

FINAL REPORT

EMPLOYMENT GENERATION THROUGH ENTREPRENEURSHIP DEVELOPMENT IN TOURISM SECTOR: AN EVALUATIVE STUDY IN THE STATE OF KERALA

*Project Report Submitted to the
Kerala Institute of Labour and Employment*

By

DR. D. MURALEEDHARAN



**KERALA INSTITUTE OF LABOUR AND EMPLOYMENT
TRIVANDRUM**

MARCH 2015

Dr. D. Muraleedharan

Principal Investigator

Kerala Institute of Labour and Employment

Trivandrum

Declaration

I Dr. D. Muraleedharan hereby declare that this project entitled *EMPLOYMENT GENERATION THROUGH ENTREPRENEURSHIP DEVELOPMENT IN TOURISM SECTOR: AN EVALUATIVE STUDY IN THE STATE OF KERALA*, is a bonafide record of research work done by me during the course of my research and that the project has not previously formed the basis for the award to me of any degree, diploma, associate ship, fellowship of other similar title or recognition.

Trivandrum

20th MARCH 2015

Dr. D. Muraleedharan

CONTENTS

	Page No
EXECUTIVE SUMMARY	vi-ix
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ABBREVIATIONS	xii
CHAPTER I INTRODUCTION	1-15
1.01 Entrepreneurship	2
1.02 Statement of the problem	3
1.03 Scope of the Study	4
1.04 Review of Literature	5
1.05 Objectives of the Study	5
1.06 Research questions	6
1.07 Key variables and terms used in the study	6
1.08 Definition of the term Tourist	6
1.09 Areas identified for the study	7
1.10 Hypothesis of the study	7
1.11 Methodology	7
1.12 Estimating Employment in Tourism: Approaches, Methods and Data Past studies	9
1.13 Details of the work completed	12
1.14 Definition of employment coefficient	12
1.15 Presentation of Report	15
CHAPTER II REVIEW OF LITERATURE	16-37
2.00 Introduction	16

2.01	Generation of employment in Tourism Sector	17
2.02	Nature of Tourism Employment	20
2.03	Tourism	24
2.04	Entrepreneurship Development in Tourism	26
2.05	Destination development in Tourism	28
2.06	Employment generation in Tourism	31
CHAPTER III	TOURISM EMPLOYMENT – AN OVERVIEW	38-57
3.00	Introduction	38
3.01	Tourism Industry in Kerala – A preview	39
3.02	Direct Employment	42
3.03	Indirect Employment	44
3.04	Induced Employment	47
3.05	Manpower management in Tourism – The components	49
3.06	Manpower Planning	50
3.07	Recruitment and Selection	51
3.08	Induction and Training	52
3.09	Motivation	52
3.10	Compensation to employees	53
CHAPTER IV	ANALYSIS AND INTERPRETATION	58-68
4.00	Introduction	58
4.01	Personal profile of stakeholders	59
CHAPTER V	HUMAN RESOURCE DEVELOPMENT MODELS	69-90
5.00	Introduction	69
5.01	Employment co-efficient model	72
5.02	Estimation of Employment co-efficient	73

CHAPTER VI	SUMMARY AND FINDINGS	91-98
6.00	Introduction	91
6.01	Summary	92
6.02	Findings	94
CHAPTER VII	ACTION PLAN FOR TOURISM	
	DEVELOPMENT IN THE STATE	99-110
APPENDICES:		111-136
APPENDIX-I	BIBLIOGRAPHY	111
APPENDIX-II	INTERVIEW SCHEDULE	118
APPENDIX-III	TABLE-I	131
APPENDIX-IV	TABLE-II	132
APPENDIX-V	SCHEDULE OF DISCUSSION	133
APPENDIX-VI	REPORT OF DISCUSSION	135

Executive summary

The present study employment generation through entrepreneurship development at tourism destinations in the state of Kerala is the result of a research study sponsored by Kerala Institute of Labour and Employment. The abstract of the study is given below in the form of an executive summary. Tourism as an instrument for economic development and employment generation, particularly in remote and backward areas, that has been well recognized all over the world. It is the largest service sector industry, globally in terms of revenue as well as foreign exchange earnings. Tourism plays an important and effective role in achieving the social objectives of growth with equity. Tourism is an economic sector that has the potential to grow at a higher rate and can generate lot of employment opportunities at the destinations.

As a seasonal industry it provides alternative and off-seasonal employment opportunities to the labour force of Kerala. It is true to state that by promoting young entrepreneurs, enormous employment opportunities can be generated from tourism sector through entrepreneurship development programmes. Entrepreneurship Development Programme (EDP) and Human Resource Information System (HRIS) can transform entrepreneurial ambitions as income and employment. Employment co-efficient method is used in this study to predict the capacity to generate employment opportunities of this sector. Employment co-efficient is the index computed on the basis of interrelationship between the volume of income and employment.

The study is designed in the present format, by taking into consideration the following objectives

- To identify the present volume of employment generated in the State through different sectors of tourism.
- To promote Entrepreneurship Development Programme as a tool for employment generation in tourism sector
- To identify other promotional activities required in tourism sector to generate more employment.

- To forecast the volume of employment that can be generated from tourism in future.

Employment coefficient index is that unit or quantity of income required producing one unit of employment. The employment coefficient is computed for all the sectors and subsectors related to tourism to ascertain the volume of employment in each of these sectors.

The report of this study is presented in a well structured format consisting of seven chapters.

The first chapter deals with objectives of the study, statement of the problem, scope of the study, methodology and hypothesis.

The second chapter gives the details of an extensive literature survey specifying quotations from various books, articles, thesis, bulletins and websites. To have indepth knowledge in the subject matter a detailed analysis of the available literature has been done; inferences arrived from the analysis of the secondary data reveals a clear cut picture about subject matter related to the study.

The third chapter gave an idea about the nature of tourism, employment opportunity in different sectors of tourism, Entrepreneurship Development Programmes etc in tourism sectors. Different strategies were adopted in the study for estimation of man power, human resources development, employment and generation.

The fourth chapter deals with the analysis and interpretation. The profile of stake holders were reviewed and analysed here extensively. Statistical test like percentages, chi-square and F test were used in the study for data analysis to arrive at inferences.

The fifth chapter describes details regarding analysis of income and employment generation models for tourism development and human resource development. The employment co-efficient model and the input output models were developed to measure and project the future to measure employment potential of the state.

The sixth chapter gives a detailed account of the summary of findings.

Chapter seven is drafted in the form of an action plan which consists of 10 prospective proposals suitable to be implemented at different tourism destinations of Kerala.

These suggested proposals are based on the result of analysis and shortcomings identified at various destinations. If these proposals are properly promoted and implemented, revolutionary change can be made in the tourism segment of the state in generating employment to the people and income to the stakeholders.

The following inferences and findings were arrived at as outcome of the study based on the statistical analysis.

- The volume of total income generated from tourism in Kerala in 2013 increased to 22,927 crores rupees from Rs 4500 crores in 2001.
- The volume of domestic tourists arrival to the state in the year 2013 was 108.58 lakhs as against 50.13 lakhs in 2000. Over a period of 14 years, there was a two fold increase in the volume of domestic tourist inflow.
- The volume of foreign tourist inflow to the state for the period increased in 2013 to 8.58 lakhs as against 2.09 lakhs in the year 2000. The growth in the inflow of foreign tourists during the period was fourfold as against the two fold increase in the volume of domestic tourists inflow.
- The projection on income and employment in this study was made for a period of 12 years extending from 2014 to 2025. During this period the estimated volume of income from tourism was 1,19,750 crores rupees where as it was only 26,287 crores in 2014, which reveals a four and a half times increase (450%).
- Employment co-efficient index was used to predict the future employment potential of tourism industry of the state. It showed a declining trend. This was due to the cost reduction and labour saving techniques adopted by the stake holders. This index declined to 85 in 2025 as against 140 in 2002. The overall decrease in the employment coefficient for the study period was estimated as 55 persons per rupees one crores of value added.
- The projection reveals that tourism industry will make tremendous growth rate for the projected period of 24 years. By 2025 the volume of employment opportunities in tourism sector of the state will be 101.92 lakhs as against 6.90 lakhs in 2002. This increases will be to the tune of 14.77 times for the projected period
- The effects of tourism employment between different tourism activities are found to be uniform.

- Many stakeholders are self employed, particularly in destinations where tourism enterprises are small.
- Destination development leads to increased tourist inflows which in turn results in generation of additional income and employment opportunities to the State.
- Entrepreneurship Development Programmes leads to tourism development and employment generation.
- Tourism employment requires low skill levels and low entry requirements. In areas where specific skills are required, particularly in poorly developed destinations, the industry often turns to outside expertise rather than provide training for local people.
- Tourism employment is structured by gender; the majority of jobs in most tourism tasks are held by women, particularly the low-paid, part-time and seasonal positions
- Tourism facilitates to improve the livelihood and standard of living of the locals at destinations

On the final part of the study an action plan for tourism development through entrepreneurship development programmes in the state of Kerala has proposed. In this part 13 innovative proposals having much wider scope and potential based on the regional peculiarities were identified and suggested to be implemented in the tourism sector for its transformation growth and development.

LIST OF TABLES

Table No.	Title	Page No.
3.01	Month Wise Arrival of Foreign and Domestic Tourists - The State of Kerala 2013	39
3.02	Earnings from Tourism	40
3.03	Trends in Domestic and Foreign Tourist arrivals into Kerala	41
4.01	Personal profile of stakeholders	58
4.02	Types of Tourism activities	60
4.03	Types of Tourism products	61
4.04	Classification of stakeholders	62
4.05	Factors needed for inclusive development of tourism industry	63
4.06	Annual earnings from tourism	64
4.07	Status of employment opportunity	65
4.08	Status of tourism industry	66
4.09	Mean opinion score of stakeholders about services available at the destination	67
5.01	Income from tourism	76
5.02	Estimation of employment co-efficient	77
5.03	Aggregate employment co-efficient of tourism sector in Kerala	78
5.04	Estimated volume of employment generated from foreign tourism	80
5.05	Estimated volume of income from foreign tourism in different tourism sub sectors	83
5.06	Estimated volume of employment in different sub sectors due to foreign tourism	84
5.07	Estimated volume of income and employment from domestic Tourism	85
5.08	Distribution of income among different tourism subsectors	88
5.09	Distribution of employment in different tourism subsectors	89

LIST OF FIGURES

Figure No.	Title	Page No.
4.01	Factors needed for inclusive development	64
4.02	Annual earnings from tourism	65
4.03	Status of tourism industry	66
4.04	Mean opinion score of stakeholders about services available at the destination	68
5.01	Classification of tourist spending	69
5.02	Model for developing tourism industry	71
5.03	Income from tourism estimated through trend projection curve method	79
5.04	Volume of employment in tourism sector	82
5.05	Graphical representation of volume of employment from domestic tourism	87

List of abbreviation

BOOT	-	Build Own Operate and Transfer
BOT	-	Build Operate and Transfer
CAGR	-	Compound Annual Growth Rate
CGE	-	Computational General Equilibrium
DFID	-	Department for International Development
EC	-	Employment Coefficient
EDP	-	Entrepreneurship Development Programme
ESCAP	-	Economic and Social Commission for Asia and Pacific
GDP	-	Gross Domestic Product
GOI	-	Government of India
GOVT.	-	Government
ICSB	-	International Council for Small Business
KILE	-	Kerala Institute of Labour and Employment
KITTS	-	Kerala Institute of Travel and Tourism Management
KTDC	-	Kerala Tourism Development Council
MOT	-	Ministry of Tourism
NCEAR	-	National Council for Applied Economic Research
NGO	-	Non Government Organisations
NRI	-	Non Resident Indian National
PPP	-	Public Private Partnership
SAGR	-	Simple Average Growth Rate
TSA	-	Tourism Satellite Account
UN	-	United Nations
UNWTO	-	United Nations World Tourism Organisation
USD	-	US Dollar
WTC	-	World Tourism Council
WTTC	-	World Travel and Tourism Council

CHAPTER I

INTRODUCTION

Tourism has been a major social phenomenon of the societies all along .It is motivated by the natural urge of every human being for new experiences; adventure, education and entertainment .The motivation for tourism also includes social, religious, and business interests. The spread of education has fostered a desire to know more about different parts of the globe. The basic human thirst for new experience and knowledge has become stronger, as technological advances are overcoming communication barriers. Progresses in air transport and development of tourist facilities have encouraged people to venture out to the foreign world.

The importance of Tourism as an instrument for economic development and employment generation, particularly in remote and backward areas, has been well recognized all over the world. It is the largest service sector industry globally in terms of revenue as well as foreign exchange earnings. Tourism can play an important and effective role in achieving the social objectives of growth with equity. Tourism is one economic sector in India that has the potential to grow at a high rate and can generate a lot of employment opportunities at the destinations. It has the capacity to capitalize on the country's success in the service sector and provide sustainable models of growth.

Tourism has the potential to stimulate other economic sectors through its backward and forward linkage and cross- sectoral synergies with sectors like agriculture, horticulture, poultry, handicrafts, transports, construction etc. Expenditure on tourism induces a chain of transactions requiring supply of goods and services from a good number of related and unrelated sectors. The consumption demand, emanating from tourist expenditure, also induces more employment opportunities that generate a multiplier effect on the economy.

Thus, the expansion of the tourism sector can lead to large-scale employment generation and poverty alleviation programmes. The economic benefit that flow into the economy through growth of tourism in the shape of increased national and state revenues, business receipts, employment, wages and salary, and tax receipts leads to overall growth in the economy.

Tourism has become an instrument for sustainable human development including:

- Poverty elimination
- Environmental regeneration
- Job creation
- Advancement of woman and other disadvantaged groups

Tourism is overwhelmingly an industry of private sector service providers, although the public sector has significant role to play in infrastructure areas either directly or through public private partnership (PPP) mode. The related sectors include airlines, surface transport, hotels, basic infrastructure and facilitation systems etc. Thus the growth of tourism cannot be attained unless the issues related to all the related sectors are addressed simultaneously.

1.01 Entrepreneurship

Tourism entrepreneurship is defined by Saayman,A.& Saayman,M. (1997) as activities related to creating and operating a legal tourists enterprise. Legal enterprise refers to those businesses that operate on a profitable basis and seek to satisfy the needs of tourists and visitors. These enterprises include hotels, guesthouses, travel agencies and tour operators. The persons who hawk goods or services, like arts and craft, to tourists are also considered as tourism entrepreneurs.

Tourism is currently the fastest growing industry in Kerala, the largest industry in the world and also the biggest employer. Globalisation has brought about economic changes in general, and particular changes in the tourism industry. The focus of the tourism industry has

shifted from air travel, overnight meals and so on to total experiences or fantasy worlds associated with specific destinations(Keller and Koch,1995) this new tourism phenomenon is not only influenced by economic factors but also by new cultures and a new generation of tourists.

1.02 Statement of the problem

Tourism is a major economic and social activity of the present day. It is the temporary movement of people from their normal place of residence or work to the tourism destinations for pleasure. It is not a single industry but a group of industries, complementary to each other, spread over many sectors like hotel, transport, recreational, entertainment, handicrafts business and other similar industries which provide facilities and products for satisfying the wants and needs of the tourists. It provides employment opportunities to millions of people, generates foreign exchange, promotes national integration, and ensures balanced regional development.

Kerala fondly referred to as God's own Country having the potential to develop as tourism capital of the world. It is since more than a decade now, we have started to develop tourism as the most prominent industry of the state. But the contribution of this sector in generating income and employment opportunities are still negligible. A lot of employment opportunities are there yet remains unidentified and untapped in the existing tourism destinations like beach tourism, backwater tourism and ecotourism. Tourism related manpower development and Entrepreneurship Development Programmes are inevitable for development and generation of more employment in the State. Most of the tourism and vocational courses do not serve these purposes and most of them are outdated in the present scenario. In designing the tourism course curriculam more emphasis is to be given to impart career related awareness courses through on the job and off the job training programmes, rather than imparting theoretical knowledge. There is only a limited number of tourism

related Entrepreneur development cells functioning in the state. Therefore innovative skills development programmes for young entrepreneurs in tourism sector are to be brought out. In this scenario the present study attempts to find the major areas where EDP are necessary to explore more employment opportunities in tourism industry and, to identify new and potential areas of tourism destinations in Kerala.

Tourism is one of the biggest industries of the world. It is a smokeless industry which requires minimum capital investment to generate maximum income and employment opportunity. It is estimated that worldwide travel and tourism industry creates a new job in every 10 seconds. Out of every nine persons, one person earns a living from tourism and one out of every ten inhabitants of this planet is a tourist.

Tourism is a seasonal industry and it provides alternative and off-seasonal employment opportunities to the labour force of Kerala. It is true to state that by promoting young entrepreneurs, enormous employment opportunities can be generated in tourism sector through entrepreneurship development programmes in the state.

1.03 Scope of the study

The present study is exploratory in nature based on survey method. It is decided to gather quantitative as well as qualitative information to gather data for the study. The methodology of the study is designed in such a manner to arrive at inferences based on collection and analysis of quantitative information through interview schedules and qualitative information from knowledgeable persons through interactive sessions. For this, along with well structured interview schedules, the researcher will use interview guide to elicit the required information from the selected respondents. In this study it is estimated to project the potential of generating employment opportunities in the tourism sector through EDP. In order to avoid the element of risk in these new projects, risk profile analysis shall also be made as part of this study.

1.04 REVIEW OF LITERATURE

Chantell Van Nikerk (2013) argues that tourism creates three types of employment, direct employment for people who are directly employed in tourism facilities, indirect employment defined as the jobs that contribute to the tourism industry and induced employment in an area due to the economic upsurge which is caused by tourism.

Keller and Koch (1995) state that tourism is currently the fastest growing and the largest industry in the world and also the biggest employer. Globalization has brought about economic changes in general, but also particular changes in the tourism industry. The focus of the tourism industry has shifted from air travel, overnights, and meals and so on to total experiences or fantasy worlds associated with specific destinations.

Gupta (2004) defines entrepreneurial leadership as “leadership that creates visionary scenarios used to assemble and mobilize a supporting cast of participants who become committed by the vision to the discovery and exploitation of strategic value creation”

1.05 Objectives of the study

Following are the specific objectives set for the smooth conduct of the study.

1. To identify the present volume of employment generated in the State through different sectors of tourism.
2. To promote Entrepreneurship Development Programme as a tool for employment generation in tourism sector
3. To identify other promotional activities required in tourism sector to generate more employment.
4. To forecast the volume of employment that can be generated from tourism in future.

1.06 Research questions

- Does tourism generates substantial employment opportunities in the state of Kerala
- How far entrepreneurship development programmes in tourism sector generates employment opportunities
- In the near future, how much employment opportunities can be generated in tourism through entrepreneurship development programmes.

1.07 Key variables and terms used in the study

Entrepreneurship Development Programme, Capacity building, Manpower training, man power planning, skill development programmes , stakeholders , tourism products, Destination development, Job creation, value creation, infra-structure development, direct, indirect and induced employment, local participation, and Public Private Partnership.

1.08 Definition of the term ‘Tourist’

Domestic tourist

A domestic tourist is a person who travels within the country to a place other than his usual place of residence and stays in hotels or other hotel establishments run on commercial basis in dharmashalas ,agraharas etc for a duration of not less than 24 hours or one night and for not more than 12 months at a time for pleasure ,pilgrimage,social functions,business conferences and study and health programmes.

Foreign tourist

A foreign tourist is defined in line with the UN/WTO tourism statistics as any person normally living outside India (with an Indian or foreign nationality) and travelling to India for less than 12 months and “whose main purpose of the trip is other than the exercise of an activity remunerated from within the place visited.” Therefore foreign tourists include foreign nationals as well as non - resident Indian nationals (NRI).

1.09 Areas identified for the study

For the present study the geographical location is the State of Kerala. The total volume of employment generated through tourism is the population for the study. Tourism products and services are back water tourism, beach tourism, health tourism, pilgrim tourism, mountaineering, adventure tourism eco-tourism, cultural tourism, home stay facilities, farm tourism, hill station tourism etc.

1.10 Hypotheses of the study

H_0 There is no significant difference in employment opportunity in different tourism activities

H_1 There is significant variation in factors needed for inclusive development of tourism Industry

H_2 There is significant difference in the level of earnings among different tourism Products

H_3 There is significant difference in reasons for the success of tourism industry

H_4 There is significant difference in various tourism services available at destinations

1.11 Methodology

The vision of the researchers is to develop a model to forecast the volume of employment that can be generated through development of new destinations and through expanding the existing destinations. For this three destinations were identified to carry out the study in the state. They are Kovalam in Thiruvananthapuram district, Kuttanadu in Alappuzha district and Thenmala in Kollam district. Kovalam is a centre for beach tourism. Kuttanadu is a centre for back water tourism and Thenmala is a centre for eco- tourism. These destinations were selected based on the product popularity. Each of these three destinations was carefully investigated by collecting primary data through well structured interview schedules from ten selected groups of stake holders. 10 respondents each from each

group of stake holders were selected through convenient sampling method to collect the primary data from each of these destinations selected for the study. In addition to this the researchers has collected qualitative data from a group of selected persons well acquainted with tourism activities through interactive sessions using schedule guides. Through a detailed analysis of this information and by establishing interrelationships with variables a good number of inferences were emulated.

To forecast the employment potential from similar other destinations, with the help of these inferences, appropriate models has developed and used as tools to forecast the employment potential of tourism industry in the State. As there exist a positive correlation between the size, nature and volume of tourists inflow, it can be manipulated to micro to macro level depending on the requirements of the state and policies of the planners and administrators for destination development, and for generating new employment opportunities. The volume of employment prevailing at the existing destinations will be equal to the actual number of employees presently working there plus the manpower required to fill the deficiency gap.

The volume of employment predicted through the model, when multiplied with the number of destinations in relation to its size and tourist inflow, the total volume of employment that can be generated in the tourism sector, can be predicted. To ascertain the volume of employment in the new destinations the primary data collected through the interview schedule, was tabulated and statistically analysed. Details regarding the scope and potential relating to the new destinations was collected from the stakeholders through interview schedules. All these responses were revalidated through repeatedly asked questions to the respondents. Those areas identified as new destinations were can be used to estimate the probable number of employment opportunities that can be generated from the tourism sector through Entrepreneurship Development Programmes. In order to estimate the future

incremental growth rate, the trend projection method has used. The average annual compound growth rate in employment generation for a period of five years has used to determine the trend, to estimate the future growth rate.

To conduct the present study data relating to ten categories of employment, directly and indirectly related to tourism, were identified .They are the following;

- House boat owners
- Hotels and resorts
- Travel agents & Tour operators
- Eco-tourism
- Domestic and Foreign Tourist
- Street vendors
- Artisans, Handicrafts
- Taxi service
- Tourist guides
- Ayurveda resorts

Primary data from 300 sample respondents from the entire population comprising 10 respondents each from each of the categories of stake holders from each of the three destinations were collected and analysed for the study.

1. 12 Estimating Employment in Tourism: Approaches, Methods and Data Past studies

Three different approaches have generally been used for estimating employment in the tourism sector. They are (i) employment coefficient approach, (ii) input - output analysis approach, and (iii) computational general equilibrium analysis approach (CGE). Each of these approaches has its own advantages and limitations. The employment coefficient is the ratio of employment (number of jobs) to output. In the case of tourism, employment

coefficient is derived as the weighted average of the coefficients of sectors and subsectors in which employment gets generated as a result of tourism. Estimating employment with the use of coefficients is straight forward method provided that data on output or income are available for the sectors concerned.

The input - output analysis has been popular among scholars, institutions and government agencies estimating the employment impacts of tourism (Dwyer and Forsyth 1998; Stynes 2001). In the input - output method, estimates for industry output for different sectors are estimated for a given aggregate tourism expenditure. Aggregate tourism - generated employment is then estimated by multiplying the tourism related output of each industry by employment coefficient (employment to output ratio) for that industry and summing estimates across industries (Dwyer and Forsyth 1998 and ESCAP 1990). Input - output method is, however, criticised for its unrealistic assumptions and inflexibility as far as changes in prices and technology are concerned.

The World Travel and Tourism Council (WTTC) estimates employment generated by Travel and Tourism Industry and Travel and Tourism Economy for various countries using the Tourism Satellite Accounts (TSA) methodology that is based on input - output method. In India, a recent study has attempted to estimate total employment and output generated by the tourism sector using the TSA methodology (NCAER 2006). The computable general equilibrium (CGE) analysis can be described as an improvement over the input - output method. The CGE method does not suffer from some of the inadequacies of the input - output method (Dwyer and Forsyth 1998). CGE models allow for detailed analysis of inter - industry links together with price variations and supply constrains. However, setup costs of a CGE model are high in terms of hardware, software and data requirements. Thus, analysis based on CGE models is generally undertaken by large agencies such as the

government and institutions that have a long - term interest in monitoring an economy or specific sectors of the economy.

There have been some earlier attempts to estimate total employment due to tourism in India without distinguishing between employment effects of domestic and foreign tourism. The United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) estimated the direct and indirect employment generated by tourism in India for a few years till 1989–90. The National Council of applied Economic Research (NCAER) has recently developed the first ever Tourism Satellite Account for India (NCAER 2006). This provides estimates of total output and employment generated by tourism in India without distinguishing between domestic and foreign tourism. The TSA estimates are based on surveys on tourist expenditure pattern conducted in 2002–03 and input output tables of 1998–99.

The WTTC has been estimating country - wise annual data on employment generated in the tourism sector since 1998. Based on TSA methodology, the WTTC provides estimates of employment generated by tourism at two levels: the travel and tourism industry and the travel and tourism economy. While the former captures direct employment due to tourism, the latter includes indirect employment in the economy due to tourism. The present study, attempts to estimate the size and volume of employment that can be generated by tourism industry in Kerala. After making some improvements in methodologies used in earlier studies.

The present study is an attempt to estimate direct employment generated by tourism in Kerala in recent years. The study also attempts to make projections on employment generation for the next 62 years in domestic and foreign tourism sectors of Kerala.

In order to estimate the volume of employment due to tourism in Kerala, the researcher has decided to use the employment coefficient approach. The employment

coefficients are computed for such sectors and sub - sectors that provide goods and services to foreign tourists as hotels and restaurants, transport and travel services, cultural and recreational services, trade (retail trade of food products, trade in products such as handicrafts, textiles and so on) and manufacture (food products, textiles, gems and jewellery, handicraft and so on).

1.13 Details of the work completed

As scheduled earlier in the first phase of the study, the researcher has examined the available literature relating to tourism, tourism entrepreneurship, destination development and employment generation.

For collection of data two separate sets of questionnaires were developed, one for domestic and international tourists and the other for tourism stake holders. The schedules were drafted with generation utmost care after taking into consideration. The objectives of the study all other aspects related to employment generation. In order to estimate employment generation three internationally accepted methods are used. The employment coefficient model was selected for this study to determine the employment potential of the tourism sector in Kerala state. The other two methods approaches, namely input output analysis approach and computational general equilibrium approach (CGE) are found not as suitable as employment co-efficient approach.

1. 14 Definition of employment coefficient

Employment coefficient measures the ratio between employment and output/value added in a sector/economy, and can be expressed in several ways. In this exercise the researcher defines employment coefficient for a sector as the number of workers employed in that sector for a crore of rupees of value added in that sector. If the currency used in the computation of the employment coefficient is the US dollar, the corresponding definition of employment coefficient is given as the number of workers employed for every million US

dollar worth of value added that is generated. The aggregate employment coefficient for the economy or for a composite sector such as the tourism sector is given by the weighted average of the employment coefficients of the different sub - sectors that form the economy or composite sector. The estimate of total employment in the composite sector is given by the product of the total expenditure in the composite sector and aggregate employment coefficient for the composite sector.

Thus, if n_i is the number of workers employed in sector i and if v_i is the value added in that sector then the employment co-efficient for the sector i is given by

$$ec_i = n_i / v_i \quad \dots\dots\dots 1$$

The aggregate employment coefficient is then

$$EC = \sum w_i ec_i \quad \dots\dots\dots 2$$

Or

$$EC = \sum w_i n_i / v_i$$

Where $i = 1 \dots m$ (total number of sub sectors), and $w_i =$ weight for sector i

The employment in the economy/composite sector is given by

$$\text{Employment} = EC \times GDP_c \quad \dots\dots\dots 3$$

Where, GDP_c is the domestic product of the economy or the composite sector. In case of a composite sector (tourism), the tourism GDP can be estimated from the sum total of all expenditures by tourists.

Note: in case of tourism, weight w of each of the sub sectors is derived from the expenditure pattern of tourists.

Main assumptions

The estimation involves the following main assumptions arising primarily from the limitations of data availability.

1. There is no leakage due to imports. It is assumed that all goods and services provided

to foreign tourists in India are produced within the country and not imported. This assumption could have been avoided if data on the amount or share of imports in tourists' consumption were available.

2. The employment coefficient for all firms is equal. It is assumed that the labour productivity of all firms within a sector associated with tourism is equal. In other words, we assume that labour productivity in restaurants that cater to tourists and non-tourists is equal. This assumption may not hold as it is known that certain firms specialise in servicing tourists (as against non-tourists) and that this could lead to a different labour productivity in such firms.
3. The expenditure pattern of foreign tourists remains stable. As in the case of previous assumption, due to lack of data, it is assumed that the pattern of expenditure of tourists remains constant over the period of this estimation. Thus, the sub-sectors that are identified as being part of the composite tourism sector remain and their relative weights remain constant for the estimation period. This could be an unrealistic assumption as it is seen from the earlier studies that the expenditure pattern indeed changes over time.

The researcher has also made a few personal interviews and interactive sessions with some stake holders. The results of these interactions are appended as last part of this report. All the activities in connection with this study are progressing as scheduled earlier. The procedure to begin second phase of the study is progressing. Data collection and data analysis are scheduled to be completed in this phase. All the activities in connection with this study are progressing as scheduled earlier. The researcher is confident in submitting the report of the study within the stipulated time.

1. 15 Presentation of Reports

The project is presented in six different chapters as follows.

The first chapter of the project contain and introduction, objectives of the study, statement of the problem, scope of the study, operation definition, methodology and presentation of report.

The second chapter is literature review which contains abstract of the published articles and research studies in the research

The third chapter provide a conceptual idea about tourism, employment opportunity in Tourism, EDP practices in tourism, different development practices of human resources, motivation and compensation to employees.

The fourth chapter is analysis and interpretation. The profile of stake holders reviewed and analysed extensively in three destination viz; Beach tourism in Kovalam, Eco tourism in Thenmala and Backwater tourism in Alleppey.

A development model for tourism and destination development is given in Chapter Five. The employment coefficient is computed for all the sectors and subsectors related to tourism to ascertain the volume of employment in that sector.

Chapter six, the final chapter contains Summary, Findings and Conclusions.

CHAPTER II

REVIEW OF LITERATURE

2.00 INTRODUCTION

Kerala is famed as God's own country. It looks like a „fairy land“ with its fresh green hills, dense forests, palm- fringed lakes, rivers, backwaters and lagoons. The backwaters of Kerala are the backbone of Kerala Tourism. It is unique and found nowhere else in the World. Forty one west-flowing rivers of Kerala are a magnificent gift of nature. Most of the finest beaches in India are in Kerala. The rolling high ranges of the Western Ghats are very attractive and also play an important role in determining the climate of the State. Eco-tourism centers of Kerala are very popular. India's first planned eco-tourism centre at Thenmala is in Kerala. Kerala is renowned as a health tourism destination also. The *Ayurvedic* health tourism is more popular here because the State has an unparalleled wealth of herbs and natural vegetation; perhaps, similar plants are seen only in the Himalayas. It is due to the unique geographical position and tropical climate of the State. The humid climatic condition is also favourable for *Ayurvedic* treatment and is considered as the best attraction to the tourist. Exotic wildlife, monuments, fairs and festivals, cultural heritage, spectacular arts and handicrafts, architecture and cuisine etc renders distinctive charm to Kerala tourism. Apart from being a tourist destination, Kerala is also India's most literate, most peaceful and cleanest State. Kerala was adjudged as one of the „Ten paradises of the World by the National Geographic Traveller. A forecast study conducted by WTTC states that travel and tourism related to economic activity of Kerala grows at 11.4% during 2004-2013 and shall provide employment to 2.2 million (15 per cent of total employment) by 2013.

In order to have an indepth knowledge in the subject matter the detailed analysis of the available literature has done. The analysis of the secondary data revealed a clear cut picture of

the subject matter related to the study which was given in the following part under different heads.

2. 01 Generation of Employment in Tourism sector

The adoption of tourism as a development strategy is commonly based on the benefits that tourism potentially brings employment opportunities to the people at destinations. One of the most frequently reported benefits of tourism is the generation of employment not only for those who live in the localities but also for those in surrounding areas or who temporarily immigrate in search of tourism income. While the contribution of tourism to employment at a macro level has been largely documented, little is known about the actual effects that tourism employment has on the livelihoods at a micro level. These effects will unquestionably be shaped by the specific characteristics of the tourism employment held by each individual.

The characteristics of tourism employment have been commonly cited by scholars. Attributes such as low income, seasonality and low wages, to mention some, have been used to describe tourism employment. While most of these characteristics may be commonly applicable to various destinations, it is reasonable to believe that such characteristics are not ever-present in the so called tourism industry. This recognition makes sense if we take into account that socioeconomic, cultural and political conditions vary among destinations. The specific qualities of tourism employment at a particular destination will be shaped by several factors, namely, the economic conditions existing in the destination, the social and cultural structures of local communities, and certainly the type of tourism activity.

Tourism is widely recognised as a labour - intensive service sector. In addition, the nature of the sector is such that the multiplier and spill over effects are generally expected to be higher than other sectors. Tourism also generates employment for workers at all levels of skill (ESCAP 1996). But, for the reasons given above in respect of income and output no direct estimates of employment in tourism are possible on the basis of the prevalent scheme

of generating statistics at the sectoral and sub - sectoral levels. The present study is an attempt has been made in this paper to estimate trends in employment generated by tourism in Kerala by applying an alternative methodology that uses derived coefficients from available data.

Apart from the contribution for foreign exchange earnings, the importance of tourism industry can be measured in terms of its contribution to the national income (as measured by the tourism GDP) and employment. The nature of tourism industry, however, makes estimation of these parameters difficult. Tourism is a composite sector. It generates income in a large number of activities that feature as sectors and sub - sectors in the classificatory scheme of the National Accounts Statistics (NAS). Important among them are (i) Hotels and other accommodation units; (ii) Restaurants; (iii) Travel agents and tour operators; (iv) Transport services; (v) Tourist resorts and complexes; (vi) Entertainment facilities; (vii) Shopping facilities including sales outlets for curios, handicrafts, souvenirs, etc.; (viii) Conference and Convention facilities; (ix) Adventure and recreational sports facilities; and (x) Guide services. These activities provide goods and services to both the local population and tourists and therefore there is the problem of apportionment of output between tourism and non - tourism components and further, within tourism, between that generated by domestic and foreign tourism.

The travel and tourism industry is one of the largest and most dynamic industries in today's global economy. It is expected to generate about 9 per cent of total GDP and provide more than 235 million jobs in 2010, representing 8 per cent of global employment. Last November, over 150 government, employer and worker delegates from more than 50 countries, meeting at the ILO's Global Dialogue Forum on New Developments and Challenges in the Hospitality and Tourism Sector, discussed new developments and

challenges in the sector. The Forum was opened by Mr Taleb Rifai, Secretary-General of the World Tourism Organization (UNWTO) and Mr Juan Somavia, Director-General of the ILO.

Compared to other sectors of the global economy, the industry is one of the fastest growing, accounting for more than one-third of the total global services trade. The ILO Forum addressed the high intensity of labour within the industry, making it a significant source of employment and placing it among the world's top creators of jobs that require varying degrees of skills and allow for quick entry into the workforce by youth, women and migrant workers.

According to an ILO report¹ prepared for the Forum, international tourism was affected by the global economic and social crisis but is projected to grow significantly over the coming decade. The United Nations World Tourism Organization (UNWTO) is expecting the sector's global economy to provide 296 million jobs by 2019.

The tourism sector suffered a decline beginning in the second half of 2008 and intensifying in 2009 after several consecutive years of growth. A sharp reduction in tourist flows, length of stay and spending, as well as increased restrictions on business travel expenses, led to a significant contraction of economic activity in the sector worldwide.

Among the most affected during the crisis were international tourist arrivals, decreasing by 4 per cent in 2009, while international tourism revenues were projected to go down 6 per cent by the end of 2009. The regions hit hardest by the decline in worldwide international tourism were the Middle East (-4.9 per cent), Europe (-5.7 per cent), and the Americas (-4.6 per cent). Only Africa showed constant growth (+2.9 per cent), based on a comparatively low travel volume.

Despite the crisis, global employment in the tourism industry increased by about 1 per cent between 2008 and 2009, the report says. But there were significant regional differences with respect to the impact of the crisis on employment in hotels and restaurants. While the

Americas suffered a 1.7 per cent decrease in employment, employment in Asia and the Pacific region remained resilient, gaining 4.6 per cent.

Tourism has emerged as one of the largest industries both in terms of gross domestic product (GDP) and employment in the world today (ESCAP 1999; WTTC 2004b). In 2006 tourism GDP is likely to account for about 10 per cent of world GDP (WTTC 2006). India also has a large unexploited potential for foreign tourism (GOI 2001). Foreign tourism has been steadily increasing in India. In terms of number of tourist arrivals to the country in the last decade and a half, the number of tourists of foreign nationality visiting India increased from about 16.8 lakhs in 1991 to about 33.7 lakhs in 2004 . Thus, the average annual growth rate of tourism in terms of foreign tourist arrivals was about 5.1 per cent in this period.

The importance of tourism as a source of foreign exchange for India cannot be ignored. The total foreign exchange earnings from tourism increased from about USD 1861 million in 1991 to about USD 4810 million in 2004 . Thus, tourism receipts recorded an average annual growth rate of about 7.02 per cent between 1991 and 2004. In 2004, it accounted for about 12.1 per cent of total services exports from India. Its share in total exports (of goods and services) in the same year was 4.2 per cent.

2. 02 Nature of Tourism Employment

Several studies have examined the contribution of tourism to employment within specific destinations. Many cases including Bali (Cukier & Wall, 1993), Gambia (Farver, 1984), Hawaii (Choy, 1995), the UK (Hughes, 1982), the Seychelles (Archer & Fletcher, 1996), to mention but a few, have been documented. A large number of these investigations have examined the effect of tourism on employment at a macro or national level, and very few have focused on very specific micro levels. Analysing the conditions of tourism employment at a micro level, particularly in developing countries, may be useful in the understanding and explaining the diverse dimensions of employment in the context of

tourism. Consequently, it may also help to explain the various, diverse and complex relationships between tourism and employment at regional and national levels. General observations about the “*inherent*” characteristics of tourism employment .To Wall and Mathieson (2006), be summarised as follows:

1. Employment and income effect are closely but not perfectly related,
2. The effects of tourism employment vary by tourist activity; some tourism activities are more labour-intensive than others.
3. Many jobs are self employed, particularly in destinations where tourism enterprises are small,
4. Tourism employment is characterised by being low-wage occupations, parttime and casual,
5. Tourism employment commonly requires low skill levels and low entry requirements. Where specific skills are required, particularly in poorly developed areas, the industry often turns to outside expertise rather than provide training for local people (Cohen, 1984; Murphy, 1981),
6. Tourism employment is strongly seasonal,
7. The effects of tourism employment are frequently not visible and hence not recognised; tourism may take people from other sectors of the economy and go beyond a narrowly defined destination area, and,
8. Tourism employment is structured by gender; the majority of jobs in most tourism tasks are held by women, particular the low-paid, part-time and seasonal positions. It has been estimated that over 70% of tourism employees are women (Marshall, 2001).

However, determining the distinguishing characteristics of tourism employment at a global basis cannot, or should not, be an easy task. This is especially true when considering that the views of what tourism employment is like are various and sometimes opposing;

“The image of tourism as a generator primarily of low-wage and low-skill employment is a misleading one, and underestimates tourism’s impact on overall wages and salaries. In fact, many of the jobs at the technical, managerial, and professional levels require education and training which command compensation commensurate with these qualifications” (UNWTO, 1997, p. 213-214).

While the characteristics of a large number of tourism positions may concur with commonly held beliefs (see also Choy, 1995), they may also differ significantly from each other. The attributes of many, if not all, social phenomena (including employment) are rarely determined by only one factor. The characteristics and qualities of tourism employment are not to be defined exclusively by the alleged „nature“ of tourism, but also by the macro and specific micro economic, political and socio-cultural conditions in the destination community. Issues such as the economic development of the region, the type of tourism activity, and the existence of employment alternatives will be important factors in defining the attributes of tourism employment in each location, particularly in developing world destinations. As Mitchell and Ashley (2010, p. 39) argue, *“There is little consensus about the quality of tourism employment and wages of the poor. Much depends on the specific country, its labour market and tourism seasonality, and on whether the comparison is with desired norms, other sectors, or other countries”*; in summary, the specific conditions of the destination area will play an important role in defining at a micro level the characteristics of employment of any type of tourism.

A large number of studies on tourism employment have been undertaken on the basis of quantitative methods (Brown & Connelly, 1986). Quantitative approaches seem to be more reliable and more valuable for policy design and the intervention of governments due to the potential for representativeness. However, qualitative approaches offer a valuable alternative in examining the characteristics of tourism employment from the perspective of informants.

Through the eyes of informants, the actual attributes of employment in ecotourism can be not only listed and described, but also explained and illustrated in depth through the experiences of those involved in ecotourism jobs. Bearing this in mind, a qualitative approach was adopted for the aim of this study. In particular, in-depth interviews, participant observation and a large number of informal conversations with employees in the park were used as research techniques for the collection of data. For the interviewing process, a series of guiding questions were designed to explore the specific properties of employment in the park. Based primarily on existing literature, questions about seasonality, level of skills, wages, training, to mention some, were incorporated in the instrument. At the same time, visitations to the park permitted to observe certain characteristics that had not been sufficiently cited in the literature; these included issues such as staff turnover, contracts, recruitment procedure and child labour, and were therefore incorporated in the instrument.

A study conducted in Great Britain to predict the employment potential in tourism sector, a good number of employment categories are used as a proxy to predict the employment potential in tourism sector. This employment estimate is then used to calculate the amount of tourism revenue required to generate each job i.e. „revenue per job“. The revenue per job can be estimated by dividing the total tourism expenditure by the total number of tourism related jobs estimated from the statistics provided by the tourism department and Government.

In order to determine accurate tourism employment data a micro economic approach is developed to calculate the tourism related employment and tourism revenue required to create each job. The key sectors of tourism employment namely Accommodation, Restaurants and Attractions accounts for 60 percent of tourism expenditure. This sectoral wise analysis can provide micro level data to provide accurate estimate of tourism employment

In order to make an in-depth analysis of the secondary data, the researcher identified certain facts and features about the research topic which were specifically listed here under different heads for a comprehensive analysis and understanding.

2. 03 TOURISM

1. Tourism includes all activities and interplay that happens in period of tourist journey. It can contain tour planning, reaching to destination, staying, returning and many activities like that (Mansourifar, 2010)
2. Leiper (1995) said that destinations are places where people travel to and where they stay for awhile in order to have certain travel experiences, depending on the destinations" attractions. Hu and Ritchie (1993) also stated that a "tourism destination reflects the feelings, beliefs, and opinions that an individual has about a destinations" perceived ability to provide satisfaction in relation to his or her special vacation needs (p.25)."
3. New Tourism is characterised mainly by supersegmentation of demand, the need for flexibility of supply and distribution, and achieving profitability through diagonal integration and subsequent system economies and integrated values, instead of economies of scale (Fayos-Solá, 1996)
4. This new tourism phenomenon is not only influenced by economic factors but also by new cultures and a new generation of tourists. In tourism, the different destinations compete worldwide through globalisation (Saayman, 1998).
5. The more we integrate the world, the more we"ll want to differentiate our experiences. The more global exposure we get, the more desire to experience them firsthand (Anon, 1998).
6. Tourism is currently the fastest growing industry in South Africa, the largest industry in the world and also the biggest employer. Globalisation has brought about economic

changes in general, but also particular changes in the tourism industry. The focus of the tourism industry has shifted from air travel, overnights, meals and so on to total experiences or fantasy worlds associated with specific destinations (Keller and Koch, 1995).

7. Tourism strategies are looking for enabling urban, especially rural producers to reduce reliance on agriculture, and engage in new economic opportunities that are competitive in the more globalized markets, which now reach their doorstep (Holland, Burian and Dixey, 2003)
8. It is also defined as “the ability of a country to create added value and thus increases national wealth by managing assets and processes, attractiveness, and aggressiveness, and proximity, and by integrating these relationship into an economic and social model” (Ritchie & Crouch, 2000, p. 306).
9. A recent study by Buhalis (2000) lists six major components of tourism attractions and resources (p.98) that most of the tourism literature commonly includes in assessing and evaluating the elements of tourism destinations.

These components are as follows:

- Attractions -natural, man-made, artificial, purpose-built, heritage, special events
- Accessibility – entire transportation system comprised of routes, terminals and vehicles
- Amenities – accommodations, catering facilities, retailing, other tourist services
- Available packages – prearranged packages by intermediaries and principals
- Activities – all activities available at the destination and what consumers will do during their visit
- Ancillary services – services used by tourists such as banks, telecommunications, newsagents, hospitals.

2.04 ENTREPRENEURSHIP DEVELOPMENT IN TOURISM

10. Tourism entrepreneurship is defined as activities related to creating and operating a legal tourist's enterprise. Legal enterprises refer to those businesses that operate on a profitable basis and seek to satisfy the needs of tourists (Saayman & Saayman, 1998).
11. Entrepreneurship and innovation are critical factors in tourism and are both central to the continued success and development of the industry, both globally and regionally (Parra López, Buhalis & Fyall, 2009).
12. Tourism entrepreneurship is defined by Koh (1996:30) and Saayman and Saayman (1997) as activities related to creating and operating a legal tourists enterprise. Legal enterprises refer to those businesses that operate on a profitable basis and seek to satisfy the needs of tourists and visitors. These enterprises include, among others, hotels, guest houses, travel agencies and tour operators. This means that persons who hawk goods or services, such as arts and crafts, to tourists are also tourism entrepreneurs, but are more often referred to as street vendors
13. Alonso-Almedia (2012) claimed that tourism entrepreneurship is a good opportunity for women coming from culturally and socially constrained societies because it is seen as an extension of their domestic work and as a result, appropriate for the women. Thus, we can see there is a tension surrounding issues of perspectives and socio-cultural benchmarks and that it is the Muslim women's perspective that needs to be considered
14. Entrepreneurial individuals also channel and transform their entrepreneurial ambitions and qualities into actions. So, an organizational extension of individual entrepreneurial actions and a behavioural manifestation of entrepreneurship could be identified in small firms (Wennekers and Thurik 1999).

15. Tourism entrepreneurship is controlled by entrepreneurs who wish to extract a certain social lifestyle, and economic incentives play a secondary role (Skokic & Morrison, 2010).
16. Schumpeter (1934) argued that the entrepreneur is an innovator, i.e. a person that brings about change by means of new processes and/or products.
17. Accordingly, competitiveness has been viewed as “producing more and better quality goods and services that are marketed successfully to consumers” (Newall, 1992, p. 94).
18. Sundbo (2009:438) argues that “innovation requires entrepreneurship through which somebody struggles to realize the idea as a business idea”.
19. Gupta (2004) define entrepreneurial leadership as “leadership that creates visionary scenarios used to assemble and mobilize a „supporting cast“ of participants who become committed by the vision to the discovery and exploitation of strategic value creation”.
20. New small tourism businesses contribute to the flourishing of entrepreneurship as important catalysts or actors in technological innovations; as agents of change in market structure and competition environment and as critical forces in industrial restructuring and national competitive advantage upgrading (Hart 2003, Porter 1990).
21. The World Travel and Tourism Council (WTTC) estimates employment generated by Travel and Tourism Industry and Travel and Tourism Economy for various countries using the Tourism Satellite Accounts (TSA) methodology that is based on input - output.
22. In India, a recent study has attempted to estimate total employment and output generated by the tourism sector using the TSA methodology (NCAER 2006).
23. Shaw & Williams (1998) identified both “non-entrepreneurs” (i.e. (semi)retired in-migrants to the destination) and “constrained entrepreneurs” (i.e. younger entrepreneurs constrained by minimum business skills and shortage of capital).

24. Wickham's (2004) claim that size of a business is a poor guide as to whether it is entrepreneurial or not and henceforth, that SMTEs are not – per se – entrepreneurial. This means that we have to be extremely careful before we label small enterprises „entrepreneurial“ and that we can only expand the pool of knowledge on innovation and entrepreneurship in tourism if we focus on those enterprises that are, in fact, entrepreneurial and not on all small tourism businesses
25. Hjalager (2009:12) argues that, within tourism, “many entrepreneurs fail, and turbulence challenges both long-term consolidations and improvements based on experience of business models”.

2. 05 DESTINATION DEVELOPMENT IN TOURISM

26. Tourism has commonly been regarded as a mechanism for improving the livelihoods of local people in destinations. Particularly the potential of tourism for the generation of employment and income for locals has been one of the main reasons for the adoption of tourism. Tourism may also be useful for other purposes such as reducing out migration; in the case of some countries, for example, tourism has been adopted to provide more rural employment with special emphasis on the needs of the young population who form the bulk of out-migrants (Murphy, 1985).
27. One of the goals of tourism planning and development is to create more valuable tourism products and services for potential or current tourists so that destinations and their communities receive social and economic benefits. However, it has been suggested that there is a need for a clearer understanding of the ability of the tourism destination to compete effectively in an increasingly saturated market (Evans, Fox, & Johnson, 1995; Ritchie, Crouch, & Hudson, 2000).

28. Competitiveness in the tourism literature has been considered as a “destination’s ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors” (Hassan, 2000).
29. The destination attractions/resources such as natural/cultural components, heritage/historical resources, supporting facilities/services, infrastructure, hospitalities, sports/recreation activities, transportation/accessibility, and cost, should be considered as not only basic to understanding tourism planning, but also essential for successful tourism development (Gunn, 1994; Pearce, 1997).
30. Furthermore, maintaining and developing the quality of these tourism resources is important to the competitiveness of most types of tourism destinations (Inkeep, 1991; Go & Govers, 2000).
31. Bansal S.P. and Prasant Gautam stated that tourism has, today, emerged as one of the fast growing industries in the World and shows its importance in developing social and cultural linkages at the national and international level. On account of its multifarious and far-reaching benefits in terms of employment generation, foreign exchange earnings, improvement in living standard, modernization of infrastructure and contribution towards protection, preservation and conservation of our natural and cultural heritage, obviously becomes vitally significant for the developing economies as an agent to the holistic development.
32. Vinay chauhan and Savidha Khanna (2007) stated that adequate tourism infrastructure is necessary for the growth and development of tourism industry. Tourism infrastructure includes accommodation, transportation, communication, drinking water, and civic amenities such as parking, health, sanitation, power, toilets, parks, amusement and entertainment facilities.

33. Anurag Fadia (2009) in his study “International trends in nature based tourism” observed that nature tourism has grown as a consequences of the dissatisfaction with conventional forms of tourism which have, in a general sense, ignored social and ecological elements of foreign regions in favour of a more anthropocentric and strictly profit centered approach to the delivery of tourism products. He concluded that ecotourism has blossomed into a rich array programmes and opportunities in the public, private and not for profit sectors. Good coordination must exist between these stake holders such that the appropriate values (economic and emotional) are attached to the ecotourism experience.
34. It is necessary to consider the tourism business networks collectively, for a more complete picture in terms of destination development. Individual networks are still considered but from the tourism business epicentre. It is necessary to choose an epicentre to create perspective, angle and focus to the research. From a tourism perspective, the activities of small businesses within such tourism destinations are of research interest in terms of their contributions towards sustainable economic and community development of the destination (Tinsley and Lynch, 2001)
35. Morrison (2004) establish the core of a network as inter organisational learning and knowledge exchange, with a sense of community and purpose-giving cohesion. A core element of these communities is that they have been historically shaped by different socio-political and economic interactions amongst actors in a bid to sustain the competitive advantage of the destination.
36. Lynch and Morrison (2007) emphasise social network analysis to understand the impact on destination development of interfirm interaction among community-embedded small tourism organisations.
37. Lashley (2000, p. 12) argues that because commercial hospitality provision depends on monetary transactions, “both host and guest enter the hospitality occasion with a reduced

sense of reciprocity and mutual obligation” and “the exchange of money absolves the guest of mutual obligation and loyalty”.

2. 06 EMPLOYMENT GENERATION IN TOURISM

38. The importance of tourism in the generation of employment has been evidenced worldwide. In the case of countries such as Hawaii, for instance, direct employment in the tourism industry has accounted for 24% of total civilian employment (Choy, 1995)
39. According to the World Tourism Organisation (UNWTO, 2012), the current contribution of tourism to employment is estimated in the order of 6-7% of the overall number of both direct and indirect jobs worldwide, meaning over 260 million jobs in the travel and tourism and related sectors.
40. The role and contribution of tourism to employment that it may arguably be described as the world’s largest source of employment in the world (Sharpley & Telfer, 2002), in both developed and developing countries.
41. The World Travel and Tourism Council (WTTC) estimates employment generated by Travel and Tourism Industry and Travel and Tourism Economy for various countries using the Tourism Satellite Accounts (TSA) methodology that is based on input - output
42. The significance of tourism employment seems to be a generalisation, it is very difficult, if not impossible, to determine accurately the size of tourism-related employment. This is due to the difficulty in defining the boundaries of tourism, the lack of official and reliable statistics, and a tendency to focus on only occupations directly involved in dealing with tourists.

According to Wall and Mathieson (2006), tourism employment characteristics can be summarised as follows:

- Employment and income effect are closely but not perfectly related,

- The effects of tourism employment vary by tourist activity; some tourism activities are more labour-intensive than others,
- Many jobs are self employed, particularly in destinations where tourism enterprises are small,
- Tourism employment is characterised by being low-wage occupations, part time and casual, (Wall & Mathieson, 2006)

43. In the global economy small businesses are playing a critical role in reducing unemployment, penetrating new markets and generally growing national economies. It follows that small businesses represent an important vehicle for addressing the challenges of job creation, economic development and social development. Tourism is an under-exploited sector with considerable potential for expansion, particularly given the high labour absorption capacity of small businesses (Bengtsson, M., Boter, H., Vanyushyn, V., 2003).

44. Levitt's (1960) argument that there is no such thing as a growth industry (but only companies organized and operated to create and capitalize on growth opportunities) as the innovativeness of the case company seems to relate far more to the owners' quest to identify and responsiveness towards growth opportunities than to the industrial context. *As a token of this, the case company has actually experienced high growth rates in periods, during which the industry as such has experienced stagnation.*

45. Lynch and Morrison (2007) define networks as "social structures that enable the operators of small firms to build the level of trust necessary for them to share in the development of the local tourism product".

END NOTES

1. MANSOURIFAR, Mohammad(2010). Investigate Tourism Industry Development Barriers in MAZANDARAN. MAZANDARAN, SARI: SHELPHIN Press, 2010, 978-600-100-103-1.
2. . Hu, Y., & Ritchie, J. R. B. (1993). Measuring destination attractiveness: A contextual approach. *Journal of Travel Research*, 32(2), 25-34.
3. FAYOS-SOLá, E. 1996. Tourism Policy: a midsummer night's dream? *Tourism Management*. 17:6, pp 405-412. Britain: Elsevier Science Ltd.
4. SAAYMAN, M. 1998. The impact of globalisation on tourism in Africa. Paper presented at the World Leisure and Recreation Conference. Sao Paulo, Brazil. 26-30 October 1998.
5. ANON. 1998. A Gallery of how the world works. [http:// studsys.mscs.mu.edu/~cheung /Page. dir/pg.metaworld1.html](http://studsys.mscs.mu.edu/~cheung/Page.dir/pg.metaworld1.html)
6. KELLER, P. and KOCH, K. 1995. Die globalisierung des tourismus. Eine Herausforderung für die schweiz als traditionelles tourismusland. *Die Volkswirtschaft* (68):5.
7. Holland, Jenny; Burian, Michael; Dixey, Louise (2003). Tourism in Poor Rural Areas: Diversifying the product and expanding the benefits in rural Uganda and the Czech Republic. Economic and Social Research Unit (ESCOR) of the UK Department for International Development (DFID).
8. . Ritchie, J. R. B.,& Crouch, G. I. (2000). Are destination stars born or made: Must a competitive destination have star genes? In 2000 TTRA Annual Conference Proceedings (pp. 306- 315).

9. Buhalis, D. (2000). Marketing the competitive destination of the future. *Tourism Management*, 21, 97-116.
10. Saayman, M & Saayman, A. 1998. Tourism and the South African Economy: Growing Opportunities for Entrepreneurs. *African Journal for Health, Physical Education, Recreation and Dance*. Vol5:1.
11. Parra Lopéz, Eduardo; Buhalis, Dimitrios; Fyall, Alan (2009). Entrepreneurship and Innovation in Tourism. PASOS. *Revista de Turismo y Patrimonio Cultural*. ISSN 1695-7121.
12. SAAYMAN, A. & SAAYMAN, M. Tourism and the South African economy: growing opportunities for entrepreneurs. 10th annual SAESBA conference, Victoria Falls, Zimbabwe. 27-29 April 1997.
13. Alonso-Almedia, M. D., 2012. Water and waste management in the Moroccan tourism industry: The case of three women entrepreneurs. *Women Studies International Forum*, 35, pp. 343-353.
14. Wennekers, S. and Thurik, R., 1999. Linking entrepreneurship and economic growth. *Small business economics*, 13 (1), 27_55.
15. Skokic, Vlatka & Morrison, Alison (2010). Tourism and hospitality entrepreneurship, social setting and research methodology: moving into the beyond. Guildford: University of Surrey, School of Management
16. . Schumpeter, Joseph 1934 *The Theory of Economic Development*. Oxford: Oxford University Press
17. Newall, J. E. (1992). The challenge of competitiveness. *Business Quarterly*, 56, 94-100.
18. Sundbo, Jon 2009 "Innovation in the Experience Economy: A Taxonomy of Innovation Organizations". *The Service Industries Journal*, 29(4): 431-455

19. Gupta, V., MacMillan, I.C. & Surie, G. 2004. "Entrepreneurial leadership: Developing and measuring a cross-cultural construct", *Journal of Business Venturing*, 19: 241-260
20. Hart, C., Doherty, N. & Ellis-Chadwick, F. 2000. "Retailer adoption of the Internet - Implications for retail marketing", *European Journal of Marketing*.
21. WTTC (2006) *Progress and Priorities 2006/07*, Annual Report, The World Travel & Tourism Council, London.. NCAER (2006) *Tourism Satellite Account for India*, National Council for Applied Economic Research, New Delhi
22. . NCAER (2006) *Tourism Satellite Account for India*, National Council for Applied Economic Research, New Delhi
23. . Shaw, Gareth & Williams, Allan M. 1998 "Entrepreneurship, Small Business Culture and Tourism Development". In Ioannides, Dimitri & Debbage, Keith (Eds): *Economic Geography of the Tourist Industry: A Supply Side Analysis (235-255)*. London: Routledge
24. Wickham, Philip A. 2004 *Strategic Entrepreneurship*. 3rd Edition. Essex: Pearson
- Yin, Robert K.
25. Hjalager, Anne-Mette (2009) "A Review of Innovation Research in Tourism". Forthcoming in *Tourism Management*
26. Murphy, P. E. (1985), *Tourism: A community approach*. New York: Methuen.
27. . Evans, M. R., Fox, J. B., & Johnson, R. B. (1995). Identifying competitive strategies for successful tourism destination development. *Journal of Hospitality and Leisure Marketing*, 3(1), 37-45.
28. Hassan, S. S. (2000). Determinants of market competitiveness in an environmentally sustainable tourism industry. *Journal of Travel Research*, 38 (February), 239-245.

29. . Gunn, C. A. (1994). *Tourism Planning* (3rd ed.). New York: Taylor and Francis.,
Pearce, D. (1997). Competitive destination analysis in South east Asia. *Journal of Travel Research*, 35 (4), 16-24.
30. Inkeep, E. (1991). *Tourism planning: An integrated and sustainable development approach*. New York: Van Nostrand Reinhold., Go, F. M., & Govers, R. (2000). Integrated quality management for tourist destinations: A European perspective on achieving competitiveness. *Tourism Management*, 21, 79-88.
31. Bansal.S.P., Prashant Gautam Sonia, Sushama & Chander Mohan, (2007), (Eds), *Cutting Edge Research in Tourism New Directions*, Abhishek Publications, Chandigarh, pp.3-5.
32. Vinay chauhan and Savidha Khanna, (2007), “*Tourism Infrastructure Vis-à-vis Tourist satisfaction- A Case of Jammu and Kashmir*”, In Bansal.S.P, Prashant Gautam Sonia and Others, (Eds), *Cutting Edge Research in Tourism New Directions*, Abhishek Publications, Chandigarh, p 456.
33. Anurag Fadia, (2009), *International Trends in Nature Based Tourism*, Cyber Tech Publications, New Delhi, pp.3,4 & 254.
34. Tinsley , R . and Lynch , P . (2001) “Small Tourism Business Networks and Destination Development”, *International Journal of Hospitality Management* , 20 , 4 , 11 – 14 .
35. Morrison , A . , Lynch , P . and Johns , N . (2004) ,, International Tourism Networks “ , *International Journal of Contemporary Hospitality Management*,16, 3, 198 – 204 .
36. . Lynch , P . and Morrison , A . (2007) “The Role of Networks”, in Michael, E. (ed.), “Micro-Clusters and Networks: The growth of tourism”, Elsevier, London .
37. Lashley, Conrad 2000 “In Search of Hospitality: Towards a Theoretical Framework”. *Hospitality Management*, 19: 3-15

38. Choy, D. (1995), *The quality of tourism employment*, in *Tourism Management*, vol. 16, no. 2, p. 129-137.
39. UNWTO (2012), *UNWTO Tourism Highlights*. Madrid: UNWTO
40. Sharpley, R., & Telfer, D. (2002). *Tourism and development*. Clevedon: Channel View Publications.
41. WTTC (2006) *Progress and Priorities 2006/07*, Annual Report, The World Travel & Tourism Council, London.
42. Wall, G., & Mathieson, A. (2006), *Tourism: Change, impacts and opportunities*. Essex: Pearson Prentice Hall
43. . Bengtsson, M., Boter, H. & Vanyushyn, V. 2003. "The challenge of building marketing channels via the Internet". International Council for Small Business (ICSB) 2003 conference, 15-18th June 2003. Belfast, Northern Ireland.
44. Levitt, Theodor (1969) "Marketing Myopia". *Harvard Business Review*, july/august: 3-13
45. Lynch , P . and Morrison , A . (2007) "The Role of Networks", in Michael, E. (ed.), "Micro-Clusters and Networks: The growth of tourism", Elsevier, London .

CHAPTER III

TOURISM EMPLOYMENT –AN OVERVIEW

3.00 Introduction

Tourism is a labour intensive industry where service sector dominates. It is looked upon as a major source of income to the regions which have limited potentials for other economic activities or where other resources are limited. It employs large number of people and provides wide range of jobs from the unskilled to highly specialise. There is a close but not perfect co-relation between income generating effects of tourism and the creation of employment, i.e; high returns do not correspond directly into proportionately more jobs.

There is more demand for unskilled local labourers, whose total income will be less than the income of the few expertise officials. Tourism actually offers part time seasonal employment to many. The real value to the nations from tourism oriented jobs is equivalent to any other labour intensive textile or other industry. To some extent tourism sector is able to provide jobs according to the qualifications of the job seekers.

3.01 Tourism Industry in Kerala – A preview

The growth rate of tourist arrivals in Kerala is more than six times compared to the growth rate of World tourist arrival in 2010. The foreign tourist arrival in Kerala in the year 2010 is 6,59,265 which is 11 per cent of the total foreign tourist arrival of India and domestic tourist arrival is 85, 95,075. The total earnings from tourism in the year 2010 are Rs 17348 crores which is 31 per cent more, compared to the previous year 2009 and foreign exchange earnings from tourism are Rs. 3797 crores. However, the foreign tourist arrival in Kerala in the year 2011 is 7.3 lakhs and domestic tourist arrival

is 93 lakhs. The total earnings from tourism in the year 2011 are Rs 19037 crores which is 9.7 per cent more, compared to the previous year 2010 and foreign exchange earnings from tourism are Rs. 4221 crores.

Kerala tourism has been gaining global attention in recent years. It is mainly due to natural beauty of the State. Tourism can be promoted only if a country is blessed with natural environment. A country's tourism possibilities are like those of a young woman competing in a beauty contest. If they have not inherited the right characteristics, are not born with the right degree of natural beauty their chances of success are limited. Kerala's geographical diversity and ecological features are promising for tourism development. No tourist can experience anywhere in the World, except Kerala such a geographical diversity within a small piece of land. Every inch of the land of the State is suitable for tourism development. The distance between destination to destination is also negligible.

Table 3.01
Month Wise Arrival of Foreign and Domestic Tourists -
The State of Kerala 2013

Sl. No.	Month	Foreign	Domestic
1	January	113627	913203
2	February	115403	771880
3	March	85953	779086
4	April	66371	813247
5	May	32600	986407
6	June	29758	744703
7	July	45786	724122
8	August	64518	842995
9	September	51032	892413
10	October	67702	1115718
11	November	83484	1072124
12	December	101909	1201913
	TOTAL	858143	10857811

Source: Kerala Tourism Statistics Tourism Dept: Govt. Of Kerala

The month wise tourist arrivals as given in Table 3.01 reveals that the highest number of domestic tourist arrivals to the state (1,20,19,13) was in the month of December and foreign tourist arrival (1,15,403) was in the month of February 2013.

Table 3.02
EARNINGS FROM TOURISM (2001-2013)

<i>Year</i>	<i>Foreign Exchange Earnings (Rs. In Crores)</i>	<i>Percentage of Increase</i>	<i>Total revenue generated from Tourism (Direct & Indirect) Rs. In Crores</i>	<i>Percentage of Increase</i>
2001	535.00	1.85	4500.00	9.58
2002	705.67	31.90	4931.00	20.42
2003	983.37	39.35	5938.00	12.83
2004	1266.77	28.82	6829.00	15.01
2005	1552.31	22.54	7738.00	13.31
2006	1988.40	28.09	9126.00	17.94
2007	2640.94	32.82	11433.00	25.28
2008	3066.52	16.11	13130.00	14.84
2009	2853.16	-6.96	13231.00	0.77
2010	3797.37	33.09	17348.00	31.12
2011	4221.99	11.18	19037.00	9.74
2012	4571.69	8.28	20430.00	7.32
2013	5560.77	21.63	22926.55	12.22

Source: Kerala Tourism Statistics Tourism Dept: Govt. Of Kerala

Table 3.02 reveals the following facts.

- **Foreign exchange earning** for the year 2013 is **Rs: 5560.77 Crores** which

recorded an increase of **21.63 %** over the previous year.

- **Total Revenue (including direct & indirect)** from Tourism during 2013 is Rs: **22,926.55 Crores**, showing an increase of **12.22%** over the last year's figure.

Table 3.03
TRENDS IN DOMESTIC & FOREIGN TOURIST ARRIVALS INTO KERALA(1999-2013)

YEAR	DOMESTIC TOURISTS	% VAR.	FOREIGN TOURISTS	% VAR.
1999	48,88,287	9.07	2,02,173	6.44
2000	50,13,221	2.56	2,09,933	3.84
2001	52,39,692	4.52	2,08,830	-0.53
2002	55,68,256	6.3	2,32,564	11.3
2003	58,71,228	5.4	2,94,621	26.7
2004	59,72,182	1.7	3,45,546	17.3
2005	59,46,423	-4.3	3,46,499	0.27
2006	62,71,724	5.47	4,28,534	23.7
2007	66,42,941	5.92	5,15,808	20.37
2008	75,91,250	14.28	5,98,929	16.11
2009	79,13,537	4.25	5,57,258	-6.96
2010	85,95,075	8.61	6,59,265	18.31
2011	93,81,455	9.15	7,32,985	11.18
2012	100,76,854	7.41	7,93,696	8.28
2013	108,57,811	7.75	8,58,143	8.12

Source: Kerala Tourism Statistics Tourism Dept: Govt. Of Kerala

Table 3.03 reveals the following facts.

- Foreign Tourist arrival to Kerala during the year 2013 is **8, 58,143** It shows an increase of **8.12 %** over the previous year's figure of **7, 93,696**.
- Domestic Tourist arrival to Kerala during the year 2013 is **108, 57,811**. It shows an increase of **7.75 %** over the previous year's figure **100, 76,854**.

When we observe the present situation in the developing world, where there is a large population with low surplus money for further investment, certainly tourism seems to be a solution. For instance in India where tourism provides direct job to about 15 lakhs people and indirect jobs 45 lakhs with variety of jobs from sweeper and washman to managers, travel agents and translators. One can say that, in India, tourism will be able to lessen the burden of unemployment, underemployment and disguised employment.

Tourism generates three types of employment.

- 1) Direct employment in the hospitality sector such as hotels, resorts, restaurants, transportation, etc. in the form of front officers, accountants, housekeepers, waiters, catering staff like cooks, etc.
- 2) Indirect employment generated on account of consumption of local goods and services (handicrafts) by tourists give opportunity to street guides, local transporters, banks, etc.
- 3) Induced employment generated to meet the specific requirements of tourists such as porters, chambermaids, gardeners, hawkers, coolies, brokers, artists, performers, musicians, etc.

3.02 Direct Employment

Accommodation

Hotels are one of the largest sources of employment in tourism. Tourists need

accommodation at the place of destinations when they are far away from their homes. It provides boarding and lodging facilities to the tourists. Hotels and restaurants provide millions of job directly as front office staff, receptionists, managers, cooks, waiters, suppliers, laundries, room boys, etc and thousands indirectly as accountants, clerks, consultants, etc. It requires skilled and unskilled employees in different areas of operation. Trained manpower is an essential for the smooth functioning of hotel industry.

Now a day the character of tourist accommodation has changed according to the demands of customers. Hotels provide accommodation, meals and refreshment for irregular periods of time. Boarding homes, guest houses and pensions are smaller units offering services to the residents for regular and longer time. Hotel grains and apart hotels give bed and breakfast without meals. Camping and Caravan sites are another form of hotel industry equipped with sanitary services. There are self catering family units with homely atmosphere to the tourists.

Long Distance Transportation

Tourism cannot be separated from travel. The modes of transport can play important role in the development of tourism market. Transportation includes surface transport, waterways and airways. Surface transport consists of road and rail transport. There are private vehicles and govt. vehicles which provide transportation facilities to the tourists. It generates employment opportunities in the form drivers, ticket examiners and helpers. Rail transport is more suitable for long distance and it is more comfortable. The rail transport creates large number of employment in the form of station masters, managers, ticket checkers, reservation counter staff, accountants, technicians, engineers, porters, railway police, catering personnel, plat form sellers, etc. Airways are the transport used by international tourists. It also provide jobs to

many like pilots, air hosts, helpers in the port, shoppers in the air port, customs officials and assistances, etc. Waterways are not much used by the tourists for long distances. It mainly helps the tourists in site seeing, boating, etc. It also provides employment opportunities in the form of engine drivers, helpers, etc.

3.03 Indirect Employment

Street Guides or Touts

Consider the case of a tourist who has not come on a package tour who disembarks at his destination and is on the lookout of accommodation. Here the street guides can help him who is not familiar with the locality. It provides employment to many who have good communication skill and knowledge about the destinations. The touts know the local language and customs of the destination. The guides offer their services to the tourists for some earnings. The touts are not professionally qualified. Language of the tourist is the main problem faced by the street guides.

Life guards

The life guards provide their services in the beach areas. It is another area of service which provides employments to many people in the beach. They are expert in swimming and they are ready to take steps when tourists fall in the sea. They provide services with high risk as their lives are on dangerous stage. They get a very small amount of wages as provided by the tourists. There is no special rule for the remuneration of life guards.

Link Transport Needs

Local transport is important for the movement of tourists at the destination and nearby attractions. The demand first emerges from point where tourists leave from the main transport, i.e, railway station, air port and bus stand. The local transport includes taxies, autorikshas, buses, etc. Many numbers of people get

employment in this way. The taxi drivers must know the city well, should be polite, have correct meters, etc. Some luxury hotels operate their transport services to the nearby destinations.

Tourist Police

This is a new idea to develop tourism. Here the police help the tourists by guiding them and answering the queries. The nature of work does not include crime detection and traffic control. He also takes the security needs with special training in hospitality and communication. It generates a new area of employment opportunities.

Book Shops and Libraries

Another service related with tourism is book shops and libraries. It can provide employment opportunities to people in the locality. A book stall started in the destination can provide services to the tourists by making available destination related publications. The personnel engaged in this area require good knowledge about different types of books and magazines available in the market.

Travel Agencies and Tour Operators

Travel agency is another form of services which provide employment opportunities related with tourism. It is their responsibility to organize travel services for the needy people. The travel agents act as a link between the tourists and suppliers of various services needed to the tourists. They use the services of receptionists, drivers, collection agents, etc. They offer business to the suppliers of services while serving the tourists. It requires the service of specialized persons in the field of air ticketing, marketing, finance, etc.

A tourist needs many services like transportation, accommodation, escort and so on. The tour operator is a person who provides all these services to the tourists. It also requires the services of many skilled and qualified persons. Therefore tour operator

provides employment opportunities to many like drivers, route officer, cooks, escorts, guides, etc. It includes planning, coordination with other allied industries like accommodation, transportation, etc. All these activities require the services of specialized persons.

Insurance

Some times the travel agencies may offer insurance coverage for the loss or damage of baggage. Hence it provides employment opportunities to many in the form of insurance agents and consultants. These persons must have knowledge about various insurance policies and its advantages and disadvantages.

Eating Joints and Bars

This is another form of service which gives employment to local people. These range from restaurants and tea stall to dhabas and fast food counters. It requires less capital investment and can be started as sole proprietorship business. This type of business does not require any special knowledge and skill. It provides employment opportunities to the less educated youths.

Informal Services in Tourism

Informal sector services in tourism generate many job opportunities to the people at the destinations. One of the spheres of activity in the informal sector is lodging and boarding provided by the families at the destination (Paying guest). Here a part of their houses are given to the tourists for rent and they will be provided food at a normal rate which is an alternative source of livelihood. Souvenir sellers in the market are another form of informal services. It also makes employment chances for many job seekers in the destination.

3.04 Induced Employment

Photography

Some of the tourists need photography of the destination they visit. There is a chance for the professional photographers. Certain tourists prefer the costumes of the region also. Here the dresses can be given on a rental basis. It also provides employment chances to many of the local people. If tourists have their own cameras, they need film rolls, batteries, etc.

Entertainment and Recreation

Entertainment is an essential component in tourism. Most of the tourists require some type of entertainment in the evening or night. This includes dance, theatre, movie, music, etc. It provides employment to local artists and performers. Many hotels organize musical nights or dance performances during tourist seasons. There is a wide chance for professionally qualified artists and performers.

Communication

Tourism involves being away from home and work environment. At that time the tourist needs to communicate with family members and friends. Hence communication services like post office, public call office, internet café, etc should be there at the destination or nearby towns. This will provide employment to the local people.

Special Features of Services in Tourism Industry

The human resource dimension is one of the most important elements of a sector like tourism, which is characterized by the high level of human involvement in the development and delivery of services. Highly successful tourism organizations place considerable emphasis on the engagement, education and empowerment of their employees at all levels to deliver services that differentiate the organization in the

filed. The role of human resources and its effective management in creating quality has been recognized as one of the most important element in improving the organizations competitiveness.

The main features of services in tourism industry are explained as follows.

Tourism service includes a significant intangible component

Most of the services are intangible in that the tourists do not receive physical or tangible in return for their money. They are buying an experience and the evaluation of this experience may include a strong subjective element as well as aspects that they can judge objectively. The human contribution to the delivery of both tangible and intangible aspects of tourism service is core.

Tourism service can not be inventoried

If left unsold, the sales opportunity for a service is lost. A hotel room left unsold overnight is lost revenue and can not recoup. In other words service cannot be inventoried or stored like other non perishable products.

Tourism service is time dependent

Tourism services are frequently prepared or produced, served and consumed almost simultaneously. The human contribution within this process is critical.

Tourism service are place dependent

Many of the tourism services must be offered to the customers where they are required. Delivery and production cannot take place remotely or in a centralized location. Hotels must be located where people want to stay and not where it suits the hotel company.

Tourism service cannot be quality controlled at factory gate

The tourism services are difficult to standardize because they generally require a high level of human intervention for their delivery. As a result you cannot return or

substitute a service which has been unsatisfactory in the way you can seek to exchange faulty goods. Once your experience of service is concluded, the provider can seek to compensate you for a bad experience but cannot replace the experience.

A different concept of marketing is required for tourism services

Most of the staffs in tourism industry have the opportunity to work in direct contact with the customer. This means that the marketing role is the responsibility of all tourism staff in the organisation.

3.05 Manpower Management in Tourism – The Components

Manpower management is concerned with training of personnel. It means training of people at all the levels of organization. The success of an enterprise mainly depends on the performance of trained personnel. As a labour oriented industry, tourism needs professionally qualified persons. It is the quality of the service that determines the image of destination.

There is human role in tourism service delivery which creates uncertainty – Human behaviour, whether staff or customer is unpredictable. Good management and effective training should minimize this unpredictability among employees in good organizations

The process of manpower management includes recruitment, selection, training and development of employees. It motivates the employees to perform their best. The effective utilization of employee's skill and capability is possible only if they are trained properly. The training and development of employees in tourism is very important because the customers are experiencing and consuming the quality of service. The persons involved in providing such services should be equipped with required knowledge and skill. The activities of manpower management in tourism can be grouped into two.

3.06 Manpower Planning

Manpower planning is the process of determining the number and type of employees required in an enterprise for a specific period in the future. It involves the process of analyzing the existing employees, estimating the future demand and coordinating the available resources with future demand. It also includes planning for the development of employees through training and education.

Process of Manpower Planning

Forecasting the manpower needs

It is concerned with estimating the number and type of employees required by an organization for a specified future period. This can be estimated by keeping mind the expected work load.

In tourism industry requirements of employees depends upon the demand for services by the tourists. Tourists require different types of services like, guiding, catering, boarding, lodging, etc. All these requirements are fulfilled by the trained professionals. The hotels, tour operators, restaurants, and others can estimate the requirements of personnel on various categories on the basis of previous year's experience.

Preparing the Manpower Inventory:

During this second step, a detailed list of existing manpower is prepared first. Then the number of existing staff is assessed with a view to determine the extent to which manpower requirement can be met from among the existing staff themselves. The qualifications, experience, aptitude, etc of every employees are analyzed. The manpower inventory contains the list of existing staff and the process of preparing such a list is called Manpower Audit.

In tourism industry, we can prepare a detailed list of employees with different

skills and knowledge. This helps to analyze the strength and weakness of existing employees. It is possible among hotels, restaurants, tour operators, etc. The govt. can prepare the inventory of tourist polices. It is difficult in the case of street guides and informal services.

Planning Job requirements and Job descriptions:

After having decided how many persons would be needed, it is necessary to prepare a job analysis, which records details of training, skill, qualifications, abilities, experience and responsibilities, etc. which are needed for a job.

In tourism, it is necessary to study in detail the qualifications, training, skills, experience, etc. required in different jobs. There is no proper system for job analysis in tourism.

Developing a Human Resource Plan:

After ascertaining the actual manpower requirements of the organization, the Personnel management formulates programmes for the recruitment, selection, training, etc. of the prospective employees. The best policy which is followed by most organizations is to fill up higher vacancies by promotion and lower level positions by recruitment from labour market.

It is necessary to prepare a human resource plan in every organization involved in tourism industry. It requires different types of professional like guides, transportation employees, etc. For this purpose a detailed plan is required to find out the prospective employees.

3.07 Recruitment and Selection:

It is the process of searching for qualified employees and inspiring them to apply for the job. Recruitment helps the management in attracting a large number of qualified candidates. A suitable candidate can be located from different sources like,

advertisement, campus interview, employment exchange, etc.

In tourism industry, hotels can approach the hotel management institutes for selecting qualified candidates. They can also approach employment exchange for new professionals. The travel agencies can recruit employees through advertisement. Another source of recruitment is promotion of existing employees.

The process of screening the recruited candidates is called selection. It is the choosing of suitable person to fill the existing job vacancies. The bio data of the candidates are put in to scrutiny and those who fulfill the requirements are called for interview. The organization may conduct written test, group discussions and problems solving exercises, presentations or interviews for completing the selection process.

3.08 Induction and Training:

Induction is the process of introducing a new employee in the organization. It is the technique by which an employee is rehabilitated into the changed surroundings and policies and procedures of the organization. He or she should be properly welcomed in the organization, introduced to colleagues, given details about the organisation, made to know his position acquainted with company's rules, regulations and working conditions. Information and up gradation of knowledge is the key to success in tourism sector and all employees must have updated knowledge.

3.09 Motivation:

The quality of service in tourism depends on the job satisfaction of the employees. It is the manager's responsibilities to motivate the employees. Besides rewards and incentives, the employees can be motivated by recognizing their performance. Employee's expectations should also be kept in mind and their achievements or good performance should be duly recognized. This also helps in the retention of good employees in the organization.

3.10 Compensation to Employees

The reward received by an employee for his services is called compensation. The compensation include direct, indirect and non-monetary.

Direct Compensation

Direct compensation includes the basic wages that an employee receives as annual salary or hourly wages. It is based on the actual work done by the employee or time spent by him in the premises. Here the employees are compensated on a particular scale of pay.

Indirect Compensation

Indirect compensation means the monetary benefits received by an employee other than the basic wages. It includes retirement programmes, moving expenses, insurance (health, dental, eye), subsidised housing, paid leave (sick, holiday, personal days), subsidised utilities, boots and clothing laundry service, use of farm trucks or machinery, produce, foods, meals, cellular phones, child care, etc.

Non-Monetary Compensation

Any benefit an employee receives from an employer or job that does not involve any monetary value. This includes career and social rewards such as job security, flexible hours and opportunity for growth, praise and recognition, task enjoyment, and friendships.

The following are nine steps in human resource development for tourism in Indian context:

- 1) Correctly plan the requisite number of people required at each level of each category of skill, providing for expansion, attrition, and internal developmental need Identify the alternative source from where people can be recruitd, ranging from fully trained and experienced people who could

operate directly on the job, to new entrants who requires appropriate training before commencing work.

- 2) Set up appropriate cost – effective recruitment systems.
- 3) Set up effective induction and training systems to cater for every source of recruitment.
- 4) Identify and make available the requisite number of trainees to operate these systems.
- 5) Install an effective personnel administration system to take care of those recruitment.
- 6) Set up a discipline management where by all employees are prepared to accept basic norms of discipline at work.
- 7) Create a collaborative climate for industrial peace so that customers are not in the least aware of unavoidable tensions that are likely to occur in any management – employee relationship.
- 8) Set up a team of human resource professionals who have the requisite professional and personal skills to ensure continuous monitoring and improvement of the integrated Human Resource Development.

END NOTES

- [1] Leela Shelley, *Tourism Development in India – A study of hospitality Industry*, Pointer Publishers, Jaipur, 1991.
- [2] Ravi Bushan Kumar, *Coastal Tourism and Environment*, APH Publishing Corporation, New Delhi, 1995.
- [3] Gulab Nabi, *Socio Economic Impact of Tourism*, Pointer Publishers, Jaipur, 2000. *Man Power Requirements in Tourism*
- [4] John Bratton, Jefferey Gold, *Human Resource Management*, Palgrave Macmillan, 2003.
- [5] Karan Singh, *Indian Tourism – Aspects of Great Adventure*, Department of Tourism, 1980.
- [6] Holloway, Christopher.K, *The business of Tourism*, Pitman, London, 1990.
- [7] Roscnaw, John.E, *Tourism – the Good, the Bad and the Ugly*, Century Three Press, Loncoln, Nebraska, 1979.
- [8] Clare.A.J Gunn, Taylor, Francis, *Tourism Planning*, New York, 1988.
- [9] Arun Monappa, Mirza Saiyadain, *Personnel Management*, Tata Mc Graw Hills Publishing Co. Ltd., New Delhi, 1996.
- [10] Mary.L.Tanke, *Human Resource Management for Hospitality Industry*, Clemar Publications,
- [11] *Tourist Statistics 2008*, Department of Tourism, Government of Kerala, 2008.
- [12] *Districts of Kerala – Thiruvananthapuram*, Department of Tourism, Government of Kerala.
- [13] *Districts of Kerala – Alappuzha*, Department of Tourism, Government of Kerala.
- [14] *Districts of Kerala – Kollam*, Department of Tourism, Government of Kerala.

- [15] *Districts of Kerala – Kottayam*, Department of Tourism, Government of Kerala.
- [16] *Districts of Kerala – Pathanamthitta*, Department of Tourism, Government of Kerala.
- [17] *Districts of Kerala – Idukki*, Department of Tourism, Government of Kerala.
- [18] *Districts of Kerala – Ernakulam*, Department of Tourism, Government of Kerala.
- [19] *Districts of Kerala – Thrissur*, Department of Tourism, Government of Kerala.
- [20] *Districts of Kerala – Palakkad*, Department of Tourism, Government of Kerala.
- [21] *Districts of Kerala – Malappuram*, Department of Tourism, Government of Kerala.
- [22] *Districts of Kerala – Wayanad*, Department of Tourism, Government of Kerala.
- [23] *Districts of Kerala – Kozhikkode*, Department of Tourism, Government of Kerala.
- [24] *Districts of Kerala – Kannur*, Department of Tourism, Government of Kerala.
- [25] *Districts of Kerala – Kasargode*, Department of Tourism, Government of Kerala.
- [26] *The Snake Boat Race of Kerala*, Department of Tourism, Government of Kerala.
- [27] *The Essential Kerala*, Department of Tourism, Government of Kerala.
- [28] *A Guide Book on The Hill Palace*, The Institute of Archaeology Art History, Conservation and Museology, Thiruvananthapuram, 2002.
- [29] P.S.Daver, *Personnel Management and Industrial Relations in India*, Vikas Publishing House, New Delhi.

- [30] L.M.Prasad, *Human Resource Management*, Sulthan Chand & Sons, New Delhi, 2003.
- [31] Mirza S Saiyadain, *Human Resource Management*, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.

CHAPTER IV
ANALYSIS AND INTERPRETATION

4.00 Introduction

This part of the study deals with the analysis and interpretation of the primary data. The analysis was made in various phases. In the first phase the profile analysis of stakeholders in three tourism destinations that is; Beach tourism in Kovalam, Ecotourism in Thenmala and Backwater tourism in Alleppey was made.

4.01 Personal Profile of Stakeholders

The stakeholders are classified on the basis of their Age, Gender, Marital status, Education, Occupation, income and tourism activity. This is given in Table 4.

01

Table 4.01
Personal Profile of Stakeholders

Particulars	Classification	Frequency	Per cent
Age	up to 20	71	23.67
	21 to 40	85	28.33
	41 to 60	93	31.00
	above 60	51	17.00
Gender	Male	164	54.67
	Female	136	45.33
Marital status	Single	104	34.67
	Married	103	34.33
	Divorcee	51	17.00
	Widow	42	14.00
Education	Primary	23	7.67
	Secondary	42	14.00
	Graduate	51	17.00
	Post graduate	133	44.33
	Professional	51	17.00

Occupation	Professional	51	17.00
	Business	77	25.67
	Employee	102	34.00
	Agriculturist	36	12.00
	Others	34	11.33
Income	Below Rs.20000	44	14.67
	Rs. 20000 to 30000	62	20.67
	Rs. 30000 to 40000	117	39.00
	Above Rs. 40000	77	25.67
TOTAL		300	100

Age

Age wise classification reveals that 31 per cent of respondent stakeholders belong to the age group of 41 to 60 categories. Among the total sample of 300, 28 percent and 23 percent respectively belongs to 21 to 40 and up to 20 age categories.

Gender

Gender wise analysis shows that 55 per cent of the total stakeholders are Male. The aggregate of female stakeholders from three tourism destinations of Kerala was 45 percent.

Marital status

Regarding the Marital status of the stakeholders, 34.33 per cent come under married category and 34.67 per cent are single. 17 per cent stakeholders are divorcee and 14 per cent are widows.

Education

Majority of the stakeholders ie, 44 per cent of the stakeholders are Post graduates. Regarding the level of education, 17 per cent stakeholders are professionally qualified. 14 per cent have secondary level education and 8 per cent have only school level education.

Occupation

Occupation wise analysis of the stakeholders reveals that 34 per cent stakeholders are employed in tourism sector. 25 per cent in the field of business activities, 12 per cent agriculturists and 11 percent working in other tourism related activities.

Income

Income wise classification reveals that 39 per cent of stakeholders earn 30000 to 40000 Rupees per month. 25per cent of stake holders have more than rupees 40000 income per month. Around 21 per cent of respondents earn Rupees 20000 to 30000 per month.

Table 4.02
Types of Tourism activities

Tourism activity	Frequency	%
Beach tourism	84	28.00
Ecotourism	111	37.00
Backwater tourism	105	35.00
Total	300	100.00

Table 4.02 shows that the preference of stakeholders who selected various tourism products in Kerala. The analysis reveals that 28 per cent of the stakeholders are attracted in Beach Tourism, 37 per cent of the respondents preferred ecotourism and rest of 35 per cent of stakeholders selected Backwater Tourism.

Table 4.03

Types of Tourism products

Tourism products	Score	%
Ever green forest	111	37.00
Mountaineering	111	37.00
Wild life and bird sanctuaries	129	43.00
Plantation	111	37.00
Hill station	111	37.00
Monsoon	172	57.33
Rivers	117	39.00
Valleys	112	37.33
Backwaters and beaches	194	64.67
Ayurveda	226	75.33

Table 4.03 shows that types of tourism products available in various destination in Kerala State. 75 per cent of stakeholders engaged in providing services through Ayurvedic resorts, 64 per cent of respondents each are engaged in providing Backwater tourism and beach tourism. 57 per cent of stakeholders are engaged in providing Monsoon tourism related services. 43 per cent of stakeholders preferred wild life and bird sanctuaries related services.

Table 4. 04
Classification of Stakeholders

Stakeholders	Score	%
Tourist guide	88	36.67
Tour operator	101	42.08
Photographer	56	23.33
Taxi driver	61	25.42
House boat owner	60	25.00
Health care provider	87	36.25
Handicrafts vendor	74	30.83
Head load workers	93	38.75
Home stay facility	91	37.92
Travel agent	90	37.50
Hotelier	30	12.50
any other	65	27.08

Table 4.04 represents the status of respondents in various tourism related activities. Majority of the stakeholders (42 per cent) are engaged as tour operators, activities. 38 per cent are engaged in the field of Head load workers, 37 per cent of respondents each are engaged in providers of home stay facilities and travel agency services. 37 per cent stakeholders are working as tourist guide and 36 percent as health care providers

Table 4.05**Factors needed for inclusive development of tourism industry**

factors	Tourism activity							
	Beach tourism		Ecotourism		Backwater tourism		Total	
	N	%	N	%	N	%	N	%
Community participation	47	55.95	45	40.54	77	73.33	169	56.33
Innovative marketing strategies	41	48.81	44	39.64	70	66.67	155	51.67
Government support	60	71.43	84	75.68	55	52.38	199	66.33
NGO support	39	46.43	40	36.04	32	30.48	111	37

Table 4.05 shows the various factors needed for inclusive development of tourism industry in Kerala. Majority of the stakeholders, 71 per cent are engaged in Beach tourism, and 75 per cent are in ecotourism. They expressed that Government support as one among essential factors needed for achieving inclusive development in tourism industry. 73 per cent of stakeholders engaged in Backwater tourism stated that community participation is necessary for achieving inclusive development.

The chi-square value (59.392) and its assumed significance ($P < 0.05$) reveals that there is significant variation in factors needed for inclusive development aiming the three tourism segments in Kerala at 5 per cent level of significance.

Figure 4.01
Factors needed for inclusive development

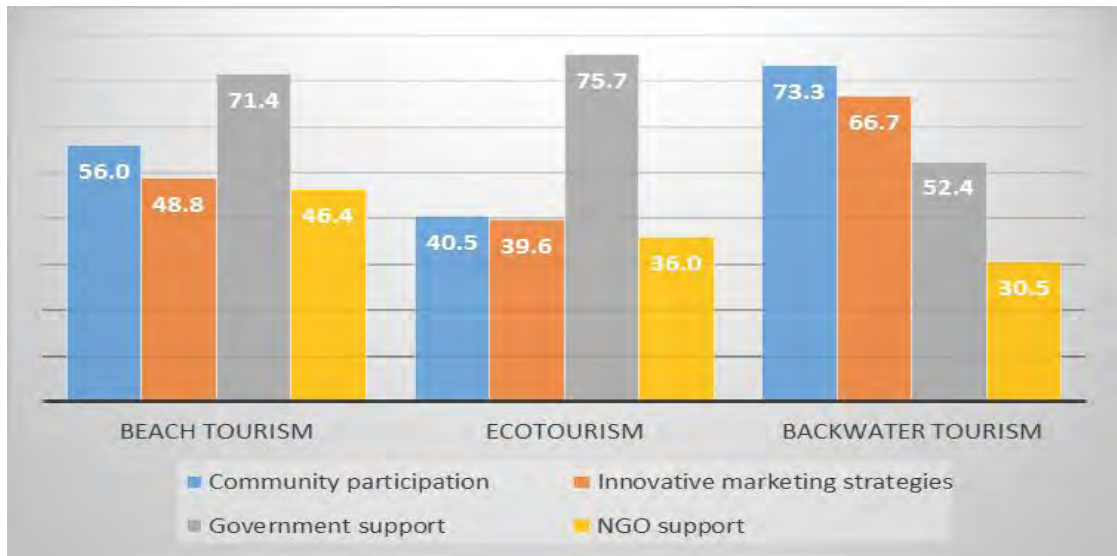


Figure 4.01 shows the response of the stakeholders as regards, the factors needed for inclusive development differs significantly with regard to tourism activity. Government support is higher in Ecotourism and Beach tourism where as Community participation is higher in backwater tourism.

Table 4.06
Annual earnings from tourism

	Beach tourism		Ecotourism		Backwater tourism		Total	
	N	%	N	%	N	%	N	%
10,000-50,000	49	58.33	77	69.37	43	40.95	169	56.33
50,000-1,00,000	35	41.67	34	30.63	62	59.05	131	43.67

The Stakeholders average annual earnings from Beach tourism, Ecotourism and Backwater tourism are given in Table 4.06. The highest earnings from Beach Tourism (58 percent) is in 10000 to 50000 income category. The highest earnings from ecotourism (69 percent) is higher in 10000 to 50000 income category. The stakeholders engaged in Backwater tourism (59 per cent) earn 50000 to 100000 annually.

The responses collected from stakeholders are analysed here with the help of chi-square. The result shows that chi-square value as 17.9 at assumed significance ($P < 0.05$) that there is significant difference in level of earnings among various stakeholders engaged in different tourism segments.

Figure 4.02

Annual earnings from tourism



Average annual earnings from tourism significantly differ among stakeholders engaged in different tourism activity as shown in Figure 4.02. It can be observed from the chart that highest earnings is from backwater tourism

Table 4.07

Status of employment opportunity

Opinion	Tourism activity						Total	
	Beach tourism		Ecotourism		Backwater tourism			
	N	%	N	%	N	%	N	%
Yes	60	71.43	92	82.88	88	83.81	240	80.00
No	24	28.57	19	17.12	17	16.19	60	20.00
Total	84	100.00	111	100.00	105	100.00	300	100.00

Table 4.07 shows the nature of employment opportunities provided to local people residing at tourism destinations. The stakeholders expressed 71 per cent of local

people are employed in beach tourism, 82 per cent are employed in Ecotourism and 88 per cent, employed in backwater tourism. The result of statistical analysis ($p > 0.05$) shows that employment opportunity is similar in all tourism activities. Hence the Chi-square value of 5.386 is accepted at 5 per cent level of significance.

Table 4.08
Status of Tourism industry

Reasons	Tourism activity							
	Beach tourism		Ecotourism		Backwater tourism		Total	
	N	%	N	%	N	%	N	%
Ecologically sustainable	49	63.64	40	38.83	39	38.61	128	45.55
Less capital investment and high return	59	76.62	88	85.44	81	80.2	228	81.14
Pollution free environment	49	63.64	51	49.51	71	70.3	171	60.85

The stakeholders opinion about the reason for success for the development of tourism industry in their locality is shown in Table 4.08. 76 per cent of sampled respondent in beach tourism, 85 per cent in ecotourism and 80 per cent in backwater tourism expressed the reason as less capital investment with high rate of returns.

Figure 4.03
Status of Tourism industry

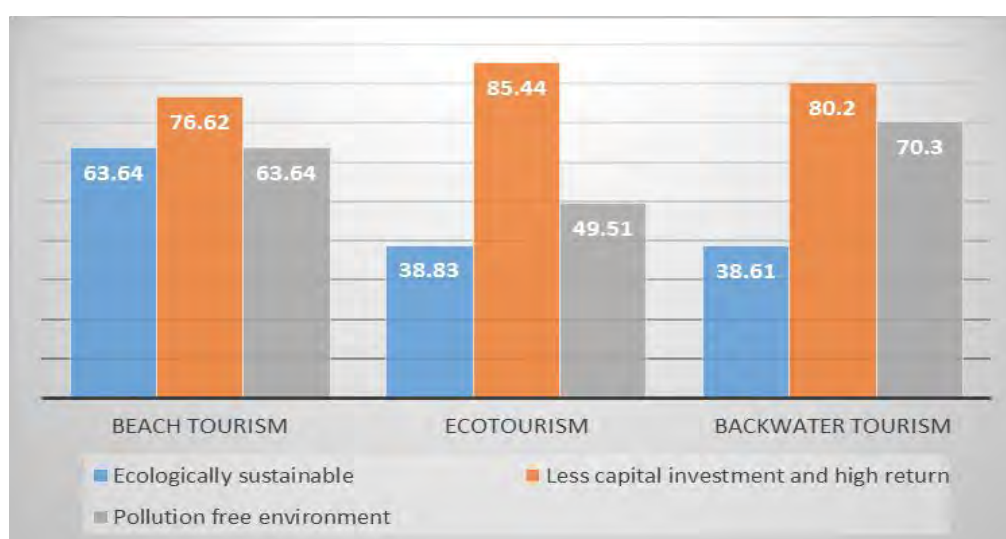


Figure 4.03 graphically presents the results as regards the reasons for the success of tourism industry in the opinion of the stake holders.

The result shows that chi-square value (25.905) and its assumed significance ($P < 0.05$) reveals that there is significant difference in reasons for the success of tourism industry, in the opinion of stakeholders.

Table 4.09

Mean opinion score of stakeholders about services available at the destination

Services	Total		Beach tourism		Ecotourism		Backwater tourism		F	Sig.
	Mean	SD	Mean	SD	Mean	SD	Mean	SD		
Local hospitality	3.96	0.69	3.86	0.66	3.86	0.57	4.16	0.79	6.943	0.001
Transport/food	3.81	0.63	3.79	0.68	3.83	0.62	3.82	0.62	0.117	0.890
Travel agents service	3.72	0.64	3.63	0.71	3.73	0.62	3.77	0.61	1.158	0.316
Communication	3.76	0.67	3.73	0.73	3.75	0.64	3.79	0.65	0.231	0.794
Healthcare/beverage	3.78	0.55	3.76	0.59	3.78	0.55	3.79	0.53	0.066	0.936
Drinking water	3.53	0.66	3.58	0.70	3.38	0.63	3.65	0.62	5.062	0.007
Banking/medical services	3.81	0.63	3.79	0.68	3.83	0.62	3.82	0.62	0.117	0.890
Recreation	3.87	0.57	3.83	0.64	3.86	0.55	3.90	0.54	0.276	0.759
Power supply/tourist guides	3.86	0.62	3.81	0.70	3.86	0.58	3.89	0.59	0.367	0.693
Sanitation	3.45	0.56	3.46	0.59	3.30	0.50	3.60	0.55	8.452	0.000
Parking	3.47	0.69	3.62	0.73	3.41	0.67	3.41	0.66	2.788	0.063
Sewage and drainage	3.29	0.57	3.30	0.62	3.28	0.54	3.30	0.57	0.031	0.969
Safety and security measures	3.36	0.66	3.42	0.70	3.35	0.66	3.32	0.63	0.479	0.620
Locker	3.68	0.53	3.73	0.55	3.79	0.45	3.52	0.56	7.794	0.001
Accommodation	3.82	0.63	3.79	0.70	3.82	0.61	3.85	0.60	0.225	0.799

Table 4.09 shows the mean opinion score of stakeholders about the services available at various tourism destinations in Kerala. The mean score and SD of transport service is 3.81 and 0.63 respectively, it shows that there no significant variation in services and tourism products offered to the tourists. Hence the null hypothesis is accepted here at 5 per cent level of significance ($p > 0.05$)The services

like local hospitality, Drinking water facility, Sanitation and Locker facility shows difference ($P < 0.05$) in different sectors as the level of significance is less than 0.05 ($p < 0.05$)

Figure 4.04

Mean opinion score of sample about services available at the destination

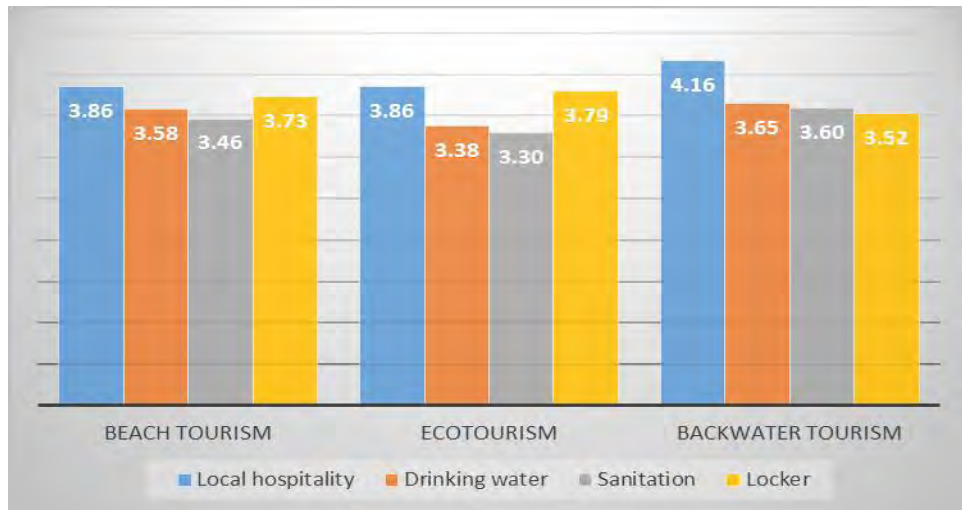


Figure 4.04 geographically presents the opinion score about the stakeholders relating to the quality different services available at the destinations. The result of analysis shows that ($p < 0.05$), there is significant variations in service quality in local hospitality, drinking water, sanitation and locker facility. It is found that there is no significance difference in the opinion of stakeholders engaged in different tourism segment, as regards the quality of all other services

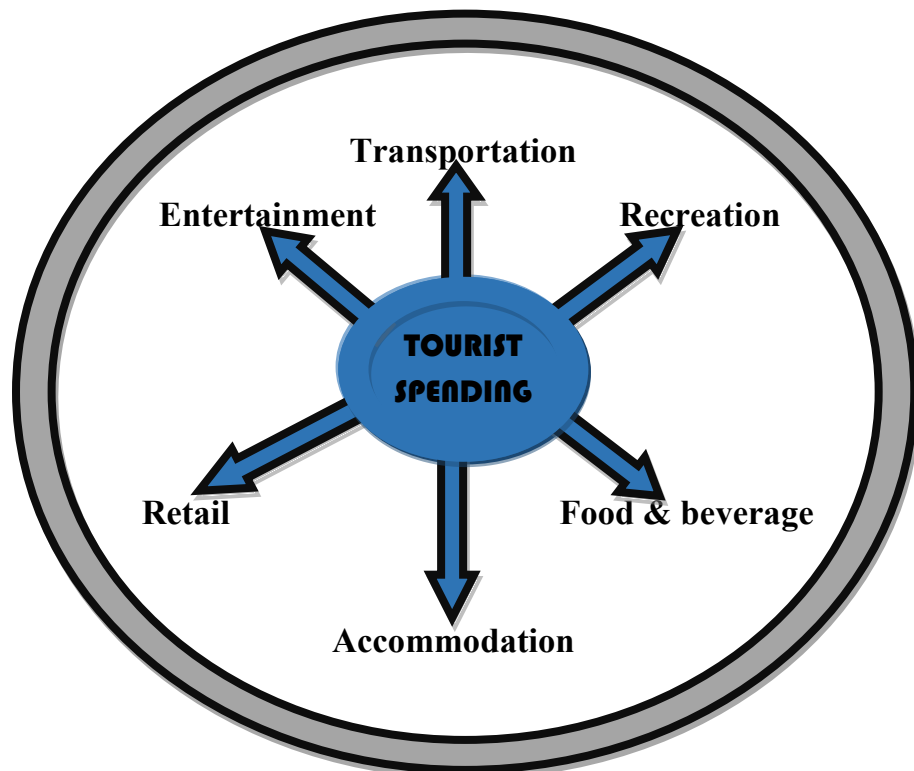
CHAPTER V
HUMAN RESOURCE DEVELOPMENT MODELS

5.00 Introduction

Tourism has emerged as one of the largest and fastest growing industry in terms of gross domestic products and employment in the world today. As the volume of employment and income are closely related, the effects of tourism employment vary by the natural tourist activity.

Figure 5.01

Classification tourist spending



Tourist have very much interested in incentive trips, a packaged incentive helps the tourism industry to generate higher revenue through higher sales. In the

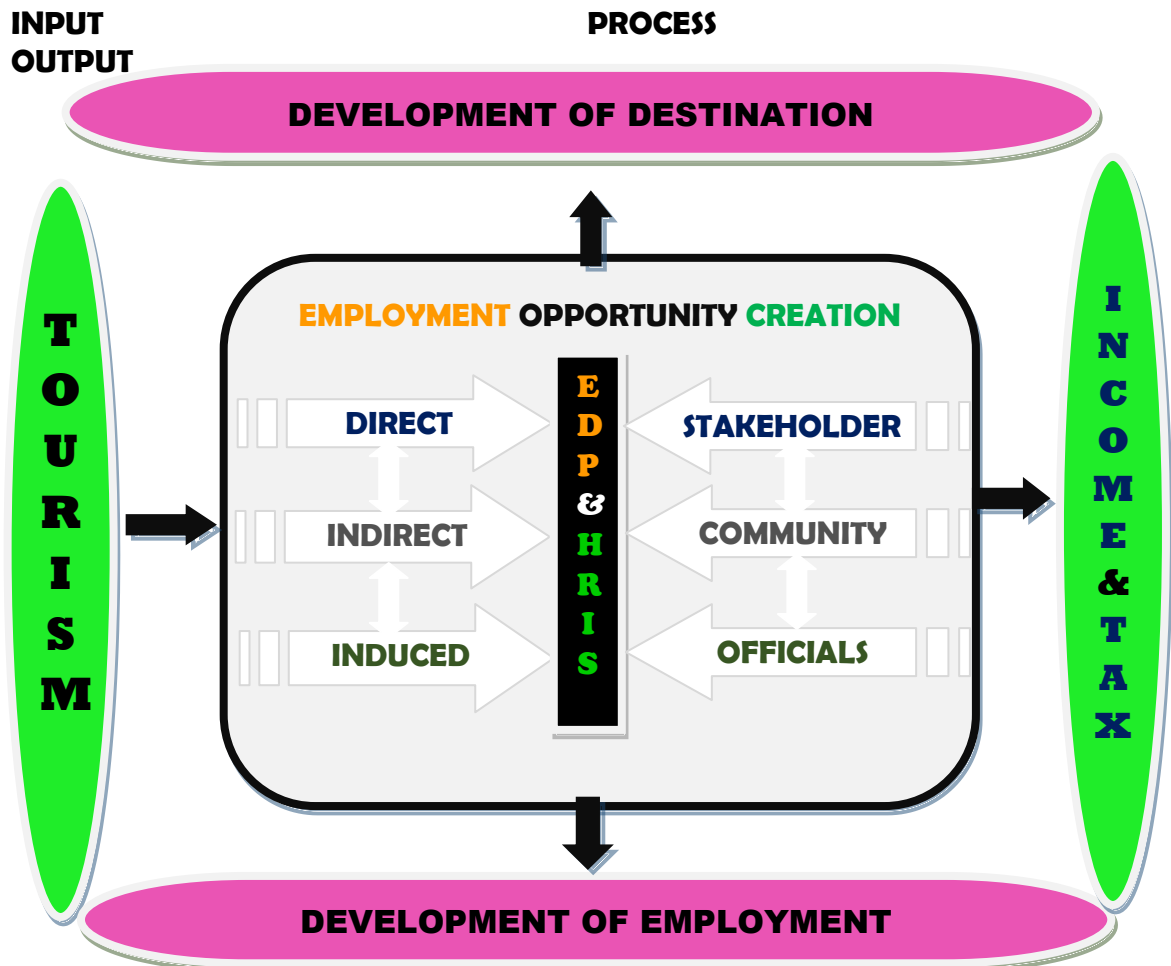
ordinary course of travel, tourist generally spends their money for transportation, food, entertainment, purchase, accommodation and beverage. This is given in figure 5.01. The tourist purchases different tourism products from a single tourism destination; which offers two or more services at the same time. It enables tourist an opportunity to purchase additional tourism products and services from the same destination that generate, new employment opportunities.

Tourism has become an instrument for sustainable human development, employment generation, poverty elimination, environmental regeneration and advancement of women and other disadvantaged group. Tourism generates three types of employment i.e., direct employment in the hospitality sector, indirect employment due to consumption of local goods and services and induced employment through catering the specific requirements of tourist. Thus tourism industry creates and develops human resource and the beneficiaries of this sector are stakeholders such as community members, local people, government officials and tourist.

Entrepreneurship Development Programme (EDP) and Human Resource Information System (HRIS) channel and transform their entrepreneurial ambitions and qualities into actions. Tourism entrepreneurship related to creating and operating a legal tourist enterprise. HRIS designed to supply tourism information necessary for effective management of tourism industry. It is designed to monitor, control and influence the movement of people from the time they join the tourism industry till the time they leaves from the organisation.

Figure 5.02

Model for Developing Tourism industry



Tourism is a mechanism for improving the livelihoods for local people in tourism destination through employment generation. The generation of employment, income for locals, revenue and taxes for governments are the major factors that lead to development of tourism. The model for developing tourism destination, human resource development, increasing revenue and taxes are inevitable for survival and

existence of tourism industry as a whole. A system approach to develop human resources and destination are shown in the figure 5.02.

The model depicts the importance of EDP and HRIS, and employment opportunities, available to the beneficiaries of tourism industry. The development of Tourism destination and generating new employment opportunities heavily depends on effective implementation of EDP and HRIS. The tourism industry that undergoes through this process leads to the development of tourism destination and human resource development.

Figure 5.02 which interpret the interrelationship between tourism industries, destination development can be used as a working model for increase and employment generation.

5.01 Employment co-efficient model

In order to estimate the volume of employment in the state that can be generated from tourism due to spending by domestic and foreign tourist, employment coefficient method was found most appropriate. (The employment coefficient is computed for all the sectors and subsectors related to tourism to ascertain the volume of employment in that sector).

Employment coefficient measures the ratio between employment and output of value added in that sector the term employment coefficient means the number of persons employed in tourism sector for one crore rupee of value added in that sector. The aggregate employment coefficient of the tourism sector is the weighted average of the employment coefficient of the different subsectors that forms the composite sector or the economy. The estimate of the total volume of employment generated from tourism sector of the state is the product of the total expenditure in the

composite sector derived by the aggregate index of employment coefficient. Thus if „n“ is the number of workers employed in tourism sub sectors and „v“ is the value added in that sector, the employment coefficient for that sector is,

$ec_i = n_i / v_i \quad \dots\dots\dots 1$ <p>The aggregate employment coefficient is then</p> $EC = \sum w_i ec_i \quad \dots\dots\dots 2$ <p style="text-align: center;">Or</p> $EC = \sum w_i n_i / v_i$ <p>Where i = 1...m (total number of sub sectors), and w_i = weight for sector i</p> <p style="text-align: center;">The employment in the economy/composite sector is given by</p> $\text{Employment} = EC \times GDP_c \quad \dots\dots\dots 3$

Assumptions

1. there is no income leakage, due to imports. It is assumed that all goods and services provided to tourists are produced in India and not imported from elsewhere.
2. The employment coefficient for all firms is equal
3. Expenditure pattern for all tourism sectors remain constant.

5.02 Estimation of employment coefficient

To determine the pattern of expenditure of domestic and foreign tourists in India, a survey has been conducted in 2003 and 2008 by ministry of tourism (MOT2006) and NSSO (65TH round, 2008).The share of expenditure of the tourists in each of the tourism subsector is used as the weight of that subsector used in estimation of the aggregate employment co-efficient. Employment co-efficient has

been calculated separately for domestic, foreign and aggregate tourism, to give more meaningful insights with regard to different sectors and subsectors and to identify the capacity to generate additional employment opportunities in those sectors through direct tourist spending.

Since the data on employment on tourism sector relating to the state of Kerala is not available, the researcher has used the data base from the all India based study to determine and project the employment co-efficient and the volume of employment of the state. For this purpose the national data for the period of seven years i.e., 2002-2008 has taken into account. The data found missing for the years of 2003 and 2009 were interpolated for making the base of estimation. The main purpose of this study is to forecast the employment generation capacity of the tourism sector for a period of 12 years (2014 to 2025). For this the tourism expenditure up to the year 2025 was estimated by making use of time series analysis through trend projection method based on compound annual growth rate of tourism expenditure.

Employment coefficient for the period under the study showed a decreasing trend. Due to the introduction of automation, technological development and change in the information communication technology appropriate adjustments were made in the data base to incorporate the effect of the decline. As a result there was a drastic decrease in the employment coefficient has seen at all India level and at the state level. Hence the number of persons employable per crore of rupees value added in tourism sector has showed a trend negative compound growth rate for the study period.

Since data on aggregate and sector wise employment was not available, an indirect method has been applied here by using simple annual growth rate (SAGR) to estimate the projected employment co-efficient for the period from 2014 to 2025. The

analysis reveals that a sharp decline of 18 employment opportunities was seen per rupee one crore of investment in tourism sector over the projected period of 12 years commencing from 2014 to 2025 used, to project the volume of employment of the state.

For this period the projected employment in volume showed a threefold increase. It clearly states the potential employment generation capacity of this sector, our planners and a policy maker has to stick on here. One should always note the fact that this increase in the potential of volume employment generated here, contrary to a decrease of 18 employment opportunities (decrease in the employment co-efficient from 103 to 85 over the projected period) per one crore of additional expenditure in tourism sector. The projected employment co-efficient is based on the employment co-efficient of the past i.e. for the period of 2001 and 2013. Again these estimates were based on the assumptions that the compound annual growth rate of income (CAGR) from tourism between these base period, (2001-13) will be similar to that of the growth rate of income from tourism for the projected period also.

The results of the analysis of the study “Employment generation through entrepreneurship development in tourism sector: an evaluative study in the state of Kerala” is given in chapter V table 5.1. Details regarding the revenue generated from domestic and foreign tourism for the period of 2001 to 2013, is presented in the following table.

Table 5.01**Income from tourism (2001-13)**

Year	Foreign exchange earnings	Percentage of increase	Total revenue generated from tourism (Direct and indirect) Rs. in crores	Percentage of increase
2001	534.00	1.85	4500.00	9.58
2002	705.67	31.90	4931.00	20.42
2003	983.37	39.35	5938.00	12.83
2004	1266.77	28.82	6829.00	15.01
2005	1552.31	22.54	7738.00	13.31
2006	1988.40	28.09	9126.00	17.97
2007	2640.94	32.82	11433.00	25.28
2008	3066.52	16.11	13130.00	0.77
2009	2853.16	-6.96	13231.00	0.77
2010	3797.37	33.09	17348.00	31.12
2011	4221.99	11.18	19037.00	9.74
2012	4571.69	8.28	20430.00	7.32
2013	5560.77	21.63	22926.55	12.22

Source: Tourism statistics, Govt. of Kerala

The annual growth rate of income from foreign tourism for the period under review varies from 6.96 percent to 39.35 percent. The growth rate of income from tourism reveals fluctuating trend that was not uniform for the period of the study. The maximum growth rate in income was in 2003 (39.35 percent) and it showed remarkable increase in the years of 2004,07,10 and 13 to 28.82 percent 32.82 percent 33.09 percent and 21.63 percent respectively. The total revenue generated from tourism during this period also revealed similar results. The growth in tourism income was maximum (31.12 percent) in the year 2010 and minimum (0.77 percent) in 2009.

In this study in order to estimate the volume of employment in tourism sector of Kerala, employment co-efficient approach was adopted as it was found more suitable to the state. In an all India based study held by ministry of tourism in 2006, this method was used to estimate the volume of employment .In order to estimate the

employment coefficient in the present study this all India based study made by the ministry of tourism is taken as the base. A basic assumption of the study is that there is no fundamental difference between the employment coefficient of the tourism sector at national and state levels.

The estimate of the employment coefficient applicable to the state, estimated by the author, is given in Table 5.02.

Table 5.02

Estimation of employment co-efficient

	India			2008-09
	1999-00	2002-03	2004-05	
Amount (Lac)	657	Data not available	746.8	Data not available
Employment (crores)	437518		635463	
	0.001502		0.001175	
100000	150	140	118	112
	Employment coefficient			

Since the data on employment coefficient for the years 2003 and 2009 are not available; these figures were interpolated by constructing a trend projection curve. The results of these estimates show that the employment coefficient for the years 2000, 2003, 2005 and 2009 are 150,140,118 and 112. These data shows a declining trend in employment coefficient for the base period of estimation. It is observed that these declines are quite natural mechanization, computerization and innovative labour saving techniques used by management to save man power.

Table 5.03 reveals the aggregate income, employment and employment co-efficient of tourism sectors as a whole for the year 2001 to 2025.

Table 5.03**Aggregate employment co-efficient of tourism sector in Kerala**

Total				
Year	Income	Employments		Em_coef
2001	4500.0			
2002	4931.0	690340	6.90340	140.0
2003	5938.0	766002	7.66002	129.0
2004	6829.0	805822	8.05822	118.0
2005	7738.0	899543	8.99543	116.3
2006	9126.0	1044927	10.44927	114.5
2007	11433.0	1289071	12.89071	112.8
2008	13130.0	1457430	14.57430	111.0
2009	13231.0	1445877	14.45877	109.3
2010	17348.0	1866396	18.66396	107.6
2011	19037.0	2016363	20.16363	105.9
2012	20430.0	2130366	21.30366	104.3
2013	22902.3	2351156	23.51156	102.7
2014	26287.3	2656828	26.56828	101.1
2015	30172.6	3002240	30.02240	99.5
2016	34632.1	3392558	33.92558	98.0
2017	39750.7	3833622	38.33622	96.4
2018	45625.9	4332028	43.32028	94.9
2019	52369.4	4895231	48.95231	93.5
2020	60109.5	5531655	55.31655	92.0
2021	68993.7	6250821	62.50821	90.6
2022	79191.0	7063484	70.63484	89.2
2023	90895.4	7981802	79.81802	87.8
2024	104329.8	9019508	90.19508	86.5
2025	119749.7	10192127	101.92127	85.1

Source: computed by the researcher

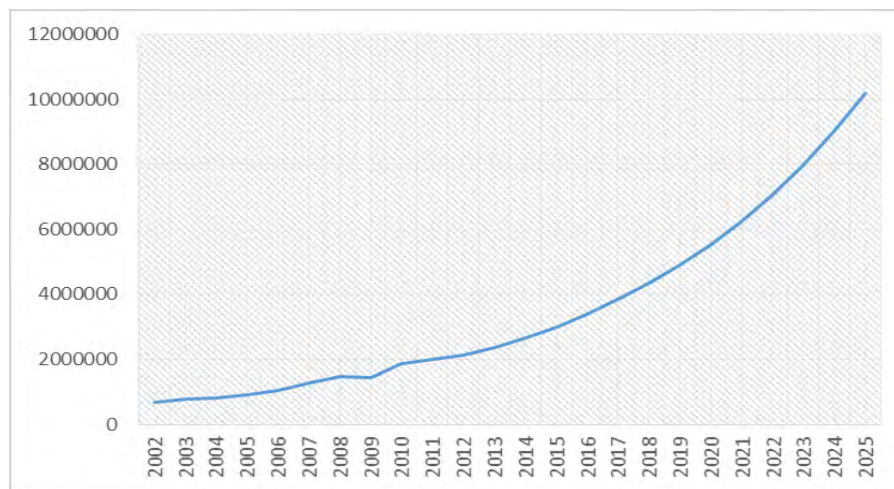
During the above mentioned period income from tourism increased from Rs.4500 crores to Rs.119749.7 crore rupees. The increase in the estimated income from tourism over a period of 25 years is enormous to a small state like Kerala,

compared to growth rate attained by other sectors of the economy. The growth in the volume of employment for the above period also shows astonishing results. The decline employment co-efficient is quite natural as the management adopts steps for cost minimization through labour saving. The employment co-efficient of 140 per crore of income invested in tourism sector in 2002 was estimated to decline to a level of 85 in 2025. The volume of employment was estimated for the study period based on the projected employment co-efficient figures.

Figure 5.2 graphically represents the pattern of growth in income from tourism sector for the study period. The results of the statistical estimates reveal that tourism segment grows in a uniform pattern as tourists prefer to travel for leisure and enjoyment, throughout their life.

Figure 5.03

Income from tourism estimated through trend projection curve method



The uniformity of distribution in the pattern of income reveals the trend of growth of tourism industry in Kerala.

Table 5.4 presents the nature and pattern of income and employment from foreign tourism now and in the future.

Table 5.04**Estimated volume of employment generated from foreign tourism**

Year	Inc(Rs.in crore)	Employment coef	Employment in lac
2001	535		
2002	705.67	139	98088
2003	983.37	134	131772
2004	1266.77	129	163413
2005	1552.31	124	192875
2006	1988.4	120	237614
2007	2640.94	115	303048
2008	3066.52	110	337317
2009	2853.16	110	313391
2010	3797.37	110	416496
2011	4221.99	110	462392
2012	4571.69	109	499960
2013	5560.77	109	607236
2014	6758.56	109	736953
2015	8214.354	109	894379
2016	9983.725	109	1085431
2017	12134.22	109	1317291
2018	14747.93	108	1598676
2019	17924.64	108	1940163
2020	21785.6	108	2354588
2021	26478.22	108	2857530
2022	32181.63	108	3467892
2023	39113.55	108	4208618
2024	47538.61	107	5107548
2025	57778.43	107	6198470

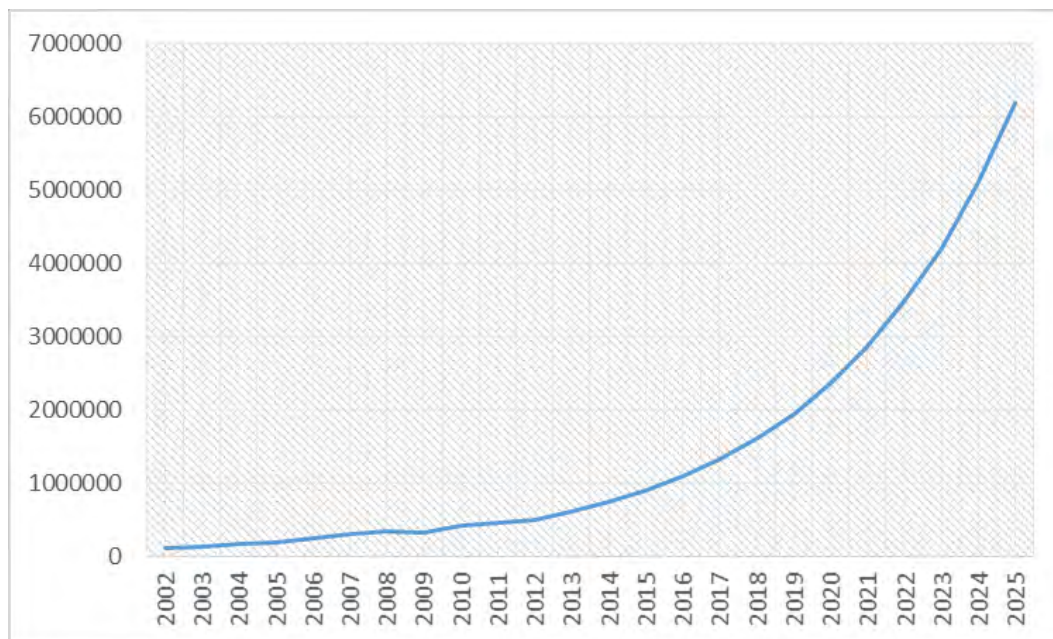
Source: secondary data

The income generated from tourism due to spending by foreign tourists Kerala in the year 2002 was Rupees 705.67 crores as against the projected income of rupees 57778.43 crores in the year 2025. The increase in the volume of income is 81.88 times over the above period which accounts a higher growth than the aggregate growth rate of the tourism sector. The luxurious nature of foreign tourists and low cost of living here when compared to the value of the currency are the reasons for this. As regards the employment co-efficient of foreign tourism a declining trend can be seen here. The employment coefficient that was 139 in 2002 declined to 107 in 2025. Regarding the volume of employment that was 98088 in 2002 is estimated to increase to a level of 61.98 lakh in 2025 as per projections made in this study. This growth rate can be considered as enormous huge as this sector generates huge employment opportunities in the state from tourism segment. The estimated growth in volume of employment projected here in Kerala was the result of the normal growth rate, and not because of making any deliberate attempt to this sector without any attempt for tourism planning and promotion. Deliberate attempt to enhance the growth in this segment probably leads to creation of enormous additional employment opportunities. The main objective of this research is to develop mathematical models that can be effectively used as tools for employment generation through tourism development.

Figure 5.3 gives a graphical representation of data relating to foreign tourism.

Figure 5.04

Volume of employment in tourism sector



The period under the study is plotted in the X axis and the volume of employment due to foreign tourism is shown in the Y axis. The trend of the curve is upward as it is usual that the volume of employment from tourism sector increases year after year in accordance with the increased requirements of the industry to cater the needs of increase in the volume of tourists and due to their increased volume of spending.

Table 5.05 presents the sector wise share of income from foreign tourism.

Table 5.05**Estimated volume of income from foreign tourism in different tourism sub sectors**

years	inc	Trans	Acc	Food	Spot	ent	shop	Health	other	Total percentage
2001	535	33	31	11	3	4	11	6	1	100
2002	705.67	232.87	218.76	77.62	21.17	28.23	77.62	42.34	7.06	100
2003	983.37	324.51	304.84	108.17	29.50	39.33	108.17	59.00	9.83	100
2004	1266.77	418.03	392.70	139.34	38.00	50.67	139.34	76.01	12.67	100
2005	1552.31	512.26	481.22	170.75	46.57	62.09	170.75	93.14	15.52	100
2006	1988.4	656.17	616.40	218.72	59.65	79.54	218.72	119.30	19.88	100
2007	2640.94	871.51	818.69	290.50	79.23	105.64	290.50	158.46	26.41	100
2008	3066.52	1011.95	950.62	337.32	92.00	122.66	337.32	183.99	30.67	100
2009	2853.16	941.54	884.48	313.85	85.59	114.13	313.85	171.19	28.53	100
2010	3797.37	1253.13	1177.18	417.71	113.92	151.89	417.71	227.84	37.97	100
2011	4221.99	1393.26	1308.82	464.42	126.66	168.88	464.42	253.32	42.22	100
2012	4571.69	1508.66	1417.22	502.89	137.15	182.87	502.89	274.30	45.72	100
2013	5560.77	1835.05	1723.84	611.68	166.82	222.43	611.68	333.65	55.61	100
2014	6758.56	2230.32	2095.15	743.44	202.76	270.34	743.44	405.51	67.59	100
2015	8214.354	2710.74	2546.45	903.58	246.43	328.57	903.58	492.86	82.14	100
2016	9983.725	3294.63	3094.95	1098.21	299.51	399.35	1098.21	599.02	99.84	100
2017	12134.22	4004.29	3761.61	1334.76	364.03	485.37	1334.76	728.05	121.34	100
2018	14747.93	4866.82	4571.86	1622.27	442.44	589.92	1622.27	884.88	147.48	100
2019	17924.64	5915.13	5556.64	1971.71	537.74	716.99	1971.71	1075.48	179.25	100
2020	21785.6	7189.25	6753.54	2396.42	653.57	871.42	2396.42	1307.14	217.86	100
2021	26478.22	8737.81	8208.25	2912.60	794.35	1059.13	2912.60	1588.69	264.78	100
2022	32181.63	10619.94	9976.30	3539.98	965.45	1287.27	3539.98	1930.90	321.82	100
2023	39113.55	12907.47	12125.20	4302.49	1173.41	1564.54	4302.49	2346.81	391.14	100
2024	47538.61	15687.74	14736.97	5229.25	1426.16	1901.54	5229.25	2852.32	475.39	100
2025	57778.43	19066.88	17911.31	6355.63	1733.35	2311.14	6355.63	3466.71	577.78	100

Source: Primary data

Nine sectors were identified in this study as tourism subsectors which contribute substantial portion of the income from tourism. The aggregate income from all the subsectors was taken together as the total income from foreign tourism. Of the total income 33 percent was contributed by transport sector, 31 percent by accommodation, 11 percent by food, 11 percent from shopping and the rest from all other sectors. These sub sectored data were

relevant in the sense that these figures provide an insight to the stakeholders to understand the importance of these sectors and to frame appropriate policies to augment the flow of income from these sectors.

Table 5.06 gives a detailed account of the volume of employment that can be generated from foreign tourism utilizing the sector wise income.

Table 5.06

Estimated volume of employment in different sub sectors due to foreign tourism

years	empl	Trans	Acc	food	Spot	ent	shop	Health	other
2001		33	31	11	3	4	11	6	1
2002	690340	227812.20	214005.40	75937.40	20710.20	27613.60	75937.40	41420.40	6903.40
2003	766002	252780.66	237460.62	84260.22	22980.06	30640.08	84260.22	45960.12	7660.02
2004	805822	265921.26	249804.82	88640.42	24174.66	32232.88	88640.42	48349.32	8058.22
2005	899542.5	296849.03	278858.18	98949.68	26986.28	35981.70	98949.68	53972.55	8995.43
2006	1044927	344825.91	323927.37	114941.97	31347.81	41797.08	114941.97	62695.62	10449.27
2007	1289071	425393.35	399611.93	141797.78	38672.12	51562.83	141797.78	77344.25	12890.71
2008	1457430	480951.90	451803.30	160317.30	43722.90	58297.20	160317.30	87445.80	14574.30
2009	1445877	477139.43	448221.89	159046.48	43376.31	57835.08	159046.48	86752.62	14458.77
2010	1866396	615910.73	578582.81	205303.58	55991.88	74655.85	205303.58	111983.77	18663.96
2011	2016363	665399.68	625072.43	221799.89	60490.88	80654.51	221799.89	120981.76	20163.63
2012	2130366	703020.79	660413.47	234340.26	63910.98	85214.64	234340.26	127821.96	21303.66
2013	2351156	775881.60	728858.48	258627.20	70534.69	94046.25	258627.20	141069.38	23511.56
2014	2656828	876753.27	823616.71	292251.09	79704.84	106273.12	292251.09	159409.69	26568.28
2015	3002240	990739.18	930694.38	330246.39	90067.20	120089.60	330246.39	180134.40	30022.40
2016	3392558	1119544.28	1051693.12	373181.43	101776.75	135702.34	373181.43	203553.51	33925.58
2017	3833622	1265095.23	1188422.79	421698.41	115008.66	153344.88	421698.41	230017.31	38336.22
2018	4332028	1429569.12	1342928.57	476523.04	129960.83	173281.11	476523.04	259921.66	43320.28
2019	4895231	1615426.12	1517521.50	538475.37	146856.92	195809.23	538475.37	293713.84	48952.31
2020	5531655	1825446.21	1714813.11	608482.07	165949.66	221266.21	608482.07	331899.31	55316.55
2021	6250821	2062770.83	1937754.42	687590.28	187524.62	250032.83	687590.28	375049.24	62508.21
2022	7063484	2330949.81	2189680.13	776983.27	211904.53	282539.37	776983.27	423809.06	70634.84
2023	7981802	2633994.50	2474358.47	877998.17	239454.05	319272.06	877998.17	478908.09	79818.02
2024	9019508	2976437.75	2796047.59	992145.92	270585.25	360780.33	992145.92	541170.50	90195.08
2025	10192127	3363401.75	3159559.22	1121133.92	305763.80	407685.06	1121133.92	611527.59	101921.27

Source: primary data

This analysis gives an insight to the service providers and the relative importance about the different subsectors. In this analysis it is found that the transport services provides a maximum share of income of 33 percent followed by accommodation 31 percent ,food 28 percent and shopping11 percent. Since the estimation of the figures of total income and employment was projected through trend projection method, the weights given to different subsectors was identical. Hence, there is the possibility in obtaining the same results on sub sectoral figures relating to income and employment. It can be justifiable on the ground that this error in distribution on sub sectoral income does not reflects in the total income as it is compensated there.

Table 5.07 shows the details regarding increase in employment and employment co-efficient from domestic tourism for the period of study.

Table 5.07

Estimated volume of income and employment from domestic tourism

Domestic			
Year	inc	Emp_coef	Empl
2001	3965		
2002	4225.33	141	595771.5
2003	4954.63	124	614374.1
2004	5562.23	107	595158.6
2005	6185.69	109	671147.4
2006	7137.6	110	785136
2007	8792.06	112	980314.7
2008	10063.48	113	1137173
2009	10377.84	113	1172488
2010	13550.63	113	1530679
2011	14815.01	113	1673207
2012	15858.31	113	1790720
2013	17365.78	113	1960597
2014	19640.7	113	2217042
2015	22213.63	113	2507030

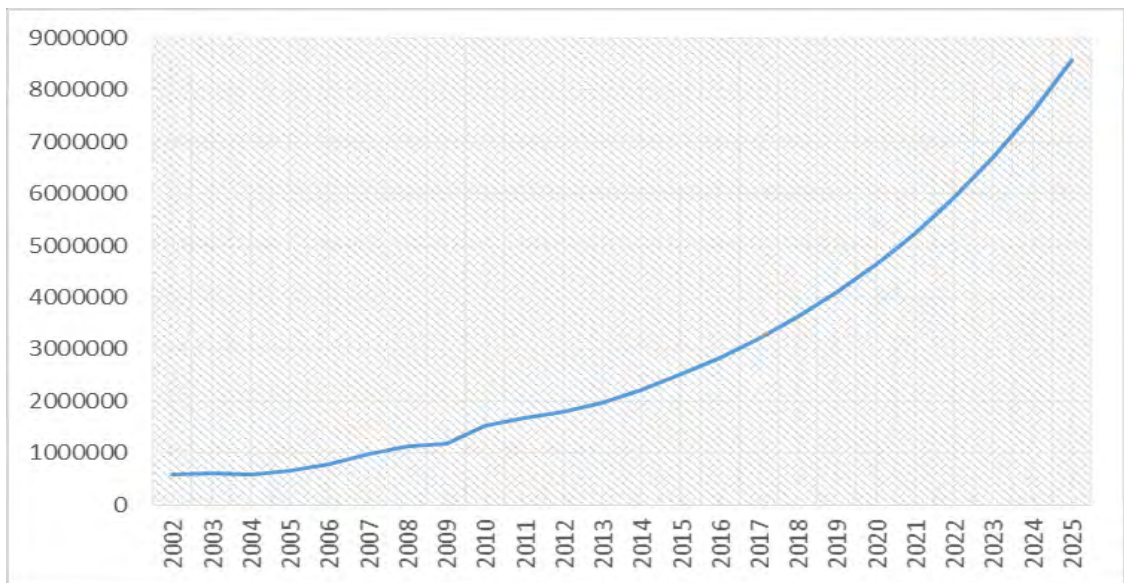
2016	25123.61	113	2834949
2017	28414.81	113	3205759
2018	32137.15	113	3625070
2019	36347.11	113	4099227
2020	41108.59	113	4635404
2021	46493.81	113	5241712
2022	52584.5	113	5927325
2023	59473.07	113	6702615
2024	67264.04	113	7579312
2025	76075.63	113	8570680

It reveals that in 2002 income from domestic tourism was 4225.33 crore whereas in 2025 it will be rupees 76075.63 crores. The result of the comparative analysis regarding the number of times increase in the level of income from domestic tourism, it clearly specifies a 17.88 times increase, which is no doubt remarkable figure for the state. Regarding the volume of employment from domestic tourism for the above period, it projects an increase 85.71 lakh employment opportunities in 2025, compared to 59.58 lakh employment opportunities of 2002.the data on employment revealed a compared annual growth rate of 13.1 percent from 2001 to 2013.the projection on employment was done on the basis of the employment co-efficient ascertained through trend projection method.

The volume of employment that can be generated from domestic tourism is graphically presented in figure 50.4 as a curve.

Figure 5.05

Graphical representation of volume of employment from domestic tourism



The upward movement of the curve clearly shows the incremental nature in the volume of employment up to the period of 2013, for the period 2014 to 2025. Estimates were made based on trend projection method to forecast the volume of employment from domestic tourism for this period based on exponential growth rate. As discussed earlier the employment opportunities from domestic tourism during the period increased to 85.71 lakh when compared to the employment opportunities of 59.58 lakh in 2002.

Table 5.08 shows the sub sector wise contribution of income from domestic tourism

Table .5.08
Distribution of income among different tourism subsectors

year	inc	Trans	Acc	Food	spot	ent	shop	Health	other
2001	3965	26	33	15	3	5	13	2	3
2002	4225.33	1098.59	1394.36	633.80	126.76	211.27	549.29	84.51	126.76
2003	4954.63	1288.20	1635.03	743.19	148.64	247.73	644.10	99.09	148.64
2004	5562.23	1446.18	1835.54	834.33	166.87	278.11	723.09	111.24	166.87
2005	6185.69	1608.28	2041.28	927.85	185.57	309.28	804.14	123.71	185.57
2006	7137.6	1855.78	2355.41	1070.64	214.13	356.88	927.89	142.75	214.13
2007	8792.06	2285.94	2901.38	1318.81	263.76	439.60	1142.97	175.84	263.76
2008	10063.48	2616.50	3320.95	1509.52	301.90	503.17	1308.25	201.27	301.90
2009	10377.84	2698.24	3424.69	1556.68	311.34	518.89	1349.12	207.56	311.34
2010	13550.63	3523.16	4471.71	2032.59	406.52	677.53	1761.58	271.01	406.52
2011	14815.01	3851.90	4888.95	2222.25	444.45	740.75	1925.95	296.30	444.45
2012	15858.31	4123.16	5233.24	2378.75	475.75	792.92	2061.58	317.17	475.75
2013	17365.78	4515.10	5730.71	2604.87	520.97	868.29	2257.55	347.32	520.97
2014	19640.7	5106.58	6481.43	2946.10	589.22	982.03	2553.29	392.81	589.22
2015	22213.63	5775.54	7330.50	3332.04	666.41	1110.68	2887.77	444.27	666.41
2016	25123.61	6532.14	8290.79	3768.54	753.71	1256.18	3266.07	502.47	753.71
2017	28414.81	7387.85	9376.89	4262.22	852.44	1420.74	3693.92	568.30	852.44
2018	32137.15	8355.66	10605.26	4820.57	964.11	1606.86	4177.83	642.74	964.11
2019	36347.11	9450.25	11994.55	5452.07	1090.41	1817.36	4725.12	726.94	1090.41
2020	41108.59	10688.23	13565.83	6166.29	1233.26	2055.43	5344.12	822.17	1233.26
2021	46493.81	12088.39	15342.96	6974.07	1394.81	2324.69	6044.20	929.88	1394.81
2022	52584.5	13671.97	17352.88	7887.67	1577.53	2629.22	6835.98	1051.69	1577.53
2023	59473.07	15463.00	19626.11	8920.96	1784.19	2973.65	7731.50	1189.46	1784.19
2024	67264.04	17488.65	22197.13	10089.61	2017.92	3363.20	8744.33	1345.28	2017.92
2025	76075.63	19779.66	25104.96	11411.34	2282.27	3803.78	9889.83	1521.51	2282.27

As regards, the data shown above accommodation ranks first with 33 percent contribution followed by transport 26% food 15% and from shopping 13 percent. The total contribution from sport health and other sectors taken together comes 13 percent. This sub sectoral analysis reveals about the relative importance of these sectors and reminds the stake holders about the strategies to be designed to augment income from these sectors. Table 5.09 reveals the volume of employment that can be generated from domestic tourism and the distribution of income among different tourism subsectors.

Table 5.09
Distribution of employment in different tourism subsectors

year	Empl	Trans	Acc	food	spot	ent	Shop	Health	other
2001	3965	26	33	15	3	5	13	2	3
2002	595771.5	154900.60	196604.60	89365.73	17873.15	29788.58	77450.30	11915.43	17873.15
2003	614374.1	159737.27	202743.46	92156.12	18431.22	30718.71	79868.64	12287.48	18431.22
2004	595158.6	154741.24	196402.34	89273.79	17854.76	29757.93	77370.62	11903.17	17854.76
2005	671147.4	174498.31	221478.63	100672.10	20134.42	33557.37	87249.16	13422.95	20134.42
2006	785136	204135.36	259094.88	117770.40	23554.08	39256.80	102067.68	15702.72	23554.08
2007	980314.7	254881.82	323503.85	147047.20	29409.44	49015.73	127440.91	19606.29	29409.44
2008	1137173	295665.04	375267.17	170575.99	34115.20	56858.66	147832.52	22743.46	34115.20
2009	1172488	304846.97	386921.16	175873.25	35174.65	58624.42	152423.49	23449.77	35174.65
2010	1530679	397976.58	505124.12	229601.87	45920.37	76533.96	198988.29	30613.58	45920.37
2011	1673207	435033.88	552158.39	250981.08	50196.22	83660.36	217516.94	33464.14	50196.22
2012	1790720	465587.29	590937.72	268608.05	53721.61	89536.02	232793.65	35814.41	53721.61
2013	1960597	509755.11	646996.87	294089.48	58817.90	98029.83	254877.55	39211.93	58817.90
2014	2217042	576430.89	731623.83	332556.28	66511.26	110852.09	288215.45	44340.84	66511.26
2015	2507030	651827.83	827319.94	376054.52	75210.90	125351.51	325913.91	50140.60	75210.90
2016	2834949	737086.63	935533.03	425242.29	85048.46	141747.43	368543.32	56698.97	85048.46
2017	3205759	833497.22	1057900.32	480863.78	96172.76	160287.93	416748.61	64115.17	96172.76
2018	3625070	942518.25	1196273.16	543760.53	108752.11	181253.51	471259.12	72501.40	108752.11
2019	4099227	1065799.13	1352745.05	614884.12	122976.82	204961.37	532899.57	81984.55	122976.82
2020	4635404	1205205.05	1529683.34	695310.61	139062.12	231770.20	602602.53	92708.08	139062.12
2021	5241712	1362845.15	1729765.00	786256.82	157251.36	262085.61	681422.57	104834.24	157251.36
2022	5927325	1541104.42	1956017.15	889098.71	177819.74	296366.24	770552.21	118546.49	177819.74
2023	6702615	1742679.84	2211862.88	1005392.22	201078.44	335130.74	871339.92	134052.30	201078.44
2024	7579312	1970621.13	2501172.97	1136896.81	227379.36	378965.60	985310.57	151586.24	227379.36
2025	8570680	2228376.91	2828324.53	1285602.06	257120.41	428534.02	1114188.45	171413.61	257120.41

Source: secondary data

Since the term employment is directly correlated to income, the distribution of sector wise employment in percentage reveals similar results. (employment coefficient is taken as the base to predict the volume of employment in relation to income applicable to all tourism sub sectors).the sectoral analysis in relation to employment reveals that the major sector which provides maximum volume of employment is accommodation industry 33 percent followed by transport 26percent

food 15percent shopping 13percentand the other sectors like sports&health altogether 13 percent.

The volume of employment generated by investing the income from domestic tourism in the year 2002 was 5.96 lakh and it is expected to rise to the level of 85.71 lakhs in 2025at the normal growth. Any deliberate effort to enhance this normal growth rate will augment these figures to much higher levels as desired by the planners. Any attempts to make further investment in tourism sector will generate 85 additional employment opportunities per one crore rupees of additional investment in tourismsector.In other words in order to create 1000 additional employment opportunities in tourism sector 11.751 crores rupees of additional investment is required as per the estimate made in this study. In order to generate a desired level of employment opportunities in tourism sector in future. These figures can be effectively used as a base to estimate the level of total investment outlay required to fulfill the requirements. Therefore the employment co-efficient model can be effectively used as a tool for tourism planning and employment generation in the state of Kerala now and in the future.

CHAPTER VI

SUMMARY AND FINDINGS

6.00 INTRODUCTION

Tourism as an instrument for economic development and employment generation, particularly in remote and backward areas, that has been well recognized all over the world. It is the largest service sector industry, globally in terms of revenue as well as foreign exchange earnings. Tourism plays an important and effective role in achieving the social objectives of growth with equity. Tourism is an economic sector that has the potential to grow at a higher rate and can generate lot of employment opportunities at the destinations. It has the capacity to capitalize on the country's success in the service sector and provide sustainable models of economic growth.

As a seasonal industry it provides alternative and off-seasonal employment opportunities to the labour force of Kerala. It is true to state that by promoting young entrepreneurs, enormous employment opportunities can be generated from tourism sector through entrepreneurship development programmes. Entrepreneurship Development Programme (EDP) and Human Resource Information System (HRIS) can transform entrepreneurial ambitions as income and employment. Tourism entrepreneurship is related to creating an operational and legal tourist environment. HRIS was designed in such a manner to supply necessary tourism information for effective management and administration of tourism industry. It is designed to monitor, control and influence the movement of people from the time they join the tourism industry till the time they leaves the organisation.

Employment co-efficient method is used in this study to predict the capacity to generate employment opportunities of this sector. Employment co-efficient is the index computed on the basis of interrelationship between the volume of income and

employment. The primary objective of the study is to formulate development models to estimate the volume of employment in the state. It consists of the employment opportunities that can be generated from spending cash by domestic and foreign tourist. The study is designed in the present format, by taking into consideration the following objectives

1. To identify the present volume of employment generated in the State through different sectors of tourism.
2. To promote Entrepreneurship Development Programme as a tool for employment generation in tourism sector
3. To identify other promotional activities required in tourism sector to generate more employment.
4. To forecast the volume of employment that can be generated from tourism in future.

Employment coefficient index is that unit or quantity of income required to produce one unit of employment. The employment coefficient is computed for all the sectors and subsectors related to tourism to ascertain the volume of employment in each of these sectors. Employment coefficient measures the ratio between employment and output of value added in that sector. The term employment coefficient can again be described as the number of persons employed in tourism sector for one crore rupee of value added, in that sector. The aggregate employment coefficient of the tourism sector is the weighted average of the employment coefficient of the different subsectors that forms the composite sector or the economy.

6.01 Summary

The present study is exploratory in nature based on survey method. Quantitative as well as qualitative information from primary and secondary sources were gathered for the study. The methodology of the study is designed in such a manner to arrive at inferences based on collection and analysis of quantitative

information through interview schedules and qualitative information through responses gathered from knowledgeable persons through interactive sessions.

The report of this study is presented in a well structured format consisting of six chapters.

The first chapter deals with objectives of the study, statement of the problem, scope of the study, methodology and hypothesis.

The second chapter gives the details of an extensive literature survey specifying quotations from various books, articles, thesis, bulletins and websites. To have an indepth knowledge in the subject matter a detailed analysis of the available literature has been done, inferences arrived from the analysis of the secondary data reveals a clear cut picture about subject matter related to the study.

The third chapter gave an idea about the nature of tourism, employment opportunity in different sectors of tourism, Entrepreneurship Development Programmes etc in tourism sectors. Different strategies were adopted in the study for estimation of man power, human resources development, employment and generation.

The fourth chapter deals with the analysis and interpretation. The profile of stake holders were reviewed and analysed here extensively. Statistical test like percentages, chi-square and F test were used in the study for data analysis to arrive at inferences.

The fifth chapter describes details regarding analysis of income and employment generation models for tourism development and human resource development. The employment co-efficient model and the input output models were developed to measure and project the future to measure employment potential of the state. Employment coefficient is computed for all tourism sectors and subsectors to ascertain the volume of employment in that sector and in the tourism sector as a whole.

6.02 Findings

The researcher has ascertained the following findings as the outcome of the study.

1. Age wise classification revealed that 31% of the stake holders belong to the category of 41-60 years of age of group.
2. 55 percent of the total stake holders engaged tourism sector are males.
3. 34% of stake holders belongs to married category.
4. Regarding the level of education 44 percent of the stake holders are post graduates.
5. 34 percent of the stake holders are fully employed in tourism sector.
6. 39 percent of the stake holders earns from tourism, thirty to forty thousand rupees per month on an average.
7. 37 percent respondents prefers eco-tourism where as 35 percent prefers backwater tourism as the most attractive tourism activity.
8. 75 percent of stakeholders are providers of ayurvedic resorts service, 64 percent are provides backwater tourism service and 57 percent are providers of mansoon tourism related service.
9. 42 percent of the stakeholders are employed in tourism industry as tour operators, 39 percent as head load workers and 37 percent as providers of home stay facility.
10. 66 percent of stake holders are of opinion that Government support is needed for inclusive development in tourism industry and 56 percent states that tourism industry can only be developed with community participation.
11. Among the stakeholders, 69 percent from eco tourism, 56 percent from backwater tourism and 58 percent from beach tourism earns an income of Rs 10, 000 to Rs 50, 000 annually.

12. Regarding volume of employment 71 percent of the local people said that they are employed in beach tourism, 82 percent in eco tourism and 88 percent in back water tourism.
13. Regarding the reason for success of tourism industry 76 percent stake holders in beach tourism, 85 percent in ecotourism and 80 percent in backwater tourism expressed it as low capital investment with high returns.
14. The volume of employment opportunity from different sectors of tourism was found uniform.
15. The volume of total income generated from tourism in Kerala in 2013 increased to 22, 927 crores rupees from Rs 4500 crores in 2001.
16. The income from tourism for the period under review revealed a fluctuating trend of 7 percent to 40 percent. This variation was due to variation in the volume of tourist inflow to the state due to regional, national and international factors.
17. The volume of domestic tourists arrival to the state in the year 2013 was 108.58 lakhs as against 50.13 lakhs in 2000. Over a period of 14 years, there was a two fold increase in the volume of domestic tourist inflow.
18. The volume of foreign tourist inflow to the state for the period increased in 2013 to 8.58 lakhs as against 2.09 lakhs in the year 2000. The growth in the inflow of foreign tourists during the period was fourfold as against the two fold increase in the volume of domestic tourists inflow.
19. Tourism is a seasonal activity; the tourist season of the state extends from September to June every year and the maximum number of foreign tourists prefers to visit the state during Christmas and New Year vacation period.
20. The projection on income and employment in this study was made for a period of 12 years extending from 2014 to 2025. During this period the estimated volume of income from tourism was 1, 19, 750 crores rupees where as it was

only 26, 287 crores in 2014, which reveals a four and a half times increase (450%).

21. Employment co-efficient index was used to predict the future employment potential of tourism industry of the state. It showed a declining trend. This was due to the cost reduction and labour saving techniques adopted by the stake holders. This index declined to 85 in 2025 as against 140 in 2002. The overall decrease in the employment coefficient for the study period was estimated as 55 persons per rupees one crores of value added.
22. The projection reveals that tourism industry will make tremendous growth rate for the projected period of 24 years. By 2025 the volume of employment opportunities in tourism sector of the state will be 101.92 lakhs as against 6.90 lakhs in 2002 .This increases will be to the tune of 14.77 times for the projected period.
23. Two models were developed in the study to project the employment potential from tourism industry of the state. The graphical model is the first one that describes the input output relationship at the macro level and the second the mathematical model i.e. the employment co-efficient model that describes the correlation between income and employment. These two models having equal importance, were used as tools for projection of employment potential from tourism industry of the State.
24. All the existing stakeholders were perceived as entrepreneurs of tourism industry. Hence all efforts on the part of entrepreneurs to develop their business are treated as entrepreneurship Development Programmes.
25. Employment and income effect are closely, but not perfectly correlated,
26. The effects of tourism employment between different tourism activities are found to be uniform.
27. Many stakeholders are self employed, particularly in destinations where tourism enterprises are small.

28. Destination development leads to increased tourist inflows which in turn results in generation of additional income and employment opportunities to the State.
29. Entrepreneurship Development Programmes leads to tourism development and employment generation.
30. Tourism employment were found as low-wage occupations, part-time and casual,
31. Tourism employment requires low skill levels and low entry requirements. In areas where specific skills are required, particularly in poorly developed destinations, the industry often turns to outside expertise rather than provide training for local people.
32. Tourism employment is strongly seasonal
33. People migrate from other sectors in offseasons to tourism segment in search of employment.
34. Tourism employment is structured by gender; the majority of jobs in most tourism tasks are held by women, particularly the low-paid, part-time and seasonal positions
35. Tourism facilitates to improve the livelihood and standard of living of the locals at destinations

Tourism as a major social and economic activity of the day leads the state to attain rapid economic growth. High level of human involvement leads to manpower development and delivery of services in this smokeless industry. The efficacy of Manpower Planning and Management are the basic elements which determines the success behind any type of human activity. In tourism sector, the scope and potential of economic development and employment generation is unpredictable. In the state of Kerala manpower planning is an effective tool which can be deliberately used by planners and policy makers to solve the crucial problem of unemployment. The

present study was an effort on the part of the researcher to develop a tool to be used as a model for manpower planning. The effort was succeeded and the researcher has developed graphical and mathematical model to address these issues. As such the potential of growth in employment generating capacity of the tourism segment was predicted by the researcher on the topic of employment generation through Entrepreneurship Development in tourism sector an evaluative study in the state of Kerala.

CHAPTER-VII

PROPOSED ACTION PLAN FOR TOURISM

DEVELOPMENT IN THE STATE

Proposals for employment generation through entrepreneurship development in tourism sector

Project ideas:

1. Establishment of ethnic cuisines at Kovalam , Varkala, Bekal and Payyambalam.

Objectives: to provide Kerala style traditional food at affordable rate to tourist both domestic and foreign.

Projected Operational areas: Kovalam, Varkala, Kappadu at Kozhikodu, Payyambalam at Kannore and Muzhuppilangad at Thalasseri.

Mode of operation: public private partnership, joint ventures or projects associated with NGO'S, Kudumbasree units etc.

Two such ethnic food corners were successfully operating in Kerala at present as part of responsible tourism, one at Edakkal caves and the other at the premises of Pookkot Lake, with the active involvement of the tribal community. Ethnic, indigenous and delicious foods and snacks are served to the tourists, there. These projects are operationally successful in these two localities. Here the modalities of these projects can be copied to other destinations also.

Benefits-

1. Provides employment opportunities to the local people
2. Serves the tourist in the traditional style

3. Tourist can experience the taste of traditional Kerala dishes in its original form
4. Share the benefit of tourism with the local people
5. Leads to entrepreneurship development,
6. Leads to women empowerment

Scope and potential

There is ample scope to start two to five units of each such projects in the proposed destinations.

Material requirement: Provide landed property owned by local bodies; Corporations and Municipalities on rental basis to start these units.

Required man power: 10 to 20 persons per unit

Employment generation capacity: 20 to 100 persons per destination

Nature of employment opportunities:

- 1. Direct employment:** Cooks, hotel boys, cleaners, waiters, accountants, administrative staff.
- 2. Indirect employment:** Fish vendors, vegetable sellers, head load workers, taxi drivers, construction workers, plumbers, painters etc.
- 3. Induced employment:** Agriculturist, fruit growers, fisher man, farm workers, manufacturers of fertilizers and pesticides.

Financing: Arrange or provide financial assistance to these units by the state or through financial institutions on government guarantee.

2. Training and Quality enrichment programme to the employees of tourism destinations

The quality of the personnel services associated with hospitality industry in Kerala is not up to the standard. Tourist both domestic and international often complaints about the attitude, approach and behavior of the service personnel in tourism sector .Schemes for providing proper training programmes to enrich their soft skills and quality up gradation can do a lot to increase the level of tourists satisfaction and thereby increase the volume of tourist inflow. Soft skill development programmes is a must to taxi drivers, autoriksha drivers and head load workers of Kerala. In addition to that programmes to develop multilevel skills to personnel associated with this industry can make a lot of developments in this segment. If proper training is given to a taxi driver to act in the role a tourist guide will empower and enhance his skills at multilevel.

The service of trainers from tourism department can be sought in this regard. Programmes should be chalked out to provide destination based monthly training programmes to stakeholders, on a permanent basis. The responsibility to organize these programmes shall be entrusted to a tourism related agency or to a Govt. agency. Procedure for registration of members, issue of identity cards, and giving certificates and accreditations to them, describing their skills with Govt. approval will improve the skill and quality of tourism related personnel.

At least 100 persons per destination should be selected as beneficiaries of this programme and training should also be provided to them. By selecting at least 200 such destinations under this scheme, twenty thousand persons (200x100=20 000) beneficiaries will get benefit of this programme all over the state. All the operations related to this programme should co-ordinate and evaluated under a state level agency. The financial aspects of this scheme should be provided by the state Govt., either by making available the required fund through budgetary allocations, or through private firms or sponsors.

4. Formation of ancient model of a traditional Kerala village

Tourists both domestic and foreign and younger generations are not familiar with the old and traditional life style of Keralites. Equipments and household

appliances like ancient weighing machines, household equipments, agricultural equipments and a lot of other instruments used in houses of Kerala are not familiar to them. Kerala model traditional houses like Nalukettu and Ettukettu are no where there in the state now a day. Besides, the dress code of the different communities of Kerala is not familiar to the new generations which will also attract the curiosity of the tourists. A project to reconstruct an ancient Kerala model village, will be highly informative and attractive the tourists. This type of projects will increase the inflow of tourist to the destinations, and create more employment opportunities to the locals and more revenue to the state.

Operationally, such ideas will be more viable and such schemes can be implemented with the help of private promoters or through joint ventures. The material requirement for such model village can be met with the help of heritage museums .The estimated manpower requirement for each such a village is around 100 persons. As the first step, the tourism department can launch programmes to start one such model villages each in the fourteen districts of Kerala, so that 1400 new employment opportunities can be generated in this segment. The Govt., tourism department or Govt. sponsored financial institutions or private promoters can undertake the responsibility of implementing such projects.

5. Rope way system at hill stations and pilgrimages

Taking ride in a cable car is the best way to see and experience the virgin beauty of a forest, a pilgrim centre or a historical monument. As most of the pilgrim centres and hill stations in Kerala are located in hill tops cable car systems can be used as a better system of transportation for site seeing and pilgrimage. It neither destroys the environment, nor obstructs the land scape at the destinations. The rope car system operating successfully at Palani temple for the benefit of the devotees can be adopted as a model which can be implemented at lot of destinations in Kerala like Sabarimala, Munnar, Agasthyarkootam etc. In India this facility is available at a lot of destinations like Raigad in Maharashtra (Shivaji's capital) Manali in Himachal Pradesh and Chanda devi temple in North India.

Employment opportunities

Direct: equipment manufacturing companies, operators, station managers, security staff etc.

Indirect: local residents, street vendors, tourist guides, taxi drivers, snack bar owners, hoteliers.

Induced: power supply companies, painters, head load workers, plumbers, maintenance staff etc.

6. Introduction of caravan services to the tourists at destinations

Caravan is a unique tourism product, which promotes family oriented tours in destinations not having adequate hotel accommodation and transport facilities. Built-in vehicles are used for the purpose of travel, leisure and accommodation. The essential pre-requisites for Caravan tourism is the presence of sufficient Caravan Parks in the identified circuits. A Caravan Park is a place where Caravans can stay overnight in allotted spaces providing basic or advanced amenities and facilities.

The vastness and multitude of landscapes in India, Caravans and Caravan Parks can add an exciting new facet to tourism. The initial demand in this niche segment is expected to come from domestic tourists and then from the inbound tourists. The growing demand for eco, adventure, wildlife and pilgrimage tourism, necessitates the need for visiting and staying in remote areas like forests, deserts and riversides. There is already acute shortage of accommodation at tourist destinations, especially in remote areas and at places where a permanent construction may neither be permissible nor feasible. In such areas, Caravan Tourism can effectively meet the growing demand, by ensuring adherence to quality standards and safety norms. Caravan Tourism would attract a wide range of customer segments including young people, families, senior citizens and international tourists.

The Operational requirements for the Caravan parks

- i. Caravan Parks should be made operational round the clock (24 x 7) during tourist seasons
- ii. Caravan Parks has to be connected by fair-weather road from the main road
- iii. Caravan Parks has to avail all necessary trading licenses from concerned authorities
- iv. Standardization of electricity, water and sewage connections to ensure total compatibility with Caravan specifications in India.
- v. The parks could be standalone or hybrid. In case of hybrid parks, the caravan parking facilities and related services should be physically separated and be away from other services like wayside amenities, restaurants, general vehicle parking or accommodation .

In most European countries caravan facilities on rental basis is available to the tourists at most of the destinations. There is ample scope for the introduction of such innovative ideas at tourists' destinations of Kerala too. It can solve the twin issues of lack of accommodation and transportation problem to tourists at destinations. To make this idea operationally feasible, Govt. can initiate financial institutions to grant the required funds to local entrepreneurs at subsidized rates. It will result in enhancement the employment opportunities to the locals and income to the Govt. and increased inflow of tourists to the destinations.

Type of employment opportunities generated from the project

Direct: Drivers, cleaning staff, guards, tourist guides, cooks etc.

Indirect: Banks, internet cafes, garment manufacturers, artisans etc.

Induced: Farmers, mechanics, photographers, spare part dealers, locals etc.

7. Tram car service at hill stations

A lot of hill stations are there spread all over the western ghat of Kerala situated at high altitudes. Many of pilgrims centres of Kerala are located at hill stations .Eg:Sabarimala, Agasthiakoodam, Anamudi, Jatayu para etc. Travelling in tram car should be an adventurous experience to both domestic and foreign tourists. This facility can also be introduced at the dense forests areas and eco-tourism centers of Kerala. Tourist can experience and enjoy the natural beauty of the evergreen forest of Kerala by travelling in tram cars through these areas without damaging the environment. There is also an element of adventure in this type of tourism activity. The equipments and facilities can be rendered to promoters by associating with agencies of international repute on BOT or BOOT basis. A lot of employment opportunities can be generated to the locals and revenue to the state through this project without any capital commitment on the part of the state or tourism department.

8. Home stays facilities at destinations

It is ascertained from discussion with the stakeholders that sufficient number of home stay facilities are not available at peak seasons to tourists near eco-tourism and backwater destinations. It is found that most of the tourists prefer to use home stay facilities mainly because are interested to interact with the locals and to experience about, their way of life and the family system prevailing here.

Objectives

1. To provide cheap and homely accommodation to tourists(a home away from home)
2. To provide opportunity to the tourist to know and understand the life style of the locals.
3. To know about the family system prevailing here.

Required steps to be taken by the authorities

1. Renovate Grihasthali units sponsored by government and tourism department.

2. Train the locals to communicate and interact with the tourist on diplomatic level.
3. Adapt steps to ensure the safety and quality of the home stays through certification or grading process administered by government agency or tourism department.
4. Provide technical and financial assistance by tourism or government agencies to the providers of home stay facilities to enrich and modernize their services.

Benefits

1. It will enhance the standard of living of the people at the locality and leads to their economic empowerment.
2. Leakage of income from destination to outside regions can be restricted to a certain extent.
3. Increases the employment opportunity of the local people.
4. Increases the demand for the local products which leads to multiplier effect of income at the destination.
5. Empowerment of local tradition through interaction and cultural exchange.
6. Attraction of more tourists to the destination due to improvement in infrastructure and related other service facilities.

9.Project to enhance water sports facility at destinations

There is ample scope for providing water sports recreation facilities to tourists at the beaches and backwater destinations of Kerala .At present these facilities are provided to tourists by private promoters and individuals at a limited scale. During peak seasons sufficient number of equipment for surfing, speed boats, water bikes and kettuvallams are not available in destinations in accordance with the requirements. Arranging facilities to enhance the supply of such equipments by way

of promoting private individuals more employment opportunities can be generated to locals and at the same time more water sports facilities to tourists. On an average 20-30 people can get employment per destination for these activities in the state. Broadly 2000 to 3000 employment opportunities can be generated annually in this segment through identifying a minimum number of one hundred (100) such water based destinations in the state.

The following water sports projects can be made operational at suggested destinations of the state based on the facilities and environmental peculiarities of that region. Some of such activities operationally viable to the state are the following.

Beach related sports: wind surfing, dinghy sailing, scuba diving, water skiing, para sailing, water scooter and swimming.(destinations-Kovalam, Varkala, Kappadu and Muzhuppilangadi)

Back water based sport items: rowing, canoeing, kayaking, boating, pedal boating, coracling.(destinations-Kumarakom, Poovar, Ashtamudi, Pookkottu, and Alappuzha) Kayacking and Coracling are very popular in the backwaters of Thungabhadra and Kaveri at South India.

Employment opportunities likely to arise

Direct: crews in boats, service providers, operating staff, cleaners, servers of food and beverage etc.

Indirect: carpenters, equipment manufacturers, painters, mechanics, spareparts manufacturers

Induced: banks, financial institutions, local vendors, arts and art fact dealers, service of local people for infrastructure development etc.

Govt or tourism department can take initiative to supply these equipments to young entrepreneurs on subsidized rates or on rental basis.

10. Schemes to develop specialized entrepreneurs to promote pilgrim tourism

There is ample scope to develop tourism packages based on pilgrimage. Lakhs of devotees visits sabarimala, Guruvayur , Maramon, Thrissur pooram and Theyyam festivals every year. The tourism department can take initiatives to launch this type of programmes on its own behalf or as joint ventures in PPP model. This programme has to be planned in such a manner to serve the needs of at least one lakh tourists annually. Funding of this project can be done with the help of private entrepreneurs or through the help of Govt. sponsored financial agencies.

Employment opportunities

Direct: travel agents, tour operators, hoteliers, home stays, cleaners , cooks, helpers , administrative personnels, artisans, textile dealers, tourist guides, taxi drivers.

Indirect: farmers, masons, mechanics, plumbers, painters, weavers, doctors, banks, net cafes, street vendors

Induced: local residents, financial institutions, local traders, manufacturers of all types of consumer durables, sports associations, professional artists, educational institutions, state etc.

11.Cultural events promotion programme Art, artifacts, souvenirs and performing arts like Kathakali, Theyyam, Yoga, Sooryanamaskaram, Kalaripayattu, Boat race, Folklores, and a lot of other types of events and health tourism products like ayurveda, marmachikithsa etc. are here in plenty in the state, as part of traditional lifestyle of the people. There is not a proper promotional programme or an agency here till now, competent enough to market these products effectively. A group of persons or firms can be empowered in this regard by imparting proper training and motivation to them. If properly advertised these products can be marketed as tourism packages to both foreign and domestic tourists.

10 entrepreneurs or firms destination wise shall be selected and trained in this regard. An action plan to regenerate these cultural items and events can provide employment opportunities for a minimum number of 100 artists or employees per destinations representing different, art forms and cultural events. By inaugurating this programme

in 100 such properly identified destinations, ten thousand (10000) employment opportunities can be generated in the state, annually.

Employment opportunities

Direct: Folklore artists, trainers of martial arts, performers of cultural events, hotliers, home stays, helpers, taxi drivers, head load workers.

Indirect: Manufacturers of artistic items, ayurvedic resorts, hospitals, financial institutions, local vendors, suppliers of agricultural products etc.

Induced: Mechanics, painters, locals, workers for infrastructure development, manufacturers of food articles, manufacturers of items of comforts, electricians, painters etc.

It is to be noted here that as the service of the private entrepreneurs are superior in all types of tourism related activities, it is better to initiate and launch these programmes as joint ventures or in PPP model rather than promoting these programmes sponsored by tourism department or Government alone.

12. Development of micro and marginal enterprises at tourism destinations

To promote local participation at tourism destinations, especially at eco-tourism centres of Kerala, the idea of promoting marginal and micro level enterprises can be introduced in a successful manner. It may result in economic empowerment of the local through entrepreneurship development. Micro level units can sell the items of art, artifacts and crafts manufactured by the traditional craftsmen of the locality and as well the traditional products of the state at tourism destinations resulting in generating a lot of employment opportunities . A lot of micro and marginal enterprises are there at destinations like Kovalam, Varkala and Kappadu, presently run by residents of other states .It leads to a lot of leakages of income from the destinations to outside regions. By promoting local entrepreneurs to start such micro business units, with the help of financial institutions, this issue can be successfully resolved.

Employment opportunities

Direct: Promoters, their family members, local artisans, helpers, cleaners, head load workers, taxi drivers and hoteliers.

Indirect: Building owners, carpenters, painters, cooks, tailors, local food vendors, snack bar etc.

Induced: Locals, banks, financial institutions, IT parks, postal services, hospitals, educational institutions etc.

13. Project to provide toilet and other basic amenities to the tourist at destinations

There is a not sufficient facility to the tourists to fulfill their basic amenities at most of the destinations in Kerala. To provide such facilities the service of Kudumbasree mission or other type of NGO's can be sought, that can be administered in PPP mode. It will enhance the employment opportunity of the local people and satisfaction level of tourist which will induce them to visit the locality again. Mobile toilet units can be tried in this regard.

In Kovalam, where thousands of internal tourists visits daily, two toilets are there, which is located at very far and at a remote area. It creates a lot of inconvenience to the tourists especially to females. At present one mobile toilet unit is there which provides inadequate and irregular service at pay and use method. There is ample scope for such units, mobile or permanent, in all tourism destinations of Kerala.

Employment opportunities

Direct: Drivers, cleaning staff, facilitator.

Indirect: As the cleanliness of the area improves new micro snack or handicraft units can be started in that area which would otherwise not possible because of the usage of that area as informal toilet by the tourists.

Appendix-I
BIBLIOGRAPHY

1. *A Guide Book on The Hill Palace, The Institute of Archaeology Art History, Conservation and Museology, Thiruvananthapuram, 2002.*
2. *Alonso-Almedia, M. D., 2012. Water and waste management in the Moroccan tourism industry: The case of three women entrepreneurs. Women Studies International Forum, 35, pp. 343-353.*
3. *ANON. 1998. A Gallery of how the world works. [http:// studsys.mscs.mu.edu/~cheung /Page. dir/pg.metaworld1.html](http://studsys.mscs.mu.edu/~cheung/Page_dir/pg.metaworld1.html)*
4. *Anurag Fadia, (2009), International Trends in Nature Based Tourism, Cyber Tech Publications, New Delhi, pp.3,4 & 254.*
5. *Arun Monappa, Mirza Saiyadain, Personnel Management, Tata Mc Graw Hills Publishing Co. Ltd., New Delhi, 1996.*
6. *Bansal.S.P., Prashant Gautam Sonia, Sushama & Chander Mohan, (2007), (Eds), Cutting Edge Research in Tourism New Directions, Abhishek Publications, Chandigarh, pp.3-5.*
7. *Bengtsson, M., Boter, H. & Vanyushyn, V. 2003. "The challenge of building marketing channels via the Internet". International Council for Small Business (ICSB) 2003 conference, 15-18th June 2003. Belfast, Northern Ireland.*
8. *Buhalis, D. (2000). Marketing the competitive destination of the future. Tourism Management, 21, 97-116.*
9. *Choy, D. (1995), The quality of tourism employment, in Tourism Management, vol. 16, no. 2, p. 129-137.*
10. *Clare.A.J Gunn, Taylor, Francis, Tourism Planning, New York, 1988.*

11. *Districts of Kerala – Alappuzha, Department of Tourism, Government of Kerala.*
12. *Districts of Kerala – Ernakulam, Department of Tourism, Government of Kerala.*
13. *Districts of Kerala – Idukki, Department of Tourism, Government of Kerala.*
14. *Districts of Kerala – Kannur, Department of Tourism, Government of Kerala.*
15. *Districts of Kerala – Kasargode, Department of Tourism, Government of Kerala.*
16. *Districts of Kerala – Kollam, Department of Tourism, Government of Kerala.*
17. *Districts of Kerala – Kottayam, Department of Tourism, Government of Kerala.*
18. *Districts of Kerala – Kozhikkode, Department of Tourism, Government of Kerala.*
19. *Districts of Kerala – Malappuram, Department of Tourism, Government of Kerala.*
20. *Districts of Kerala – Palakkad, Department of Tourism, Government of Kerala.*
21. *Districts of Kerala – Pathanamthitta, Department of Tourism, Government of Kerala.*
22. *Districts of Kerala – Thiruvananthapuram, Department of Tourism, Government of Kerala.*
23. *Districts of Kerala – Thrissur, Department of Tourism, Government of Kerala.*
24. *Districts of Kerala – Wayanad, Department of Tourism, Government of Kerala.*
25. *Evans, M. R., Fox, J. B., & Johnson, R. B. (1995). Identifying competitive strategies for successful tourism destination development. Journal of Hospitality and Leisure Marketing, 3(1), 37-45.*
26. *FAYOS-SOLá, E. 1996. Tourism Policy: a midsummer night's dream? Tourism Management. 17:6, pp 405-412. Britain: Elsevier Science Ltd.*
27. *Gulab Nabi, Socio Economic Impact of Tourism, Pointer Publishers, Jaipur, 2000. Man Power Requirements in Tourism*

28. Gunn, C. A. (1994). *Tourism Planning (3rd ed.)*. New York: Taylor and Francis.,
Pearce, D. (1997). *Competitive destination analysis in South east Asia*. *Journal of Travel Research*, 35 (4), 16-24.
29. Gupta, V., MacMillan, I.C. & Surie, G. 2004. "Entrepreneurial leadership: Developing and measuring a cross-cultural construct", *Journal of Business Venturing*, 19: 241-260
30. Hart, C., Doherty, N. & Ellis-Chadwick, F. 2000. "Retailer adoption of the Internet - Implications for retail marketing", *European Journal of Marketing*.
31. Hassan, S. S. (2000). *Determinants of market competitiveness in an environmentally sustainable tourism industry*. *Journal of Travel Research*, 38 (February), 239-245.
32. Hjalager, Anne-Mette (2009) "A Review of Innovation Research in Tourism".
Forthcoming in Tourism Management
33. Holland, Jenny; Burian, Michael; Dixey, Louise (2003). *Tourism in Poor Rural Areas: Diversifying the product and expanding the benefits in rural Uganda and the Czech Republic*. Economic and Social Research Unit (ESCOR) of the UK Department for International Development (DFID).
34. Holloway, Christopher.K, *The business of Tourism*, Pitman, London, 1990.
35. Hu, Y., & Ritchie, J. R. B. (1993). *Measuring destination attractiveness: A contextual approach*. *Journal of Travel Research*, 32(2), 25-34.
36. Inkeep, E. (1991). *Tourism planning: An integrated and sustainable development approach*. New York: Van Nostrand Reinhold., Go, F. M., & Govers, R. (2000). *Integrated quality management for tourist destinations: A European perspective on achieving competitiveness*. *Tourism Management*, 21, 79-88.
37. John Bratton, Jefferey Gold, *Human Resource Management*, Palgrave Macmillan, 2003.

38. Karan Singh, *Indian Tourism – Aspects of Great Adventure*, Department of Tourism, 1980.
39. KELLER, P. and KOCH, K. 1995. *Die globalisierung des tourismus. Eine Herausforderung für die schweiz als traditionelles tourismusland. Die Volkswirtschaft* (68):5.
40. L.M.Prasad, *Human Resource Management*, Sulthan Chand & Sons, New Delhi, 2003.
41. Lashley, Conrad 2000 “*In Search of Hospitality: Towards a Theoretical Framework*”. *Hospitality Management*, 19: 3-15
42. Leela Shelley, *Tourism Development in India – A study of hospitality Industry*, Pointer Publishers, Jaipur, 1991.
43. Levitt, Theodor (1969) “*Marketing Myopia*”. *Harvard Business Review*, july/august: 3-13
44. Lynch , P . and Morrison , A . (2007) “*The Role of Networks*”, in Michael, E. (ed.), “*Micro-Clusters and Networks: The growth of tourism*”, Elsevier, London .
45. Lynch , P . and Morrison , A . (2007) “*The Role of Networks*”, in Michael, E. (ed.), “*Micro-Clusters and Networks: The growth of tourism*”, Elsevier, London .
46. MANSOURIFAR, Mohammad(2010). *Investigate Tourism Industry Development Barriers in MAZANDARAN. MAZANDARAN, SARI: SHELPIN Press, 2010, 978-600-100-103-1.*
47. Mary.L.Tanke, *Human Resource Management for Hospitality Industry*, Clemar Publications,
48. Mirza S Saiyadain, *Human Resource Management*, Tata Mc Graw Hill Publishing Co. Ltd., New Delhi, 1998.

49. Morrison , A . , Lynch , P . and Johns , N . (2004) ,, *International Tourism Networks* ”
, International Journal of Contemporary Hospitality Management,16, 3, 198 – 204 .
50. Murphy, P. E. (1985), *Tourism: A community approach*. New York: Methuen.
51. NCAER (2006) *Tourism Satellite Account for India*, National Council for Applied
Economic Research, New Delhi
52. Newall, J. E. (1992). *The challenge of competitiveness*. *Business Quarterly*, 56, 94-
 100.
53. P.S.Daver, *Personnel Management and Industrial Relations in India*, Vikas
Publishing House, New Delhi.
54. Parra López, Eduardo; Buhalis, Dimitrios; Fyall, Alan (2009). *Entrepreneurship and
 Innovation in Tourism*. PASOS. *Revista de Turismo y Patrimonio Cultural*. ISSN 1695-
 7121.
55. Ravi Bushan Kumar, *Coastal Tourism and Environment*, APH Publishing
 Corporation, New Delhi, 1995.
56. Ritchie, J. R. B., & Crouch, G. I. (2000). *Are destination stars born or made: Must a
 competitive destination have star genes? In 2000 TTRA Annual Conference
 Proceedings (pp. 306- 315).*
57. Roscnow, John.E, *Tourism – the Good, the Bad and the Ugly*, Century Three Press,
 Loncoln, Nebraska, 1979.
58. SAAYMAN, A. & SAAYMAN, M. *Tourism and the South African economy: growing
 opportunities for entrepreneurs*. 10th annual SAESBA conference, Victoria Falls,
 Zimbabwe. 27-29 April 1997.
59. Saayman, M & Saayman, A. 1998. *Tourism and the South African Economy: Growing
 Opportunities for Entrepreneurs*. *African Journal for Health, Physical Education,
 Recreation and Dance*. Vol5:1.

60. SAAYMAN, M. 1998. *The impact of globalisation on tourism in Africa. Paper presented at the World Leisure and Recreation Conference. Sao Paulo, Brazil. 26-30 October 1998.*
61. Schumpeter, Joseph 1934 *The Theory of Economic Development. Oxford: Oxford University Press*
62. Sharpley, R., & Telfer, D. (2002). *Tourism and development. Clevedon: Channel View Publications.*
63. Shaw, Gareth & Williams, Allan M. 1998 “Entrepreneurship, Small Business Culture and Tourism Development”. In Ioannides, Dimitri & Debbage, Keith (Eds): *Economic Geography of the Tourist Industry: A Supply Side Analysis (235-255). London: Routhledge*
64. Skokic, Vlatka & Morrison, Alison (2010). *Tourism and hospitality entrepreneurship, social setting and research methodology: moving into the beyond. Guildford: University of Surrey, School of Management*
65. Sundbo, Jon 2009 “Innovation in the Experience Economy: A Taxonomy of Innovation Organizations”. *The Service Industries Journal, 29(4): 431-455*
66. *The Essential Kerala, Department of Tourism, Government of Kerala.*
67. *The Snake Boat Race of Kerala, Department of Tourism, Government of Kerala.*
68. Tinsley, R. and Lynch, P. (2001) “Small Tourism Business Networks and Destination Development”, *International Journal of Hospitality Management*, 20, 4, 11 – 14.
69. *Tourist Statistics 2008, Department of Tourism, Government of Kerala, 2008.*
70. UNWTO (2012), *UNWTO Tourism Highlights. Madrid: UNWTO*
71. Vinay Chauhan and Savidha Khanna, (2007), “Tourism Infrastructure Vis-à-vis Tourist Satisfaction- A Case of Jammu and Kashmir”, In Bansal, S.P, Prashant

- Gautam Sonia and Others, (Eds), Cutting Edge Research in Tourism New Directions, Abhishek Publications, Chandigarh, p 456.*
72. *Wall, G., & Mathieson, A. (2006), Tourism: Change, impacts and opportunities. Essex: Pearson Prentice Hall*
73. *Wennekers, S. and Thurik, R., 1999. Linking entrepreneurship and economic growth. Small business economics, 13 (1), 27_55.*
74. *Wickham, Philip A. 2004 Strategic Entrepreneurship. 3rd Edition. Essex: Pearson*
Yin, Robert K.
75. *WTTC (2006) Progress and Priorities 2006/07, Annual Report, The World Travel & Tourism Council, London.. NCAER (2006) Tourism Satellite Account for India, National Council for Applied Economic Research, New Delhi*
76. *WTTC (2006) Progress and Priorities 2006/07, Annual Report, The World Travel & Tourism Council, London.*