

**AN EMPIRICAL STUDY ON EFFECTIVENESS OF MARKETING PRACTICES
OF STATE TOURISM CORPORATIONS– A COMPARATIVE STUDY OF
HARYANA TOURISM CORPORATION, PUNJAB TOURISM DEVELOPMENT
CORPORATION AND HIMACHAL PRADESH TOURISM DEVELOPMENT
CORPORATION**

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ABSTRACT

Tourism sector has turned out to be a major source of revenue for the nations worldwide. Its contributions to India's GDP and employment generation in second to none. Buoyed by its tremendous growth and immense potential, all the states in the country have set up their respective state tourism corporation to shape up its economy with this booming phenomenon. In the present time, role of marketing has become very important. Marketing is the most potent weapon in the armory of an organisation. India is full of tourist attractions including archaeology and historically important places, pilgrimage centers, beaches, vast landscapes, hills and terrains etc. Marketing of tourism services include marketing of both domestic and foreign tourists. In order to make people aware regarding the tourist attractions of the country, the states needs to have effective marketing strategies in place. Efficient marketing can take any organisation to great heights while insufficient and inefficient marketing may take it to doom. The researcher has made an attempt to study and analyse the marketing practices being adopted by the selected tourism corporations of northern India viz Haryana Tourism Corporation (HTC), Punjab Tourism Development Corporation (PTDC) and Himachal Pradesh Tourism Development Corporation (HPTDC). The study primarily attempts to find out the effectiveness of marketing practices of the three corporations by analyzing the seven P's of marketing mix and find out the loopholes in it, if any.

KEY WORDS: Marketing Practices, Tourism services, People, Process, Physical Evidence

INTRODUCTION

Tourism mainly comprises of two main industries namely hospitality and travel industry. India is known for its ancient tradition of travel. Large numbers of people were impelled to undertake journeys throughout the length and breadth of the country in olden times. This trend has grown over the years. The impact of tourism on national economy is becoming increasingly important

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today because of growing size of tourist market. Over the years, tourism has really emerged as a major economic activity globally. Tourism industry has out shown both petroleum and arm trade industries to turn into one of the largest industry at the global level. In India, tourism industry has been contributing immensely towards generating employment and in contributing towards GDP, earning of revenue and foreign exchange.

Considering the tremendous potential of growth in this sector, Government of India encouraged the states in the country to set up their state tourism corporations. The present study is an attempt to focus on three such northern state tourism corporations namely Haryana Tourism Corporation (HTC), Punjab Tourism Development Corporation (PTDC) and Himachal Pradesh Tourism Development Corporation (HPTDC). Efficient marketing can take any organisation to great heights while insufficient and inefficient marketing may take it to doom. The researcher has made an attempt to study and analyse the marketing practices being adopted by the selected tourism corporations and find out the loopholes in it, if any.

OBJECTIVES OF THE STUDY

The main objectives of the study are

1. To study the existing marketing practices of Haryana Tourism Corporation, Punjab Tourism Development Corporation and Himachal Pradesh Tourism Development Corporation
2. To find out whether there is any difference in the marketing practices of the three corporations.
3. To give suitable suggestions to the selected state tourism corporations so that their marketing strategies becomes more effective.

RESEARCH METHODOLOGY

The present study is an empirical one. The researcher has mainly relied on primary data to accomplish the objectives of the study. Primary data has been collected through a structured questionnaire directed at the managers/officials of the three corporations. The researcher has made an endeavour to assess the marketing practices of the three corporations through the responses of the managers/officials of the selected corporations. A sample of 60 managers/officials (20 of each corporation) constitute the sample for the study. The data so collected has been analysed using mean, standard deviation and ANOVA.

REVIEW OF LITERATURE

Gupta, D.B. (1983) analysed the income and employment effect of tourism in the state of Jammu and Kashmir. He forwarded the suggestion that aggressive promotional campaigns should be launched at national and international level to popularize its potential as a tourism destination. **Gibbons and Fish (1984)** studied the changing economic role of international visitors in India. They observed that there is a significant change in the composition of visitors to

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India from 1970 to 1980. They suggested that the government and the private sector should concentrate more on attracting foreign tourists and increase its foreign exchange earnings. **Sharma R.B. (1990)** highlighted the problems faced by tourists coming to Shimla. He said that although Himachal Pradesh has lot of natural scenery and beautiful places, yet it hasn't been able to do justice to its tourist attractions. **Tiwari, A. (1992)** made an attempt to analyse the working of Rajasthan Tourism Development Corporation (RTDC). He critically examined the organizational and functional aspects of the Corporation. He suggested that the Corporation must try to establish a research unit to analyse the tourism potential in the state. **Bagri, S.C. (1995)** discussed the growth and development of Buddhist tourism. He outlined the entire life drama of lord Buddha and growth of Buddhism in India. His study mainly concentrated on the Buddhist places of Uttar Pradesh. The author felt that government has not concentrated on developing resources on Buddhist sites. **Mehta V. & Aima A. (1997)** reviewed the product mix strategies in tourism circuit of Jammu region in state of Jammu and Kashmir. They observed that tourism inflow to the state has increased tremendously from 1986 to 1994. They also observed flaws in infrastructure in these areas and suggested urgent focus on this aspect. **Bhat, Mohammed (2002)** examined the impact of tourism on income generation and asset creation. He found out that the impact of tourism is more effective on households living in the vicinity of developed tourist nodes. **Sharma Chanchal (2005)** highlighted the innovations adopted by Haryana in tourism development. He observed that Haryana has a track record of innovative tourism policies. **Khan, Nafees (2007)** analyzed the human resource planning in Indian tourism development corporation (ITDC). He suggested that ITDC hotels should develop effective marketing program which they lack at present. He also suggested the government to set up high power committee to study and assess the various human resource planning aspect closely. **Sharma Urvashi and Lal Sohan (2009)** studied the trends and patterns in global tourism and analysed the development of tourism in India. The authors analyzed the tourism trends in India and highlighted its location advantage and other favorable features. **Nagar, Komal (2010)** examined the influence of destination personality and image on tourist loyalty. She conducted the study on tourists visiting hill stations in northern India and selected Patnitop in Jammu and Kashmir as the sampling area. She concluded that destination personality has a positive impact on tourist loyalty.

FINDINGS

The findings of the study has been explained in the subsequent paragraphs with the assistance of table 1.1 to table 1.27

PRODUCT

Table 1.1 Product Portfolio matching the Customer's Expectations

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.50	0.8885	3.39	0.04
PTDC	3.35	1.5985		
HPTDC	4.00	1.5894		
Total	4.03	1.4546		

Source: Managers' Survey

Table 1.1 indicates the managers of HTC carrying a better image of their product portfolio in their mind in comparison to that of its counterparts. A mean score of 4.5 is a testimony to it. HPTDC and PTDC, with mean scores of 4 and 3.35 respectively although are not lagging much behind yet, these scores depict some apprehensions in the mind of their managers concerning the suitability of their product portfolio to the customers. The three corporations have been found to be differing significantly at 5 percent level of significance as suggested by ANOVA.

Table 1.2 Periodic Appraisal of Product Portfolio

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.70	0.4830	9.52	0.00
PTDC	3.20	1.7350		
HPTDC	2.70	1.8093		
Total	3.53	1.7120		

Source: Managers' Survey

A glance at table 1.2 suggests HTC with a mean score of 4.7 is very prompt on appraising its product portfolio on continuous basis. PTDC and HPTDC, on the other hand, with mean scores of 3.2 and 2.7 respectively are struggling to review their portfolio on continuous basis.

Table 1.3 Product Portfolio Enhances the Brand Image.

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.30	1.2182	1.483	0.236
PTDC	3.50	1.6701		
HPTDC	3.90	1.4832		
Total	3.90	1.4809		

Source: Managers' Survey

Table 1.3 indicates that managers/officials of HTC are of the view that their impressive product portfolio adds to the image of the corporation in customer's mind. The managers of HPTDC and PTDC, interestingly have also given their respective organisations decent ratings of 3.9 and 3.5 respectively. These two corporations would have to take their product portfolio more seriously to enhance their image.

Table 1.4 New Product/Service Development is a Continuous Phenomenon

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.80	0.6155	4.04	0.023
PTDC	3.70	1.6575		
HPTDC	4.30	1.1742		
Total	4.27	1.2870		

Source: Managers' Survey

Table 1.4 suggests that new product development is continuous phenomenon in HTC. A mean score of 4.80 being obtained by the corporation also support the views of its managers concerning periodic appraisal of product portfolio. HPTDC, too, has managed an impressive mean score of 4.30 while PTDC is slightly behind with a mean score of 3.70. The selected corporations differ significantly to each other at 5% level of significance as suggested by ANOVA. However, the difference is not significant at 1 percent level of significance.

PRICE**Table 1.5 Pricing Objective**

S.No	Name of the Corporation	Pricing Objective
1	HTC	Maximising Current Profit and ROI
2	PTDC	Maximising Current Profit and ROI
3	HPTDC	Maximising Current Profit and ROI

Source: Managers' Survey

Table 1.5 suggests that all the three corporations make an endeavour to maximise their current profit and return on investment through their pricing. There is hardly any surprise as tourism in one such activity that can improve upon the financial fortunes of modern day cash strapped states.

Table 1.6 Pricing Methods

S.No	Name of the Corporation	Pricing Methods
1	HTC	Target Rate of Return Pricing
2	PTDC	Perceived Value pricing
3	HPTDC	Target Rate of Return Pricing

Source: Managers' Survey

Table 1.6 suggests that whereas HTC and HPTDC looks at return they would like to get on investment being made by them to fix their prices, PTDC takes the perception of its customers into account while fixing prices. Whatever pricing method is being adopted by them, the aim should be to give true value for money to the customers and get a reasonable return on their investment.

Table 1.7 Pricing Policy Provides the Competitive Edge.

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.20	1.6415	3.63	0.033
PTDC	3.20	1.9358		
HPTDC	4.50	1.1002		
Total	3.97	1.6668		

Source: Managers' Survey

Table 1.7 indicates that managers/officials of both HPTDC and HTC (mean scores of 4.50 and 4.20 respectively) are appreciative of their pricing policy for the same giving them an edge over their competitors. The managers of PTDC apparently have some reservations on this front. The selected corporations have not been found to be differing significantly at 1 percent level of significance on the extent to which pricing policy gives them competitive edge.

Table 1.8 Pricing Policy Provides Value for Money to Customers

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.00	1.7770	4.705	0.013
PTDC	2.80	2.0416		
HPTDC	4.40	1.2311		
Total	3.73	1.8214		

Source: Managers' Survey

Table 1.8 again depicts HPTDC and HTC are better placed in comparison to PTDC concerning their pricing policy giving their customers a true value for money. It must be ensured that corporations are providing better quality at the same prices or same quality at lower prices. This is the way to give true value to the customers.

Table 1.9 Pricing Policy Helps in Maximising the Profit

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.20	1.6415	5.194	0.008
PTDC	2.70	1.9761		
HPTDC	4.20	1.4363		
Total	3.70	1.8161		

Source: Managers' Survey

As per table 1.9, the managers/officials of HTC and HPTDC have claimed that their pricing policy is instrumental in enhancing their profits. PTDC perhaps needs to revise entire of its marketing programme. The mean scores obtained by the three corporations have ensured that these do differ significantly to each other as indicated by ANOVA as well.

PLACE

Table 1.10 The Corporation Provides Location Benefits to its Customers

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.50	1.2773	0.583	0.561
PTDC	4.00	1.6858		
HPTDC	4.10	1.6511		
Total	4.20	1.5382		

Source: Managers' Survey

As indicated by table 1.10, all the corporations are doing extremely good job in providing location benefits to their customers. All of them have managed a 4 or 4 plus mean scores. A further investigation revealed that tourist complexes of the state tourism corporations are situated at prime locations on highways and city centre. ANOVA has not detected significant difference amongst the selected corporations.

Table 1.11 Matching Demand and Supply functions.

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.80	1.8806	1.38	0.260
PTDC	3.00	1.9735		
HPTDC	3.90	1.7740		
Total	3.56	1.8899		

Source: Manager's Survey

Table 1.11 suggests that HPTDC and HTC with mean scores of 3.9 and 3.8 respectively are found to be more prompt on the above aspect. PTDC, once again, has managed a mean score of merely 3. The selected corporations have not been detected to be significantly different by ANOVA.

Table 1.12 Timely Availability of Products

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.90	0.4472	0.639	0.532
PTDC	4.70	0.9233		
HPTDC	4.90	0.4472		
Total	4.83	0.6422		

Source: Managers' Survey

The managers of the selected tourism corporations rate their respective corporation extremely efficient in making available their products/services well in time to their customers. The mean scores have ranged between 4.7 and 4.9 which augers well for the three corporations.

Table 1.13 Effective Channel Members

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.70	0.9787	0.146	0.864
PTDC	4.50	1.2773		
HPTDC	4.60	1.2311		
Total	4.60	1.1527		

Source: Managers' Survey

Table 1.13 indicates managers/officials of the selected tourism corporations carrying a very good impression of their channel members in their minds. The mean scores obtained by selected tourism corporations have varied between 4.5 and 4.7 and such a small difference has not detected to be significant by ANOVA.

PROMOTION

Table 1.14 Promotion Policies Provides a Competitive Edge

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.40	0.5164	45.27	0.000
PTDC	2.50	0.5270		
HPTDC	4.20	0.4216		
Total	3.70	0.9878		

Source: Managers' Survey

Table 1.14 suggests a significant difference amongst the three selected corporations concerning their promotion policies providing a competitive edge. Both HTC and HPTDC are promoting their products/services very aggressively. On the other hand, PTDC scores a disappointing mean score of 2.50 suggesting that it needs overhauling of its promotion policies. It should realise that in the present era of intense competition, effective promotion is the need of the hour to impress upon the customers.

Table 1.15 Informing the Customers about New Product/ Service Well in Time

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.70	0.8232	1.062	0.360
PTDC	3.30	0.4830		
HPTDC	3.80	1.0328		
Total	3.60	0.8136		

Source: Managers' Survey

Table 1.15 indicates managers giving a satisfactory mean rating ranging between 3.30 (PTDC) to 3.80 (HPTDC) to their respective tourism corporation concerning their promotional endeavours good enough to give timely information to their customers. ANOVA has not detected significant difference amongst them.

Table 1.16 Promotion Policies Persuade/ Convince the Customers

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.00	0.9428	17.75	0.00
PTDC	2.30	0.4830		
HPTDC	3.10	0.3162		
Total	3.13	0.9371		

Source: Managers' Survey

Table 1.16 makes it clear that managers/officials of PTDC do not have any faith on the persuasiveness of their promotional campaign. Managers/officials of HPTDC are also somewhat skeptic in this regard while those of HTC are more convinced about it. It seems that financial problems in PTDC are a big block in between. Still, it must be realised that inability to persuade customers will further deteriorate its financial condition.

Table 1.17 Reminding the Customers about Existing Products/Services

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.70	0.6749	3.745	0.037
PTDC	3.00	0.6666		
HPTDC	3.80	0.7888		
Total	3.50	0.7768		

Source: Managers' Survey

It is clear from table 1.17 that managers of the selected tourism corporations have given an average score to their respective corporation concerning inability of their promotional campaign to continuously remind their customers about old offerings. PTDC has again got less score in comparison to its counterparts which puts a question mark on its overall promotional campaign. The selected corporations, however have not been found differing significantly at 1 percent level of significance.

PEOPLE

Table 1.18 Corporation Provides Extensive Training to its Employees

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.40	0.5164	30.17	0.000
PTDC	3.00	0.4714		
HPTDC	4.60	0.5164		
Total	4.00	0.8709		

Source: Manager's Survey

A glance at table 1.18 reveals that both HPTDC and HTC attach due importance to their employees so that they may come up to the expectations of their customers. PTDC, meanwhile with a mean rating of 3 is a bit reluctant in this regard. The same perhaps has a bearing on its

overall performance. Low rating assigned to PTDC has ensured that the three corporations differ significantly on this front.

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Table 1.19 Corporation Empowers Front Line Employees

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.30	1.8093	0.723	0.490
PTDC	3.00	1.8918		
HPTDC	3.70	1.8381		
Total	3.33	1.8380		

Source: Managers' Survey

Table 1.19 indicates that the managers of all three corporations have resisted from giving very high scores to their respective organisations on this front. The same have varied between 3 and 3.7. Quite obviously, bureaucracy is prevailing in these state government corporations. The same must pave way to adhocacy to satisfy both employees as well as customers.

Table 1.20 Corporation Motivates and Energises its Employees through Incentives etc.

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.00	2.0519	0.257	0.774
PTDC	2.60	2.0105		
HPTDC	3.00	2.0519		
Total	2.87	2.0123		

Source: Managers' Survey

It is clear from table 1.20 that selected state tourism corporations feel shy of motivating their employees through necessary motivational tools. HTC and HPTDC have struggled to get a mean score of 3 while PTDC has even failed to achieve that. Such an attitude reflects the mentality of a typical unprofessional state run department.

PHYSICAL EVIDENCE

Table 1.21 Caring for Cleanliness and Hygiene

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	5.00	0.0000	1.209	0.306
PTDC	4.90	0.4472		
HPTDC	4.70	0.9787		
Total	4.87	0.6234		

Source: Managers' Survey

As expected from an organisation which is an integral part of hospitality industry, the selected tourism corporations take due care of cleanliness and hygiene. HTC is leading the way with a mean rating of perfect 5 while PTDC and HPTDC are not much behind with mean scores of 4.9 and 4.7 respectively. The corporations have not been found differing significantly at 5 percent level of significance as suggested by ANOVA.

Table 1.22 Impressive Infrastructure

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	5.00	0.0000	171.50	0.000
PTDC	3.10	0.3162		
HPTDC	4.90	0.3162		
Total	4.33	0.9222		

Source: Managers' Survey

HTC has again scored a perfect 5 in terms of maintaining an impressive infrastructure. HPTDC, too, is an impressive performer on this front with a mean score of 4.90. PTDC, meanwhile has got an unimpressive mean rating of 3.10 which has ensured that the difference amongst the selected corporations is significant. A further investigation revealed that scarcity of funds with

PTDC has virtually crippled its infrastructure which has forced its managers to give low rating to it.

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Table 1.23 Maintaining Adequate Physical Facilities

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.30	0.4830	11.04	0.000
PTDC	3.40	0.5164		
HPTDC	4.30	0.4830		
Total	4.00	0.6432		

Source: Managers' Survey

The managers of selected tourism corporation have given decent mean rating to their respective organisations ranging between 3.4 (PTDC) to 4.3 (HTC & HPTDC) on maintaining adequate physical facilities. Obviously some improvement is warranted especially in case of PTDC as physical facilities including exteriors and interiors is so crucial in tangiblising the intangible services.

Table 1.24 Taking Note of Social Dimensions

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.90	1.7740	0.061	0.941
PTDC	4.00	1.7770		
HPTDC	3.80	1.8806		
Total	3.90	1.7822		

Source: Managers' Survey

Social dimensions include factors such as personnel characteristics, employee uniforms, self service, crowding and privacy etc. There is not much to choose among selected tourism corporations on this front as all of them have got a mean rating in proximity of 4. ANOVA has

not indicated any significant difference among them. There is no denying the fact that the selected corporations have got decent mean ratings yet, there is still some scope further taking note of social dimensions as these are second to none in influencing customers.

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PROCESS

Table 1.25 Simple to Understand and Easily Available Services

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	3.90	1.7740	1.813	0.172
PTDC	4.70	0.9787		
HPTDC	4.50	1.2773		
Total	4.37	1.4017		

Source: Managers' Survey

A glance at table 1.25 indicates that HTC, with a below 4 mean score is somewhat struggling to make its services and procedure to avail the same a simple one. Perhaps, large service portfolio of the corporation is responsible for it. The same must not however be at the cost of comfort in availing the services. PTDC and HPTDC, with mean scores of 4.7 and 4.5 respectively are found to be more particular about keeping their services and procedure simple and straight forward. ANOVA has not detected significant difference among the selected tourism corporations.

Table 1.26 Service Blueprinting

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.30	0.6749	3.704	0.038
PTDC	3.20	1.0328		
HPTDC	3.90	0.9944		
Total	3.80	0.9965		

Source: Managers' Survey

To have an effective service process, it is necessary to document the flow of activities and map them carefully. A service blueprint offers this facility. A glance at table 1.26 reveals that HTC understands the significance of blueprinting best as it has got a mean rating of 4.30. Both HPTDC and PTDC have got a mean rating of below 4 which proves that there is a task cut out for them in this context. Selected tourism corporations have been found to be differing significantly at 5 percent level of significance while the difference is not significant at 1 percent level.

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Table 1.27 Taking Care of Customers Precious Time

Tourism Corporation	Mean	Standard Deviation	F	Level of Significance
HTC	4.10	0.7378	3.98	0.031
PTDC	3.20	0.6324		
HPTDC	4.00	0.9428		
Total	3.77	0.8583		

Source: Managers' Survey

There is no denying the fact that any process that makes customers wait is likely to generate their ill-will against it. Table 1.27 indicates that managers of PTDC have relatively given a modest score of 3.2 to their corporation concerning the same serving its customers timely. The managers of HTC and HPTDC are found more confident about taking care of customers time. The selected tourism corporations have again been found not differing significantly at 1 percent level of significance.

SUGGESTIONS

Taking into consideration the findings of the study, the researcher lists out certain measures which if implemented may improve the marketing orientation of the three corporations.

- HTC should not distance itself from its innovative approach and need to continue the good work by marketing its products/services in a better way.
- The selected tourism corporations must think of partnering more prominently with travel agents and tour operators. These are professional entities and can enhance the tourism prospects of the tourism corporations.

- All the three corporations needs to emphasise more on reminding customers about existing products/services.
- The corporations should empower its front line employees as they are the one who are in direct contact with the customers and can make or break an organisation.
- PTDC needs to relook at its promotion strategies as effective promotion can give it a competitive edge as compared to its competitors.
- PTDC and to a lesser extent HPTDC must enhance the scope of innovation in their existing product portfolio

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- PTDC needs to look at its pricing policies and make them competitive else customers will shun its products/services.
- PTDC should revamp its infrastructure as impressive infrastructure is the first impression that the customers makes about an organisation before availing its products/services.
- Rather than disinvesting PTDC's business, the Punjab Government should infuse some money in it so that with an enthusiastic approach at least on marketing front, the corporation may still survive.
- HPTDC should not boast of its natural attractions, instead it also needs to sharpen up its strategies by indulging in marketing itself effectively.

CONCLUSION

To sum up, it may be said that marketing managers of the three State Tourism Corporations have rated their Corporations on several aspects of marketing. Since they have to rate marketing practices of their own Corporations, so a little biasness may be there. Otherwise after studying all the aspects of marketing, it can be said that HTC has its marketing programs on the right track. It need to continue with its good work. Both PTDC and HPTDC should take a leaf out of HTC's performance. The performance of PTDC on marketing aspect leaves a lot to be desired. Its performance has been very dismal to say the least. It may be due to restructuring taking place in the Corporation. Clearly, HTC has marched ahead of PTDC and HPTDC in maintaining effective marketing practices.

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