
Fine Fair Travels (india)	Lotus DMC	Travel Spirit International
Flycon Travel Centre	LPTI	Travel Store
Flyhind Leisure Travels	Luxuty Holidays	Travel Trails
Focuz Holidays	Macmillan India Limited	Travel XS
Gad Diesels	Magi Holidays	Travelcart India
Galaxy Travel Club	Malabar Tour Links	Travellers Point
Gateway Malabar Holidays	Mango Tours	Travelogics
Genser Holidays	Manjusha Holiday	Travelutions
Georgies Eco Friendly Tours	Maruthi Tours & Travels	Travisa Tours & Travels
Ginger Holidays	Marvel Tours	Tushita Travels
Global Holidays	Mehul Travels	TVM Sun International Tours
Gns Leisure Travels	Mercury Travels	UAE Exchange Travel Services
Go India Journeys	Mgm Tours & Travels	UE Holidays
Go Tamarind	Mice & Holidays	United Tours & Travels
Golden Sands	Mir Tours	UNO Tours & Travels
Grand Hospitality Services	Monsoon India Holidays	UVA Tours India
Grandeur Holidays	Monzoon Travel House	Vacation Kerala
Grass Root Holidays	Moon Days	Vasilis Holidays
Great Escapes	Moonstone Holidays	Vedic Routes Destination Mangt.
Great Tours and Travels	Muscat Travels	Veronika Travel Desk
Green Apple Experience	Mystical India	Visit India Tours
Green Chanel Holidays	Mystikal Holidays	VMJ Tours and Travels
Green Gate Way Tours	New Allied Tours & Travels	Voyages Kerala

Green Globe Tourism	Nirmala Travels	Windows to Wonders
Green Kerala Vacation	Oceancolor Holidays	X Y tours and Travels
Green Touch Holidays	Olive Holidays	Xenia Tours & Travels
Green Wave Holidays	Oostrich Holidays	Y Vacationz
GSA Spencer Travel	Orchid Holidays	Yohans Holidays
GTC Industries Limited	Orchid Tours & Travels	Zoma Travel & Tours

Source: Compiled from various sources

Appendix – IV

CLASSIFIED LIST OF APPROVED STAR HOTEL IN KERALA

HERITAGE HOTEL- BASIC	Hotel Kalai	Sneha Regency
Beach hotel	Hotel Karapuram	Spice grove hotels & resorts
Coconut lagoon	Hotel Keerthi Regency	Sree Gokulam Nalanda Resort
Heritaga Methanam	Hotel Kottaram Regency	Sree Lakshmi Park
Hotel Cherthala House	Hotel Lake Palace	Sreelakshmi Residency
Kunnathurmana Heritage	Hotel Lake Palace	Sreevalsam Residency
Old Lighthouse Bristow Hotel	Hotel Lal's Residency	Summer Sand Hill Resort
Palakkad Heritage Hotels	Hotel Land Mark	Surya Residency
Somatheeram Beach Resort	Hotel Landmark	Tea Valley Resort
Surya Samudra Private Retreats	Hotel Laya	The Brunton Boatyard
The Hillway Heritage	Hotel Maharaja Palace	The Central Park
The Tower House	Hotel Malabar Illam	The Cochin Legacy
HERITAGE HOTEL	Hotel Malayoram Gateway	The Esquire Inn
Raheem Residency	Hotel Malika Residency	The Grand Regency
The Malabar House	Hotel Maria International	The Hotel Elegance
BED & BREAKFAST	Hotel Marrios	The Killians Boutique
D.C. Bread & Breakfast	Hotel Mayfair	The Maramon Hotel & Resort
2 STAR HOTELS	Hotel Meadows International	The Marari Beach
Akhil Beach Resort	Hotel Merlin International	The Mercy Luxury Hotel
Archana Royal Park	Hotel Narendra International	The Nadumuri Inn
Cherai Tourist Home	Hotel New Excellency	The North Park
Geetha Residency	Hotel New Indraprastha	The Park on Vembanad Lake
Hotel Aramana	Hotel Orchid	The River Retreat
Hotel Athire	Hotel Palace Inn	The Royale Plaza
Hotel Chanakya	Hotel Palm Shore	The Seven Hills
Hotel Elite Continental	Hotel Parassini Polariz	The Surya
Hotel Green Palace	Hotel Park Residency	The Vijaya Palace
Hotel Indrapuri	Hotel Peninsula	The Village Inn
Hotel Kumily Gate	Hotel Peringottukkara Palace	V.K.G. Group Holiday Hotel
Hotel Luciya	Hotel Ponnu Palace	Vintage Residency
Hotel Maharani	Hotel Praszhanthi	Voyage - Personal Horizons
Hotel Marine Palace	Hotel Pratap Regency	Vyshak International Hotels

Hotel New Castle	Hotel Raj Regency	Whitegate Residency
Hotel Park Residency	Hotel Raj Residency	Wings Park Hotels & Resorts
Hotel Royal Indraprastha	Hotel Ranni Gate	Xaviers Avenu
Hotel Saradhy	Hotel Ritz International	Xavier's Residency
Hotel Sasthapuri	Hotel Rohini International	Yuvarani Residency
Hotel Sree Visakh	Hotel Roma Central	Zurich International
Hotel Tilak	Hotel Royal Indraprastha	4 STAR HOTELS
Hotel Travellers Inn	Hotel Ruby Arena	Alanta Residency
Issac's the Resort	Hotel Sabari Park	All Season Backwater Resort
Paalakkunnel Tourist Hotel	Hotel Safari	Armani Residency
Quality Hotels	Hotel Salkara Residency	Ashirwad Heritage Resorts
R C Park	Hotel Savera Park	Athirappilly Residency Hotels
Stonage Tourist Complex	Hotel Sea Face	ATS Residency
Thirunelli Agraharam	Hotel Sea Pearl	Castle Residency
3 STAR HOTELS	Hotel Shilpa Regency	Cochin Seaport Hotel
Aarya Palace	Hotel Shilpa Retreat	Emerald Regency
Abaam Hotel	Hotel Sky Palace	Empire Residency
Abad whispering palm lake resort	Hotel Soorya Continental,	Excalibur Hotels & Resorts
Airport Golf View Hotels	Hotel Soorya Residency	Flora Airport Hotel
Alanta Resideny	Hotel Soorya Swagath	Fragrant Nature Retreat & Resort
All Season Backwater Resort	Hotel Souparnika Inn	Gokulam Park Inn International
Amruthu Residency	Hotel Souparnika	Harisree Residency
Arcadia Fort	Hotel Sreegokulam Residency	Hotel Ambalakkara
Armani residency	Hotel Sreevalsam Residency	Hotel amruthaa international
Arror Residency	Hotel Surya	Hotel Blue Nile
Athirappilly Residency Hotels	Hotel Swagath Inn	Hotel Copperfolia
Broad Bean	Hotel The Land Mark	Hotel Coral Heights
Carnoustie Beach Resort	Hotel Thushara International	Hotel Dewland
Castle Residency	Hotel V Day Inn	Hotel Dona Castle
Chithrapuri Hotels India	Hotel Vakkom Palazzo	Hotel Fairmont
Citrus Backwater Retreat	Hotel Vettikkattu Plaza	Hotel Hills Park
Cloud 9 Hotel	Hotel Vijaya Castle	Hotel Indraprastha
Cochin Heritage Hotel	Hotel Virad	Hotel lake Palace
Contour Backwaters Resort	Hotel VKJ International	Hotel Malabar Palace
Courtyard by Marriot	Hotel Well View	Hotel Mangala Towers
CRB Cochin Palace	Hotel White City	Hotel Midhila Regency

Crowne Plaza	Hotel Wyte Portico	Hotel Moonlit Regency
Dass Continental	Hyson Heritage	Hotel Neelamabari Suite
De Grand Heritage	Isola Di Cocco Holidaying	Hotel Pearl Royal
Deliza Residency	J.John's Hotel	Hotel Peninsula Park Residency
Devasura Inn	J.K.Residency	Hotel Presidency
Eakachakra Residency	Joys Palace	Hotel Raj Regency
Edassery Kayal Resort	K.R. Inn	Hotel sky pearl
Edassery Resorts	Kabani Regency	Hotel Soorya Galaxy
Edassery Tower	Kairali Heritage	Hotel Soorya Regency
Edassery Village Resort	Kairali Residency	Hotel Soorya Swagat
Edayarackal Residency	Kallada Holiday Inn	Hotel Sp Grand Days
Emerald Regency	Kallada Hotels & Resorts	Hotel Sreelakshmi Residency
Estuary island	Kallada Regency	Hotel Srivatsa Regency
Finch hotels	Kallada Residency	Hotel Travancore Court
Flair hotels & resorts Pvt. Ltd.	Kangappadan Residency	Hotel VKJ International
Fortune hotel calicut	Karukutty Food Court	Hotel White Dammar
Gayathri Hotels	Kaveri International,	Hotel Wyte Portico
Gayathri International	KBC Green Park	JK Residency
Gayathri Regency	Keli Hotels	Joance Regency
Gopalapuram International	Kottaram Hotels	K K Residency
Gopika Regency	Kottaram Residency	K R Grand Residency
Grand Hotel	Kovilakam Hotels	Kaveri International
Gree Oasis Regency Hotel	Kovilakam Residency	Keys Hotels
Green Fields	Krishna Inn	Lotus 8 A'part Hotel
Green Gates Hotel	Kumar Palace	Madathil Regency
Greensand Hotels & Resorts	Kutties Residency	Malayattoor Residency
Hamara Hotels	Madathil Regency	Mookkannoor Tourist Home
Hamilton Residency	Maps Residency	Muthoot Cardamom County
Harisree Residencyy	Mattom Residency	Nila Residency
Highland Hotel & Resorts	Mayura Inn	Niya Regency
Highway Castle	Meenachil Hotels & Resorts	Noopura Residency
Highway Garden Hotel	Moochikunna Heights	Raj Residency
Highway Palace inn	N.M. Royale County	Royal Kallada Resedency
Hindustan Beach Retreat	Nakshatra Regency	Spice Village
Holiday Park	Nandanam Park	The Avenue Regent
Hotel Abhirami	Nila Palace	The Hotel Elegance

Hotel Ajantha Regency	Nirmallyam Residency Hotels	The Monarch Hotel
Hotel Anjaly International	Nyle Plaza Hotels & Properties	The Royal Fort
Hotel Aramana	Panoramic Sea Resort	The Royale Gardens
Hotel Arcadia Regency	Paravoor Galaxy Hotels	The South Park
Hotel Armani	Paray Residency	The Village Inn
Hotel Ashoka Inn	Park Central	Thiruthannathil Tourist Home
Hotel Asliyya Grande	Perumbavoor Hotels & Resorts	5 STAR HOTELS
Hotel Athena Central	PJ Princess Regency	Casino Hotel
Hotel Bekal Palace	Pooja Residency	Club Mahindra Lakeview
Hotel Bhagawath Gardens	Pookodan's Internnational Hotels	Crowne Plaza
Hotel Bule Nile	Pookoden's Pleasant Residency	Holiday Inn
Hotel Calicut Gate	Pooram Residency Hotel India	Kadavu Resort
Hotel Cee Cee Regency	Poovar Island Resort	Kumarakom Lake Resort
Hotel Central Fort	Pranamam Hotels & Resorts	The Elephant Court
Hotel Clay House	Prinz Residency	The Gateway Hotel
Hotel Comfort Regency	Quality Airport Hotel	The Muthoot Plaza Hotel
Hotel Coral Heights	Quality Hotel Sabari Classic	The Quilon Beach Hotel
Hotel Dewland	Ritz Malabar	Trident Cochin
Hotel Fort Queen	Rohini Hills	Turtle on the Beach
Hotel Geethu International	Rose Residency	Uday Samudra Leisure
Hotel Grand Residency	Royal Kallada Residency	Vasundhara Sarovar Premiere
Hotel Green Palace	Royal Omars	5 STAR DELUXE HOTELS
Hotel Hasthinapuri Inn	Royal Residency Park	Kovalam Resort Private Limited
Hotel Hill Palace	Royale Regency Hotel	The Lalit Resorts & Spa Bekal
Hotel Hillside Resort	Rydges Inn,	The Raviz Kollam
Hotel Hill View	Sagara Beach Resort	The zuri kumarakom resort
Hotel Jeena Residency	SAJ Earth Resort	Vivanta by - Taj Malabar
Hotel Joance Regency	Samudra Regency	Vivanta by Taj - Bekal
Hotel Kabani International	Silver Sands Residency	Vivanta by Taj - Kovalam

Source: Ministry of Tourism, Government of India

Appendix – V
LIST OF TOURIST RESORTS IN KERALA

A Beach Symphony	Great Escapes Resorts	Plantation Valley Farm Resorts
Aadithyaa Resorts	Green Berg Holiday Resorts	Poopada Resort
Aayukshetram Ayurvedic Resort	Green Jungle Holyday Resort	Poovar Island Resort
Aazhimala Ayurveda Resort	Green Palace Health Resort	Pozhiyoram Beach Resort
Abad Copper Castle Hill Valley	Green Palace Kerala Resort	Pristine Isle Resort
Abad Green Forest	Green Woods Resort	Punnamada Backwater Resort
Abad Harmonia Ayurveda Resort	Greeshmam Resort	Puthooram Ayurvedic Resort
Abad Turtle Beach Resort	Guruvayoor Resort	Puzhayoram Heritage Resort
Abad Whispering Palms Lake	Harivihar Ayurvedic Heritage	Rain Country Resorts
Adrak's Summer Sand Hill Resort	Hawah Beach Resort	Rajapark Beach Resort
Agatti Island Beach Resort	High Valley Resort	Ramada Lake Resort & Spa
Akhil Beach Resort	Hill & Sea View Beach Resort	Rangerwood Nature Castle
Akshay Beach Resort	Hill N Seaview Ayurvedic Resort	Rivulet Resort
Alleppey Beach Resorts	Hill View Beach Resort	Royal Goan Beach Resorts
Amaravathy Resorts	Hindustan Beach Retreat	Royal Palm Resort
Ambady Estate	Holiday Heaven	Sagara Beach Resort
Ambady's Falling Water	Holiday Home Resort	Saj Earth Resort & Ayurvedic Spa
Amrutham Ayurvedic Resort	Hotel Samudra	Saj Jungle Village
Ananya Hill Resorts	Ideal Ayurvedic Resort	Saj Vagamon Hideout
Aquasserenne	Igloo Nature Resort	Salient Ayurveda Resort
Aranya Nivas	Illikkalam Lake Resort	Samudra Garden Resort
Aranyaka Resort	Indriya Beach Resort & Spa	Sanctum Spring Beach Resort
Ashirwad Heritage Resorts	Isola Di Cocco Beach Resort	Santha Theeram Beach Resort
Asokam Beach Resort	Jeevan Beach Resort	Sarovaram Backwater Resort
Ayur County Resorts	Jungle Park Resorts	Sea Flower Beach Resort
Ayur Theeram Ayurvedic Resort	Kadalkkara Lake Resort	Sea Line Beach Resort
Ayur Village Thaneermukkom	Kadalam Beach Resort	SeaBreeze Beach Resort
Ayurveda Yoga Villa	Kadappuram Beach Resort	Seagot Banasura Resort & Villas
Ayuryogashram	Kadavu Resort	Shalimar Spice Garden Resort
Backwater Ripples	Kairali Ayurvedic Health Resort	Shanthitheeram Lakeside Resort
Bamboo Lagoon Backwater Resort	Kalari Kovilakom	Sharoy Resort
Banasura Hill Resort	Kalathil Lake Resort	Shinshiva Ayurvedic Resort

Banasura Island Retreat	Kallarackal Resorts Pvt Ltd	Silvercastle Holidays & Resorts
Beach and Lake Ayurvedic Resort	Kamyakam Haven Resort	Soma Birds Lagoon
Beaumont Plantation Retreat	Kanan Beach Resort	Soma Kerala Palace
Bell Resort & Ayurvedic Center	Kannur Beach House	Soma Kuttanad Ayurveda Resort
Bella Vista Resort	Kappad Beach Resort	Soma Palmshore Beach Resort
Bellmount Resorts	Karapuzha Village Resort	Somatheeram Ayurveda Resort
Big Banana Island Retreat	Kavitha Beach Resort	Spice Garden Resort
Black Beach Resort	Kayaloram Heritage Lake Resort	Spice Grove Hotels And Resorts
Blackberry Hills Retreat & Spa	Keraleeyam Ayurvedic Resort	Spice Village
Blu Haze Resort	Khanhan Beach Resort	Spicetree
Blue Bells Valley Resort	Kondai Lip Backwater Resort	Spring Dale Resort
Blue Ginger Wayanad Resorts	Kondody Hotels & Resorts	Springdale Heritage
Blue Mango Resort	Krishnatheeram Ayur Holy	Sree Chithra Ayur Home
Blue Water Beach Resort	Kshetra Beach Resorts	Sterling Days Inn Resorts
Bolgatty Island Resort	Kuttanadu River Resort	Sterling Holiday Resorts
Bolgatty Palace	Lake Palace Family Resort	Summer Sand Hill Resort
Bright Resorts	Lake Palace Resort	Sun Tara Beach Resort
Camelot Resort	Lake resort	Sunrise Valley Resort
Camp Noel	Lake Symphony Resort	Swagath Holiday Resorts
Cardamom County	Lake Zone Holiday Resort	Tabernacle Resort
Carmelia Haven	Lakshmi Hotel & Resorts	Tamarind KTDC Easy Hotels
Carnoustie Ayurveda & Wellness	Leisure Vacations Goldfield	Tea County
Carnoustie Beach Resort	Lemon Tree Vembanad Resort	Tea Valley Resort
Casamaria Beach Resort	Les 3 Elephants Cherai Beach	Temple Garden Resort
Chamundi Hill Palace Resort	Maharaju Ayurvedic Resort	Terrace Greens
Chancellor Resorts	Manaltheeram Ayurveda Village	Thanneermukkom Lake Resort
Chandana Royal Resort	Mantra Beach Resorts	Thapovan Heritage Home
Cherai Beach Resorts	Marari Beach Resort	The Elephant Court
Chinnar Plantation Bungalow	Marari Fishermen Village Resort	The Gateway Hotel, Varkala
Citrus Hotel & Resorts	Mascot Beach Resort	The Hut, An Eco-Friendly Resort
Clafouti Beach Resort	Misty Mountain Plantation	The Lake Village Heritage Resort
Cloud9 Resorts	Misty Mountain Resort	The Lalit Resort & Spa
Club Mahindra Ashtamudi	Mountain Club Resort	The Landscapes
Club Mahindra Back Water Resort	Mountain Trail Resort	The CGH Earth Experience
Cocobay Resort	Munnar Residency Blu Haze	The Meenmutty Heights
Coconut Bay Beach Resort	Munnar Woods Resort	The Nattika Beach Resort

Coconut Lagoon	My Garden Of Eden	The Paul Resorts & Hotels
Coffea Aroma Resort	Naamah Retreats	The Siena Village
Coffee County Resort	Nattika Beach Ayurveda Resort	The Wayanad Club Pvt Ltd
Coir Village Lake Resort	NC Gardens & Beach Resort	The Wind
Contour Jungle Resorts	Neeleshwar Hermitage	The Windflower Resort & Spa
Countyinn Beach Resort & Spa	Nilayoram Resorts	The World Backwaters
Deep Woods Resort	Niraamaya Retreats	The Zuri Kumarakom
Deshadan Cliff & Beach Resort	Niraamaya Retreats	Thekkady Wild Corridor
Deshadan Resorts & Hotels	Nirvana @ Bekal	Upavan Resort
Dr. Bahuleyans Kalathil Resorts	Ocean Hues Beach House	Urumbi Hill Palace Plantation
Dreams Beach Resort	OliveBrook	Varmar Resort
Eastend Hotels & Resorts	Orchard Holiday Resort	Vasco Da Gama Beach Resort
Eastend Lakesong	Orchid Resort	Vasudeva Vilasam Resort
Eco Hideaway Tourism	Orion Beach Resort	Vasundhara Sarovar Premiere
Edakkal Hermitage	Osho Beach Resort	Vedic Village Resorts
Edassery Kayal Resort	Ourland Island Backwater	Vision Nature Resorts
Eden Valley	Oyster Opera	Vythiri Resort
Elan Hills Resort	Pagoda Resort	Vythiri Village
Eletaria Resort	Palm Ayurvedic Beach Resort	Waterscapes
Elysium Gardens Hill Resorts	Palm Beach Resort	Wayanad Blooms
Emerald Island Resort	Palm Lagoon Resorts	Wayanad Silverwoods
Emerald Pristine Island - Floating	Palm Leaves Beach Resort	Westwood Riverside Garden
Erandia Resorts	Palmgrove Lake Resort	White House Beach Resort
Estuary Island	Panoramic Sea Resort	Wild Elephant Eco Friendly
Estuary Island Resort	Pappukutty Beach Resort	Wild Planet
Forest Haven Resort	Paradisa Plantation Retreat	Wilson Aruyvedic Beach Resort
Fortgate Hotel And Resort	Paradise Gardens Beach Resort	Windermere Estate
Fragrant Nature Retreat & Resorts	Paradise Resorts	Windsong River & Green Resort
Garden House	Pepco Resorts Pvt Ltd	Wintergreen Waterfront Resort
Gokulam Nalanda Resort	Pepper Grove	WoodHouse Beach Resort
Golden Peak	Periyar House	Woodpecker Resort
Govardhana Holiday Village	Periyar Meadows	Wynberg Resorts
Granary Resort	Periyar River Lodge	Wyndvalley Garden Resort

Source: Compiled from various sources

Appendix – VI
LIST OF HOMESTAYS IN KERALA

I5-15 Mepra Homestay	Haritha Homestay	Perumpallil Homestay
Aamy's Homestay	Hassans Homestay	Peters Rock
Aanavilasam Luxury House	Heavenly Home	Philipkutty's Farm
Aaron's Homestay	Heavenly Homestay	Plantation Bungalow
Aashiana	Henri's Anchorage Homestay	Planters Retreat
Aashwas Holiday home	Herbal Nest	Pooppally's Heritage Homestay
ABC Residency	Herbon Inn Homestay	Porinju's Farm House
Abhi House	Heritage Haven	Pottamparambil Homestay
Achayan's Homestay	Hibiscus Court	Poyyakara Bungalow
Adams Wood House	Hide and Seek	Pragathi Coffee County
Agasthyamadam	Hiliya Resort	Pranavam Homestays
Aithens Homestay	Hill Green	Prem's Homestay
Ajith Nivas	Hillview Homestay	Privilege Homestay
Akkara	Holiday Home	Priya Homestay
Akkarakalam Memoirs	Holinst	Pulikkaparambil
Al Bustan Residences	Holy Wings	Puliyel Homestay
Alakananda Homestay	Home Sted Homestay	Pullattu
Alex Residency	Homeaway Homestay	Pullickal Villa
Alexander's Inn	Honey Queen	Punnamada Homestay
Al-Fajar Homestay	Honolulu	Purathel Homestay
Allens Holiday Home	Horn Bill Homestay	Pushapakam Homestay
Alleppey Beach Holidays	I one Homestay	Puthenparambil Cottage
Alleppey Homestay	Ilasam Luxury Plantation House	Puthenpurakal Trust Heavenly
Alleppey Lake Inn	Illam Heritage Home	Puthiya Kovilakam Homestay
Amala Villa	Isacs Bed & Breakfast	Puthumana
Amba Inn	IV Cottage	Puthussery Homestay
Ambat Homestay	Jasmin Villa	Quadiriya Palace
Ammu's Homestay	Je's Homestay	Queen of Munnar
Amrithakala Gurukulam	JJ Homestay	Radha Madhavam
Ananda Beach Home	JJM Three River Paradise	Rain Drops
Ananda Vishram	Joe Dale	Rainbow Cottage
Anavilasam Luxury House	John's Homestay	Rainbow Holiday Home

Anchunadu Homestay	Johnson	Raj Bhavan
Angadi Veedu	Jolly Homes	Rajagiri Inn
Angelisa Homestay	Jonhson's	Ram Cottages
Angel's Home	Jungle Palace	Ranger Woods
Anna Maria Homestay	Jungle Paradiso	Red Palm
Anns Homestay	Jungle View Homestay	Red Wood Homestay
Ann's Residency	JVR Homestay	Reds Residency
Appachan's Aram	Jyothis Homestay	Regal Mansion
Appunnies Nest	Kackary Sojourn	Regalmansion Homestay
Aqua Lillies Kumarakom	Kadalamma	Rest on Rock
Aquabliss Homestay	Kailas Homestay	Reuben Villa
Arakal Heritage	Kaippalil Homestay	Richmond
Aranya Homestay	Kairali Palace	Ripples N Rocks
Aranyaka Homestay	Kaiya House	River Band Homestay
Aranyakam Homestay	Kakkayam Homestay	River County
Arbor Getaways	Kalaketty Estate	River Edge Villa
Arjuna Homestay	Kall Residence	River Inn View
Arnika	Kallanchery Retreat	River Rock Homes
Aroma	Kallarackal Falls View	River Scape
Aromal Homestay	Kandath Tharavad	River Side Heritage Homestay
Arshatheeram Homestay	Kanjirappally Estate	River View Homestay
Ashirwad	Kannenkeril Homestay	River View Inn
Ashtamudi Homestay	Karithanam Ayur Farms	Riverview Heritage Home
Aswasam	Karthika Sadanam	Rockmount View
Aswathy Homestay	Kashmeeram Lake View	Rocky Nest Homestay
Aswinram Cottage	Kattumana Lakeside Residency	Ros Rio Homestay
Athira Bhavan Homestay	Kayal Theeram	Rose Gardens
Avanthika	Kedaram	Rose Petals
Ayanat House Homestay	Kenice Homestay	Rose Villa Park
Ayan's pampatheeram Home stay	Kerala Home	Royal Garden
Ayisha Manzil	Kerala House	Royal Holidays
Back Water Homestay	Kilithara	Royal Homestay
Backwater Heritage	Kinattummoottil Arcade	Royal Mist
Backwater Homestay	Kocheri Plantation	R-Tec Homestay
Backwater Retreat	Kochuparambil Homestay	Rukmini Residency
Banjo Castle	Kodianthara Heritage Home	S.K.B Homestay

Bastian Homestay	Kollenkeril Homestay	S.T. Bhavan Homestay
Beach Banglow	Konark Homestay	Sahya Cottage
Beach Vally Homestay	Kondattuputhenpurayil	Saj Home
Beech Boro	Koshy's Homestay	Salagramam
Beena Homestay	Kovil Homestay	Salem Homestay
Bella Homestay	Kovilakom Nalukettu	Samudrika
Ben's Homestay	Kripa Greens	Sandarsan
Bernard Bunglaow	Krishnakripa Homestay	Santhitheeram Heritage Home
Bethsaida Homestay	Krishnavihar Guest House	Saras
Bhadra Homestay	Krupa Theeram	Sathram
Bharathakala Gurukulam	Kudaja Dridrizzle Homestay	Saturn
Blessdale Homestay	Kukku's Homestay	Sauparnika
Blue Mangoes Home	Kulangara Homestay	SB Cottage
Blue Mermaid Homestay	Chakkalakkal Homestay	Seashell hari's Beach Home
Blue Moon	Kuppath Homestay	Seashore Homestay
Bluemount Homestay	Kurialacherry House	Seasons Heritage Homes
Bougainvilla Homestay	Kurinji Cottage	Secret Beach Inn
Bracknell Forest	Kurinji Homestay	Sel's Homestay
Breeze Land	Kuruvinakunnel Tharavad	Serenity Homestay
Cambriya Homestay	Kuttandu Homestay	Shalom Beach Residency
Casa Raissa	Kuttickattil Gardens Homestay	Shan Palace
Casadelfauno	Kuzhupilly Beach House	Shandi Niketh
Casamia	La-Exotica	Sheebas Homestay
Cedar Woods	Lake Heaven	Sherly's Homestay
Chalet Regency	Lake View	Silver Shadow
Challenger House	Lakes 'N' Woods	Silver Weed
Chamavila Homestay	Lalrachen Homestay	Silvermoon Heritage Homestay
Chamundi Hill Palace	Lana Homestay	Simons Homestay
Chandralayam	Lazar Residency	Sinai Homestay
Charles Homestay	Le Royale	Sinsa Homestay
Chavadiyil Cottage	Leelu Homestay	Sisiram
Cheeral Green Homestay	Lekshmi Nivas	Sithara Cottage
Chekkal	Little paradise	Sky Rathanam Homestay
Chellam Cottage	London Nest	SMM cottage
Chembra Heritage	Lords Nest	SN Homestay
Chennatt Homestay	Love Dale	Snehadhara

Cherai Beach Homestay	Lu Lu Homestay	Solomon's Homestay
Cheston Manor	M/s Nandanam Beach House	Somasree Homestay
Chill Cast Cottage	Madathie's View Valley	Sona Residence
Chiramel Residency	Mad'm Homestay	Sona Tourist Home
Chithrasala Homestay	Maison Casero Homestay	Sonatta Residency
Choottuvelil Homestay	Malakkarethu House	Sopanam
Chundan's Homestay	Malayalam Lake Resorts	Sparkling Shore Homestay
Cinco Circle Hospitality	Manackal Homestay	Spice Forest
Ciscilia Heritage	Manakkakam Homestay	Spice Garden Homestay
Classical Ayurveda Health	Manayath Heritage	Spice Valley
Classy Garden	Mankulangara Homestay	Spice Villa
Claus Garden	Mannaas Veedu	Spicevilla Guest House
Clouds End	Maranat Mana Heritage	Spicy dew
Cochin Heritage Home	Marari Arapakal Beach Villa	Sreedevi Homestay
Cocont Grove	Marari Austins Beach Villa	Sreekrishna Homestay
Coconut Creek Farm Homestay	Marari Beach Harmony	Sreeni Nivas
Coffee Greenz Holiday Homes	Marari Beach Homestay	Sreepadmam Homestay
Colonel's Villa	Marari Beach Villa	Sreeragam Homestay
Colonel's Homestay	Marari Beach Villagio	Sreesailam Homestay
Colonel's Retreat Vanilla County	Marari Dreams	St. Joseph Residency
Community Greenpalm Homes	Marari Nest	Stay Kochi
Cornerstone Holiday Homestay	Marari Sea Lap Villa	Stelden Residency
County Pep Holiday Home	Maria Heritage Homes & Spa	Style Palace
Cozy Home	Marias Homestay	Sukumara
Crystal Homestay	Mary Leena Homestay	Sumangaly Holiday Inn
D & S Homes	Maryknoll	Summer Cottage
Daliya Homestay	Mashroom Valley	Summer Villa
Daniel's Homestay	Meadow View Inn Homestay	Sundara Mahal
Das Residency Home stay	Meadows	Susy's Homestay
Das Villa	Meppadi Inn Wayanad	Swagatam Homestay
Dazzle Dew Resort	Mercy Villa	Swapnakoodu
'D'Cunhas' Reveira	Mickey homestay	Sweet Home
Dean Dale Cottage	Mideast Plazaa Inn	Sylavania Tourist Enclave
Deer Villa Palace	Minty Breeze	Sylvan Heights
Delight Homestay	Misty Buds	Sylvania Tourist Enclave
Delight Tourist Resort	Misty Green	Sylviander House

Dew Mount	Misty Hills	Taamara A Premium Homestay
Dewalokam Farm Retreat	Misty Homes	Tabernacle Homestay
Diana Homestay	Misty Meadows	Tag Und Nacht
Dimora Homestay	Misty Nest	Tall Hill Cottage
Disilva Cottage	Misty Win	Tea Trees Holiday Homes
Doctor's Homestay	Modayil Tea Trees	Teak House
Dolphin Residency	Mooleppura Homestay	Ted's Homestay
Downton Heritage	Moonlight Homestay	Tezal Homestay
Dream Homestay	Motty's Homestay	Thalathoor Heritage
Dream Land Homestay	Mountain Dew Homestay	Thamburu Homestay
Dream View Cottage	Mountain Shine	Thanima Residency
Dreamland Homestay	Mountain View	Thara Garden
Dreams Catcher	Mountain Woods	Tharavadu Homestay
Dreams n Greens	Mullackal Homestay,	The Arbor Getaways
D'Silva Cottage	Mullasseril Homestay	The Bungalow Heritage
Durham's Homestay	Mundackal Homestay	The Eadens Hermitage Homestay
Easter Homestay	Mundackal Paradise	The Junction Homestay Amayar
Ebnezer Homestay	Mundackal Plantation Homestay	The Kenstar
Eco Green Cocoa County	Mundakal Paradise	The Lake Woods Retreat
Edakkattu Villa	Mundax Kuttikkanam	The London Nest
Edamala Homestay	Mushroom Valley	The Muziris Homestay
Eden Garden	Mythri Homestay	The Pamba heritage villa
Elathottam	Nadhanael	The Periyar Heaven
Elephant Hills Homestay	Nallathanka Nest Homestay	The Shade
Elleff Holidays	Nalukettu	The Shelter
EL-PARADISO	Nandikulam Beach House	The Spice Forest
Emerald Isle	Narayaneeyam	The Summer Villa
Engoor Residency	Narikulam Tharavad	The Windsong
Escape	Nathan's Holiday Home	The Winter Wind homestay
Estate Residency	Nature Hunt Holiday	Thekkady Inn
Evol Waterfront Homestay	Nature View	Theresian Cottage
Family Care	Navanirma Homestay	Thomas Chettan's
Farm Front	Navarang Homestay	Thomas Inn
Fenn Hall	Navendu	Thoppan's Farm Stay
Fisherman Nest Cherai	Nazarani Experiences	Thoppil House
Flamingo Marari	Nedungad House	Three River Paradise Inn

Fort Garden Residency	Neelakurinji	Tomy's Rendezvous
Fort Inn Homestay	Neema Homestay	Top Yard Heritage
Fort Muziris	Nelpura Heritage	Tranquility Beach Home
Fort Shore Homestay	Nimmy & Paul	Tranquilou Homestay
Fragrance Homestay	Ninja Homestay	Traveller's Inn
Francina Homestay	Nisha Cottage	Treasure Trove Wayanad
Francis Homestay	Noah's Ark Homestay	Tropical Garden
Free Birds Holiday Retreat	Nutshell the shelter	V.S Stay
Friends Greenland	Oasis Homestay	Vacha Kannotra
Ganesh House	Oceanbreath Homestay	Vagamon Holiday Home
Ginger Hill Nest	Odese	Vagamon Tea County
Githanajali Heritage	Olappamanna Mana	Vaishnavam Homestay
GK's River View Home Stay	Olavipe Homestay	Vaithiri Motels
Glenora Homestay	Omkaram Homestay	Vaithra Homestay
God's Light Beach House	One Home stay	Valley View Avenue
God's Own Palace	Orchid's Homestay	Vallis Gardens
Goku's Homes and Tours	Oriole Homestay	Vanila County
Gold House	Orion Holidays	Varick Villa
Gonsalves Villa	Orma House	Vasco Homestay
Good Earth	Oysla Homestays	Vedanta homestay
Good Karma Inn	P & P Green Homes	Vembanadu Lake Villas
Good Land Homestay	Padikkal Residency	Venice Castle
Good Life Holidays	Padma Vilas Heritage Homestay	VETERAN'S Home Stay
Good Shepherd Homestay	Padmalayam	Victoria House
Goosbery Land	Palace Grove	Viduthi
Gopees Homestay	Palackal Homestay	Vijeesh Mundroe
Gouri Sankara house of Ayurveda	Palakal Residency	Villa Brook Heritage Home
Graceful Homestay	Palmbeach Homestay	Villa Prakriti
Gramam Homestay	Palmy Residency	Village Paradise
Green Dale	Pandalam's Homestay	Vintage
Green Garden Holiday Homes	Paniotty House	Violet Bhavan
Green Hoppers Holiday Inn	Panthalams Homestay	Vishak Homestay
Green House Homestay	Pappachan's Castle	Viswas Homestay
Green Land Holiday Homes	Pappa's Stays	Viswasangeetham
Green Leaf	Pappys Nest Homestay	Vythiri Homestay
Green leaf Holidays	Parathara	Vythiri Motel

Green Leaves Habitat	Paul's Inn	Water Gate Homestay
Green Mount Cottage	Pavithram	Wayside Inn
Green Nest Homestay	Peak Gardens	West End Cottage
Green Palm Homes	Pebbles	West Wind Homez
Green Park	Pensive	White House Holiday Inn
Green Planet	Pepper County	White Peach
Green Spices	Pepper Trail	White saand Homestay
Green Tree Homestay	Pepper Valley	Wild View Homestay
Green Villa	Pepper Villa	William's Heritage Home
Green Woods Bethlehem	Periyar Heven	Winter Field
Greendale Mystique Villa	Periyar Homestay	Winter Winds
Greens vista	Periyar Quadiriya Palace	Wood pecker Homestay
Greenvalley Holiday Home	Periyar Reserve Bungalow	Wright Inn
Gumnut Beach House	Periyar Seven Hills	Xplore Wayanad
Guruvayoor Homestay	Periyar Sukha Dream	Yoga Life Home stay
H.S.G. Mansion Home stay	Periyar View Home stay	Zarethan Homestay

Source: Compiled from various sources

Appendix – VII

LIST OF HOUSEBOATS / HOUSEBOAT SERVICES IN KERALA

All Season Boating Center	Golden Gate Tours & Travels	Pakken Holidays
A.K.Recreation & Leisure	Goodwill Tours & Resorts	Palma Verde Tours
ABC Backwater Cruise	Gourikrishna Tours	Pentagreen Hotels
Aishwarya Business Corporation	Grace Tours	Pickadly Houseboat
Alakapuri Houseboat	Granma Tours	Pleasant Cruise
Alappatt Cruise	Green Lakes Cruise	Pournami Tours
Alleppey TD Co-Op. society	Green River Voyages	Prakkadans
Alpha Houseboat	Green Waves	Pulickattil Houseboat Operators
Alwin Tours	Guardian Tours & Travels	Pulikkattil Tour Links
Amritha Houseboats	Holiday Home	Punnamada House Boats
Angel Queen	IMS Tours	Puthussery Travels
Anjali Tours & Travels	Indien Flavours	Rainbow Cruises
Anjay Tours & Travels	Indraprasthom Holidays	Raj Cruises
Aqua Holidays	JCT Houseboats	Reverine Cruise
Aqua Samudra Floating	Johnson's the Pride	Ripples Land Holidays
Aria Holidays and Resorts	K.C Tour	River & Country Tours
Arknoah Holidays	Kailas	River Homes
Bay Pride House Boat	Kalyani Houseboat	River India Tours
Bens Holidayas	Kandal Clouds Resorts	River Queen House Boats
Bipha Aquatic	Kayal Rajav	Royal Palace
Blue Danaube	Kerala Backwaters and Resorts	Saams Celebrations Leisure
Blue Float	Kerala Guru Tourism	Saj Holidays
Blue Lagoon Tours & Travels	Kerala Mayers	Sandra Houseboats
Blue Lake	Kerala Tour Company	Saroma Hotels &Resorts
Bon Voyage	Kerala Tours	Sawparnika Holidays
Bright Water Cruise	Kerala Trails	See Kerala Tours
Brothers Boat Service	Killoor House boat	Seiko Backwater
Canal View Tours&Travels	Laju Jacob's Houseboats	Shoreline Lifestyles
Chackizhathu River King	Lake & Zphyr Cruise	Sightseer
Chackochi House Boats	Lake Home	Silverline Water Cruise
Cheravally Ethiretu	Lake Lands Cruise	Ska Houseboats
Cherukara Cruises	Lake Pearl	Soma Houseboats

Classic Cruises	Lake Surya	Southern Backwaters
Coco Houseboats Alleppey	Lake View Houseboat	Southern Tourism Develop
Commander Travellers Holidays	Lakelands Cruises	Spice Coast Cruises
Cosy Tours	Lakes & Lagoons	Spice Routes
Cruisor	Lakes & Lagoons Tour Co.	Sree Parvathy Houseboat
Day Star	Le Pride Tour's & Travels	St. Thomas Houseboat
Desire Cruises	Leisure De Holidays	Starline Cruise
Dharmajyothi	Love Dale	Sun Birds
Discovery	Maanikyam Boating Group	Sunrise Backwater Cruises
Drem Cruizers	Majestic Holidays	Teresa Holidays
E V M Aqua	Malikayil House Boats	Tharavad Tours
Eden home Tour	Manakin Resorts	Tide N Ride
Emmanuel Cruise	Marvel Cruise	Travancore Holidays
Enchanting Kerala Houseboat	Mary Matha Tours	Triveni House Boats
Evergreen Tours	Maveli Resorts and Hotels	Ushus House Boats
Evershine Cruise	Mayoora Cruise	Vazhavelil House Boat
Excel Holidays	Merina Cruises	Vembanad Cruises
Fairland	Merina Tours	Venugeetham House Boat
Far Horizon Tours	Minar de Lake	Vigneshwara Houseboat
Flamingo Cruise	Moonlight Cruise	Vrundavan
Gambit Cruises	Morning Mist Cruise	Water Sprit
Global Vision Tours	Myhome Backwater	Welcome Cruise
Gokul Cruise	Nas Tourism Group	White Water
Gold River	New Western Tour	Yessar Tours & Travells

Source: Compiled from various sources