Learning From Others
“Education is a liberating force, and in our age it is also a democratising force, cutting across the barriers of caste and class, smoothing out inequalities imposed by birth and other circumstances.”

- Indira Gandhi
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Expert Committee

Mr. Alito Sequiera
Dept. of Sociology
Goa University
Goa

Dr. A.R. Khan
History Faculty
IGNOU

Ashish Kumar Singa
Ex-Director, Kerala Institute of Tourism and Tourism Studies
Thiruvananthapuram

A. Shreekumar
Dept. of Management
Joa University
Goa

Ms. Jyotsana Patwardhan
Garware Institute
Bombay University
Bombay

Mr. K. Kumar
Joint Secretary
Federation of Indian Hotel and Restaurant Associations
New Delhi

Mr. K.T. Suresh
Coordinator, Equations
Bangalore

Mr. Pawan Khanna
Managing Director
Rainbow Travels
New Delhi

Mr. Pradeep Sankhala
Managing Director
Dynamic Tours Pvt. Ltd.
New Delhi

Mr. Rabinra Seth
Consultant
Webcomgroup
New Delhi

Prof. Rakesh Khurana
Director, All India Management Association
New Delhi

Mrs. S. Kothari
Chief Communications Officer
Dept. of Tourism, Govt. of India
New Delhi

Mr. S.N. Naqvi
Deputy Director General
Dept. of Tourism, Govt. of India
New Delhi

Prof. Kapil Kumar (Convenor)
History Faculty
IGNOU

Programme Coordinator: Prof. Kapil Kumar

Course Team

Prof. Kapil Kumar
Mr Ajay Mahurkar

Dr. A.R. Khan
Dr. Swaraj Basu

Dr. Ravindra Kumar
History Faculty, IGNOU

Block Preparation Team

Unit No. | Resource Person | Faculty Members |
---------|----------------|-----------------|
28       | Ms. Manisha Puri | Dr. A.R. Khan    |
29       | Dr. A.R. Khan and Hemant Kumar | Prof. Kapil Kumar |
30       | Dr. Ravindra Kumar | Dr. Swaraj Basu |
31       | Mr. Aman Nath | Dr. Ravindra Kumar |

Block Co-ordinator
Dr. Swaraj Basu

Secretariat Assistance
Ms. Vidya and Ms. Renu Malhotra

Print Coordination

B. Natraj
Arvind Kumar
Ajit Kumar

D.R. (P) MPDD
A.R. (P) MPDD
S.O. (P) MPDD

March 2012 (Reprint)

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Printed and Published on behalf of Indira Gandhi National open University New Delhi by Registrar, MPDD, IGNOU, New Delhi.

Printed at: Print Pack (India), 215/21, Ambadker gali-5, Moujpur, Delhi - 53.
Certain Organisations have significantly contributed towards tourism development and promotion. Hence, it is useful for a tourism professional to learn from their experience. In this Block we have selected four such organisations.

Unit-28 is a case study of SITA a leading travel agency with diverse tourism operations.

In Unit-29 we discuss the organisation and operations of Air India, our national air carrier. Besides dealing with certain other aspects, the emphasis is on the role played by Air India in tourism promotion.

Highway services constitute a major component in tourism services. In Unit 30 we discuss their utility and significance through the case study of Haryana State.

In recent year's heritage tourism has gained prominence. Many old palaces and havelies have been converted in hotels and resorts to give the feeling and touch of the royal life styles as tourism products. Hence, in Unit-31, the focus is on Heritage hotels.

Acknowledgement:

We are thankful to Air-India's Tourism Division and Haryana Tourism Department for their cooperation and photographs. We acknowledge the assistance provided by Mr. Michael P. Hmar in the production of the course.
UNIT 28 SITA

Structure

28.0 Objectives
28.1 Introduction
28.2 Emergence and History
28.3 Growth Study
28.4 Organisational Structure
  28.4.1 Organisational Network
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28.5 Recruitment and Training of Staff
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28.7 Marketing Strategy
28.8 SITA and the Development of Tourism
28.9 Challenges Faced by SITA
28.10 Let Us Sum Up
28.11 Answers to Check Your Progress Exercises

28.0 OBJECTIVES
After reading this Unit you will:

• have an insight into the emergence and activities of SITA which has made a mark on the tourism sector in the country,
• learn about the type of services offered by this leading Travel Agency,
• know about the organisational structure of SITA and its branches,
• assess its operational profile,
• understand its management and marketing strategies, and
• appreciate the role played by SITA in the development of tourism.

28.1 INTRODUCTION
In Unit-13 of TS-1 we had mentioned that one of the most important components of Tourism Industry is the travel agency. This Unit is a case study of SITA World Travels Limited — a leading travel agency. You may ask the question as to why are we offering you this study? Well the answer is that we want to familiarise you with the various activities and facets of a successful and growing travel agency. This will also enable you to learn from their experience and accordingly utilize this learning to your own benefit.

After describing in brief the emergence of SITA, this Unit goes on to acquaint you with the growth profile of the agency. Next, it deals with the organisational structure and the recruitment policy. The operational profile, agency management and marketing strategy are other aspects that have been dealt with. Finally, the Unit takes into account the challenges faced by SITA and the role it has played in the development of tourism in the country.

28.2 EMERGENCE AND HISTORY
Few would believe that SITA, a leader in conducted package tours to all parts of the world, had its genesis in a student’s bicycle joint. In the year 1933 Jack C. Dengler formed the Students International Travel Association in New York. Under its auspices a group of nine students went for a European tour on bicycles. Among these was a girl Helen who got married to Jack. In 1936 a proper office was opened in New York. It was named SITA. Soon the Denglers
opened a travel bureau — SITA World Travels Inc. After expansion in US the first overseas office was opened in London in 1955. An extensive training programme was mooted for personnel to manage SITA offices. Among these was Mr. Inder Sharma (Present Chairman of SITA World Travel India Pvt. Ltd.) who returned to India and set up a small office in New Delhi in 1956. Only three people manned the office and in the first year they handled eight groups of American tourists. Soon branches were opened in Bombay and Calcutta. In 1963 SITA was converted into an Indian Private Limited Company though Jack Dengler was still the Chairman and a major shareholder. The participating capital was provided by Mr. Inder Sharma. The same year SITA grew from a small tour operator into a full fledged travel agency.

In 1970 Dengler sold his entire shareholding in the company to Indian shareholders. However, SITA continues having association with SITA offices world over and enjoys their confidence. SITA India is a member of the WATA (World Association of Travel Agencies). Over the years marketing offices were opened in Paris, Milan and Frankfurt. Besides, local representatives were appointed in London, Tokyo and Stockholm.

Today SITA has a team of over 700 trained professionals with offices in 21 cities in India and 5 overseas offices. It is not just a travel agency but has diversified its functions like: human resource development, publications, fellowships and the most recent one is a venture into the accommodation sector — the Heritage village.

### 28.3 GROWTH STUDY

From a gross turnover of Rs. 36 lacs in 1963 today the company has a turnover of more than Rs 112 crores with a foreign exchange earning exceeding Rs. 40 crores in the year 1992. It handled 36,000 passengers providing 2.5 lacs bed nights. Let us look at the figures under various heads that determine and demonstrate the growth of a travel agency:

1) Passenger arrivals

The increase has been 1656% in this regard with 1963 as the base year upto 1992. Similarly the growth registered in terms of bed nights provided is 1330% for the period. The following graphs demonstrate it.

#### Graph 1. Passenger Arrivals

![Graph 1. Passenger Arrivals](image)

#### Graph 2. No of Bed Nights

![Graph 2. No of Bed Nights](image)
Foreign Exchange Earnings

In the tourism agency sector the company has been the major foreign exchange earner. The foreign exchange earnings of the company have increased from Rs. 10 lacs in 1963 to 40 crores in 1992. In last 20 years the company has always been among the top 3 foreign exchange earning agencies. Graph 3 will show the trend of increasing foreign exchange earnings of the company in last 30 years.

![Graph 3](image)

1) Product Profile

To begin with the company offered cultural and historical tours for foreign travellers coming to India. Over the years the company offered tours in a number of newly emerging tourist interest areas. Besides, the company operates in a large number of areas related to travel and tourism. The main areas of company’s operations are as follows:

- offering services of travel and tours for different types of individuals and groups tours coming to India,
- organising Special Interest Tours like trekking, wildlife, adventure, river rafting etc.,
- organising international conferences and conventions. (The company is also a member of the International Conference and Convention Association. It also organises pre- and post-conference tours),
- organising conducted and package tours for out bound tourists from India as also for domestic tourists within the country,
- various services on the travel side including ticketing, arranging Visas and other documents for travel, and
- the cargo division caters to business community. Most of SITA offices provide air cargo facilities, customs clearance, advise on cargo routes and insurance cover etc.

2) Consumer Profile

During the early years of its operations the agency was receiving the major part of its inbound tourist business from the USA. The obvious reason was that SITA - INDIA had close links with SITA-USA. In the seventies the company got a big share of European travellers. At present the company attracts tourists from Europe (especially from U.K.), USA, Japan and Hong Kong.

The second category of consumers are Indians going out as tourists which in the recent years is increasing at the rate of 10% to 15%.

The third category is of the domestic tourist inside the country.
5) Financial Growth

The company shows a tremendous financial growth. The initial paid up capital of 2.33 lacs (in 1963) has grown to 81.00 lacs (1992). In the same period the gross turnover has increased from 36.00 lacs to 9430 lacs. The net profit has also increased more than four hundred times. The following Table gives a clear picture in this regard.

<table>
<thead>
<tr>
<th>Year</th>
<th>Paid up Capital</th>
<th>Gross Turnover</th>
<th>Net Profit</th>
<th>Total Assets</th>
<th>Reserves &amp; Surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>1963</td>
<td>2.23</td>
<td>36.00</td>
<td>0.62</td>
<td>0.53</td>
<td>0.71</td>
</tr>
<tr>
<td>1973</td>
<td>4.50</td>
<td>623.00</td>
<td>11.52</td>
<td>7.01</td>
<td>6.93</td>
</tr>
<tr>
<td>1983</td>
<td>40.00</td>
<td>3310.00</td>
<td>24.07</td>
<td>71.38</td>
<td>29.95</td>
</tr>
<tr>
<td>1992</td>
<td>81.00</td>
<td>9430.00</td>
<td>251.36</td>
<td>139.20</td>
<td>427.02</td>
</tr>
</tbody>
</table>

Increase From 1963 to 1992 (no. of times):

<table>
<thead>
<tr>
<th>Year</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1992</td>
<td>251.36</td>
</tr>
</tbody>
</table>

28.4 ORGANISATIONAL STRUCTURE

Considering the large scale operations of the company there is a developed organisational structure both in terms of network of offices and management of the company.

28.4.1 Organisational Network

The company has a wide network both in India and abroad. Its headquarter is located in Delhi. The company has a four-tier structure viz:

i) Headquarter

ii) Regional offices

iii) Branch offices — In India and abroad

iv) Handling agents

i) Headquarter:

The headquarter is situated in New Delhi and is the main nodal agency. All policy decisions are taken here.

ii) Regional Offices:

To provide efficiency, effective marketing, execution of responsibilities and operations the entire network in India is divided into five regions viz., North, South, East, West and Delhi.

iii) Branch Offices — India:

The company has branches in India at Agra, Ahmedabad, Kanpur, Lucknow, Trichy, Bangalore, Varanasi, Bhubaneswar, Bombay, Calcutta, Cochin, Delhi, Baroda, Goa, Hyderabad, Jaipur, Madras, Pune, Vellore, Srinagar and Secundabad.

The branch offices abroad are situated in Nepal, Sri Lanka, France, Germany, Italy, United Kingdoms and USA.

iv) Handling Agents:

Besides its regular branches, the company recognises some agencies in a number of cities as handling agents for SITA. This provides the company wide access to large number of places in India.
28.4.2 Organisational Management

The company with such a wide organisational network needs well defined responsibilities and functions at various levels. Hence, it is necessary to mention different levels of management and their functions; division of responsibilities and functions of headquarter regions, branches and handling agents.

We are providing organisational details of the personnel involved in managing the total operations to provide an overall view of the management and personnel involved.

The functions of the headquarter may be summarised as follows:

a) central policy and decision making,
b) centralised marketing,
c) liaison with various government agencies, transport agencies and hotels etc. both in India and abroad,
d) general supervision of the Regional offices and through them branches and overseas offices,
e) devising strategies in various areas for the operations of the company, and
f) designing Management Information Systems and co-ordination with all subordinate offices.

Every regional office is managed by a Director or Vice President along with a number of personnel working at various levels. The main function of the regional office is to supervise and coordinate functioning of branches under it. Besides, all policies of the company are implemented through regional offices.

The branch offices are supposed to provide facilities and look after customers at the ground level. The branches cater to the entire travel related requirements of the local clientele. Most of these generate their own resources and work as separate profit centres. They also generate business at their levels and feed various regions. All inbound operations are centralised at headquarters in New Delhi who in turn pass them to concerned branches as and when required.

Every branch is managed by a branch manager. The branches submit a half yearly report in respect of their activities to the headquarter. The report gives an up-date on developments in the accommodation sector, improvements in the tourist infrastructure and all the other relevant information which might be required for marketing purposes by the head office. The branches cater to the entire travel related requirements of the local clientele.

The overseas offices do not generate business directly but act as a marketing tool and help the overseas travel agencies and the clients who travel by recognised travel agencies. These marketing offices also help a great deal in projecting SITA as a travel agency through various promotional efforts.

Handling agents play a very important role in catering to the requirements of inbound tourists. It is not possible for travel agencies to have offices in each and every place. Handling agents in such situations play a useful role. In case of SITA also, it has tie-ups with a number of local agencies and agents for handling their clients. These handling agents provide all the services that the branch offices do. Some of the services include reconfirming hotel and air bookings, meeting passengers on arrival/departure, arranging local sight seeing and transport etc. The handling agents generally work on commission basis.

It would be clear from the above discussion that the Agency has a wide network and handles both inbound as well as outbound tourists.

28.5 RECRUITMENT AND TRAINING OF STAFF

With increasing business and expansion of operations the company keeps employing people with various professional backgrounds, mainly in the areas of travel and tourism.
The company follows two methods of recruitment:

i) Aspirants keep approaching the company for jobs. The Company goes through their bio data and if they seem fit for the company's requirement they are sent Employment Form. Such filled forms are maintained according to specialisation. Whenever the need is there such people are called for interview and appointed.

ii) In the second method the company goes through advertisements specifying the needs. The applicants are called for interview and selected considering the specialised needs of the company. The training for preparing an individual for a particular job becomes very crucial for such a company. Hence, the newly recruited people are initially placed with more experienced persons for on the job training. Often they are transferred from one department to another to provide experience in various activities of the company. Besides, the company has established SITA Travel and Tourism Academy. Through this more structured and organised training is provided. In addition, the company sponsors many of its employees to go for training or attend courses conducted by other organisations like WATA, PATA, etc. The company also provides upward mobility through promotional avenues.

Check Your Progress 1

1. What are the parameters by which one can assess the Growth of a travel agency?

2. What is the necessity of having handling agents?

3. Explain the method of staff training followed in SITA.

28.6 OPERATIONAL PROFILE

We have already referred to the main areas of operation of the Company. The operation part is very crucial for the success of any travel and tour agency. The company deals in a number of areas involving large number of people. Here we discuss the operations of various departments.

28.6.1 Travel Department

This department has two sections: Domestic and International.
The domestic department caters to the needs of the tourists within the country. It involves arranging travel within the country by Air, Rail or Road etc. or bookings for stay.

The international department provides the above mentioned services to the travellers going abroad. In addition, the agency also helps them in completing travel documents, health certificates, obtaining Visas and other such formalities. A nominal fee is charged for these services.

28.6.2 Tours Department

This is the most important area for SITA because financially it is the backbone of the company. This can be divided into two:

i) Inbound Tours
ii) Outbound Tours

i) Inbound Tours

This is the main foreign exchange earning department. The agency arranges various types of tours. A few important ones are:

a) Brochure tours
b) Tailor-made tours
c) Special tours
d) Conference tours

Brochure tours: These are the regular tours organised by the company on the popular sectors and can be described as wholesaling. They are marketed in the form of brochures. These tours are planned at least one year in advance.

Tailor-made Tours: These are designed for people who do not want to travel as per the brochure, and went to design their own itineraries covering the places they want to visit.

Special Interest Tours: These are made for a particular movement, keeping in mind the special requirements. At times such tours are arranged for companies who want to give incentives to their employees in the form of leisure tours etc. Generally they include all services like travel, accommodation, sightseeing, meals etc.

Conferences and Conventions: Now-a-days conferences and conventions are becoming an integral part of tourism. Operating a conference tour involves a number of things like arranging travel of delegates, registration, accommodation, conference facilities, organising entertainment and leisure activities.

Tour Planning

Each tour plan is prepared and executed with precision. There are a number of things which are taken care of for all types of tours like:

- Developing marketing strategy,
- Chalking out operation plan,
- Deciding capacity for each package,
- Appointment of handling agencies,
- Negotiations with hotels for bulk bookings or individual bookings,
- Production of brochures and other papers for the tours.

The whole operation is a team activity and the success depends on how different organs of the company play their role.
ii) Out Bound Tours

This department organises out bound group tours. The tours outside the country are now increasing at the rate of 10-15% per annum. The basic functions of this department are also like the inbound tours department. Various tours are planned keeping in mind the interests of people like holiday season, expenses involved, etc. These are marketed through brochures, advertisements or agents appointed on commission basis for the purpose. The activities of this department are mainly coordinated through Delhi and Bombay.

28.6.3 Cargo Department

With the rapid growth of international trade and commerce the air cargo trade is developing fast. SITA offers air cargo facilities. The gambit of activities in this sector include:

i) Packaging and crating of cargo
ii) Despatch by Sea/Air
iii) Import handling
iv) Custom Clearance
v) Express courier movements
vi) Advice on cargo routes, favourable freight rates, insurance covers and expeditious air freightings.

28.7 MARKETING STRATEGY

Tourism marketing is different from the marketing of other products. It is a complex industry because of its multifaceted activities. A number of agencies are involved for delivering the final product to the satisfaction of the consumer. A number of extraneous factors on which a company has little control also play a role. In devising marketing strategies these extraneous factors are to be taken care of. Hence the need for a planned effort and a clearly chalked out marketing strategy is essential. A few of the important strategies followed by SITA are as follows:

a) Maintaining competitive prices,
b) Providing price guarantees (except in cases of increases in air fares or fluctuations in exchange rates of currencies),
c) As far as possible relying on their own network rather than on sub-agents,
d) A liberal commission is offered to extract best results from sub-agents,
e) Advertising and promoting products through:
   i) advertisements through print, Audio-visual mediums and personal contacts
   ii) Public Relation activities
   iii) identifying special target groups like various organisations, companies or associations
   iv) special promotional concessions etc.
f) Participating in international fairs (like ITB-Berlin; BIT in Milan, FITUR in Madrid, World Travel Mart in London, EIBTM in Geneva etc.) and conferences.
g) Associating itself with all important national and international organisations related to Travel and Tourism (like ASTA, AFTA, COTAL, IATO, PATA, TAAI, WTO and WATA etc.).
h) Besides the above marketing strategies the most important strategy is to provide the best services and complete satisfaction to clients.
SITA is not only operating and earning profits as a Travel and Tours company, Over the years, it has tried to contribute in various areas of the trade. Such activities are undertaken not to make profits but to make positive contributions in the areas of trade from which one is earning.

i) SITA Travel and Tourism Academy

The demand for trained human resources is increasing fast but there are few institutions to train the manpower suitable to industry. With this view in mind SITA started the academy to provide trained human resources. The two important courses run by the academy are:

i) Travel and Tourism Course

This course provides an overall coverage of practical and theoretical aspects of tourism.

ii) Ticketing Course

The course has been designed to provide practical knowledge of various aspects of travel agency activities.

The academy is also used to provide in-house training to the company staff to keep them updated in various aspects of the trade.

2) The Magazine INDRAMA

The company brings out the above named magazine which is published quarterly. It covers the richness of Indian heritage, culture and geographical diversity. The magazine provides rich tourist literature for attracting tourists to India According to the company the magazine is read by around 4 lac people from various walks of life and a potential cliental group.

3) International Fellowship Foundation of India

SITA played an important role in the founding of this trust. The trust provides scholarships to students opting for tourism studies and organises lectures etc.

4) The Heritage Village

The Company is developing heritage village and resorts. These will definitely contribute towards providing better tourism facilities.

28.9 CHALLENGES FACED BY SITA

The road to success for SITA has not been a smooth one. There have been challenges and new ones are always coming. The success of the company depends on how best it is capable of tackling them.

General Competition

A large number of agencies are operating in this area which offer a competition to the services of the company.

Threat of Discounting

The threats of this nature can be expected from the smaller agencies working with low overheads. Sometimes bigger agencies also resort to this tactics. The only way out is to provide superior services.
Threats of GSAs

Of late, most of the airlines have been appointing their own General Sales Agents (GSAs). These GSAs get promotional fares which are very difficult to match by other travel agents. The company should evolve an effective strategy to counter it.

International Competition

With the growing liberalisation a number of foreign companies are entering India. These companies have a better infrastructure and accessibility to inbound tourists. They may pose a serious challenge to the main profit-making departments of the company.

Unknown and Unforeseeable challenges

In such a competitive industry, new challenges keep coming. There can be a number of challenges and problems. A few may be listed here.

i) political uncertainties or upheavels

ii) changes in government policies

iii) general economy of the country

iv) international events affecting tourist movements etc.

The success of a company depends mainly on how best it is able to face the challenges and device new strategies. As tourism professionals you must remember that such challenges are faced by practically all travel agencies and tour operators.

Check Your Progress 2

1. Mention the important points to be kept in mind for four planning.

2. What are the important strategies adapted by SITA for marketing?

3. List out some of the factors which SITA faced on its way to success.
28.10 LET US SUM UP

In this Unit we have given a case study of SITA, a prominent Indian travel and tours agency. The idea is to provide you an inside view of such an agency. You should not take it or treat it as promotion of a particular travel agency. There are various agencies who have their own organisational structure, operational profile, agency management and marketing strategy. Here we have presented all these aspects without going into a critical analysis of various aspects of a travel agency. We hope that you will also study about other such agencies and companies. You should on your own, compare and critically analyse their functioning.

28.11 ANSWERS TO CHECK YOUR PROGRESS

EXERCISES

Check Your Progress 1

1. See Sec. 28.3.
2. See Sub-sec. 28.4.2.
3. See Sec. 28.5.

Check Your Progress 2

1. See Sub-sec. 28.6.2.
2. See Sec. 28.7.
3. See Sec. 28.9.
UNIT 29 AIR-INDIA

Structure

29.0 Objectives
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29.2 Organisation
   29.2.1 Organisational Structure
   29.2.2 Fleet Size and Aircraft Utilisation
29.3 Areas of Operations: Routes Network
29.4 Scheduling of Flights and Operations
29.5 Capital, Finance and Profits
29.6 Tourism Promotion
   29.6.1 Tourism Division
   29.6.2 Public Relations and Tourism Generating Activities
   29.6.3 Congresses and Conventions
   29.6.4 Adventure Tourism
   29.6.5 Special Schemes
   29.6.6 Special Promotions
   29.6.7 Achievements
29.7 Restructuring of Air India
29.8 Let Us Sum Up
28.9 Keywords
29.10 Answers to Check Your Progress Exercises

29.0 OBJECTIVES

In this Unit we are undertaking the case study of Air India, an international airline and an undertaking of the Government of India. After going through this Unit you would be able to know about:

- the nature of its organisation, organisational structure and fleet strength,
- its performance over a period of last five years,
- areas of its operations and routes network,
- the efforts made by Air-India for promoting tourism, and
- its achievements in attracting foreign tourists to India.

29.1 INTRODUCTION

Air-India is a small airline compared to other international airlines like British Airways and Delta etc. Still it is one of the biggest foreign exchange earners for India.

We have included its case study for the tourism course from the point of view of:

- familiarising you with the functioning of an international airline,
- providing you an idea about the potential and capacity of an airline in promoting tourism,

Keeping in view the above objectives we will study different aspects of Air-India in this Unit.

First we will discuss the organisation, structure and the fleet strength of Air-India. We will glance through its performance over a period of last five years. The latest figures we propose to study pertain to the financial year 1992-93. At this stage we will not go into a critical evaluation of its performance vis-a-vis other international airlines. We also provide the details about its areas of operations and the routes covered.

The Unit also discusses Air-India’s efforts in promoting tourism in India in detail. Finally, the achievements of Air-India in the field of tourism promotion and foreign exchange earnings have also been dealt with.
29.2 ORGANISATION

Air India is a statutory corporation which came into existence with the enactment of the Air Corporations Act on 1st August 1963 when the entire air transport industry in India was nationalised.

Prior to nationalisation, scheduled air transport came into being on 15th October, 1932 as TATA Airlines established by J.R.D. Tata. This was subsequently converted into a public limited company on 29th July 1946 and renamed Air India. On 8th March 1948 it was incorporated as Air India International with 49% Government participation. The Air Corporation Act was amended on 8th June, 1962 when the suffix ‘International’ was dropped to read the airline’s name AIR-INDIA. The corporation was specially constituted to cater to international markets and has been working in that direction till date.

In pursuance of the government of India’s policies towards economic liberalisation and privatisation of public sector, a bill has been introduced in the Parliament (in May 1992) to repeal the Air Corporations Act, 1953 as a consequence of which Air-India is bound to lose its statutory status. Meanwhile, a company has been registered under the Companies Act, 1956 named Air-India Limited in New Delhi which proposes to take over the functions of Air-India consequent upon the repeal of the Air Corporations Act, 1953.

29.2.1 Organisational Structure

Being a statutory corporation, Air-India submits an yearly report of its activities to the Parliament through the Ministry of Civil Aviation. It enjoys functional autonomy and its management is through a Chairman and Managing Director (CMD) who works under a Board of Directors. The Board is re-constituted every two years by the Government. The Board of Directors is the highest governing body of Air-India. Chairman cum Managing Director (CMD) is the Chief executive of the corporation.

The corporation has its headquarter in Bombay. Bombay headquarter has a big establishment with well defined divisions and departments. All the policy matters are decided at the headquarter level and executed through field and branch offices. The field stations and branch offices are spread in a large number of cities in India and abroad. Under the Managing Director there are the Deputy Managing Director and a host of Directors looking after various functions and departments. Chart-I represents the organisational structure.

The important functions of a few departments are:

i) **Operations Department** is responsible for flight operations and also looks after navigational problems, training and licensing of air crew.

ii) **Engineering Department** takes care of maintenance, repair and overhaul of aircrafts. it also manufactures simple equipments required for the aircraft.

iii) **Commercial Department** looks after the revenue, sales, promotion, publicity, advertising and public relations.

iv) **The Personnel Department** is responsible for recruitments, training and maintaining records of staff.

v) **The Stores and Purchase Department** takes care of all the purchases and maintenance of the stores.

vi) **Tourism Division** is a separate cell to promote tourism.
Besides the above there are a number of other departments like finance & accounts, planning and quality enhancement, vigilance and security, and civil works and properties. Their functions are evident by their names.

### 29.2.2 Fleet Size and Aircraft Utilisation

At the time of nationalisation, Air-India’s fleet comprised of 4 constellation aircrafts which had a seating capacity of 60. These aircrafts operated on international sectors. Today, Air-India’s fleet comprises of 23 aircrafts, an all jet fleet. (The numbers keep changing with new aircrafts purchased). See Table - 1.

#### Table 1: Air India Fleet Position and Salient Features

<table>
<thead>
<tr>
<th>Aircraft Type</th>
<th>Nos.</th>
<th>First Aircraft arrive on</th>
<th>Range (in Kms)</th>
<th>Seating Capacity</th>
<th>Cargo Capacity</th>
<th>Total Payload</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boeing-747 (Jumbos)</td>
<td>9</td>
<td>18.01.1971</td>
<td>9,600</td>
<td>F 16 C 40 Y 338</td>
<td>15,600</td>
<td>54,000</td>
</tr>
<tr>
<td>Boeing-747 (Combis)</td>
<td>2</td>
<td>23.10.1988</td>
<td>10,006</td>
<td>F 16 C 40 Y 227</td>
<td>42,100</td>
<td>68,000</td>
</tr>
<tr>
<td>Airbus A-300</td>
<td>3</td>
<td>11.08.1982</td>
<td>5,200</td>
<td>C 22 Y 216</td>
<td>8,900</td>
<td>31,600</td>
</tr>
<tr>
<td>Airbus A-310</td>
<td>8</td>
<td>20.04.1986</td>
<td>7,041</td>
<td>C 25 Y 181</td>
<td>8,400</td>
<td>28,700</td>
</tr>
<tr>
<td>Boeing-747 (DASH 400)</td>
<td>1</td>
<td>15.08.1993</td>
<td>14,800</td>
<td>F 16 C 42 Y 359</td>
<td>36,000</td>
<td>62,000</td>
</tr>
</tbody>
</table>

*Three more were to join in November-December 1993 and June 1994*

* in Kilograms
F - First Class
C - Club Class
Y - Economy Class

**Fleet Utilisation**: Air-India’s fleet utilisation is comparable with other airlines the world over. However, prior to nationalisation, Air-India’s fleet utilisation was very poor (1000 hours per year) as against the world average of 2000 hours. The type-wise aircraft utilisation for the years-1991-92 and 1992-93 is given in Table-2.

#### Table 2: Aircraft Utilisation

<table>
<thead>
<tr>
<th>Aircraft type</th>
<th>1992-93</th>
<th>1991-92</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>B747-200</td>
<td>8.84</td>
<td>9.52</td>
<td>(7.1)</td>
</tr>
<tr>
<td>B747-300 (Combi)</td>
<td>9.23</td>
<td>9.38</td>
<td>(1.6)</td>
</tr>
<tr>
<td>Airbus A300B4</td>
<td>9.07</td>
<td>6.42</td>
<td>41.3</td>
</tr>
<tr>
<td>Airbus A310</td>
<td>9.96</td>
<td>9.48</td>
<td>5.1</td>
</tr>
<tr>
<td>Weighted Average</td>
<td>9.33</td>
<td>9.16</td>
<td>1.8</td>
</tr>
</tbody>
</table>

The aircraft utilisation for the period April 1992 to February 1993 showed an improvement of 5.7%. However, due to grounding of large capacity on account of IFEA agitation commencing from February 27, 1993 onwards, there was only a marginal improvement in the utilisation of the fleet as compared to the last year.

### 29.3 AREAS OF OPERATIONS: ROUTES NETWORK

The first scheduled air service was started in India on 15th October, 1932 when TATA Airlines operated a small, single engine DE Havilland and Puss Moth service from Karachi to Bombay via Ahmedabad and extended to Madras via Bellary once a week.
At the time of nationalisation, Air-India operated four weekly services on India/UK route and three services fort-nightly on India/Nairobi route with L-749 Constellation aircraft having a seating capacity of 50.

Since then Air-India has introduced new routes, opened new on-line and off line stations (Sales offices) in its network with bigger and faster aircrafts. The frequency of operations was progressively stepped up in the course of time. As on date (31st March, 1993) Air-India has 40 on-line stations and 61 off line stations and 22 sales representations. (At nationalisation, it had 12 on-line stations and 4 off line sales offices).

At present Air India has an extended network of air-routes linking all six continents of the globe:
1. India/North America
2. India/Europe
3. India/East and South East Asia
4. India/Gulf/Middle East/Africa

Here it is to be noted that the international airlines and routes require agreements between various governments.

The international air transport market is well regulated through the protections guaranteed by governments. Except for a few countries like Singapore and the Netherlands who have nothing to offer in their home market, governments of all countries are practising protectionist policies in matters of air transport. Thus, commercial flights into and out of any country are strictly regulated through bilateral agreements between the respective governments. This system is known as "Bilateralism". Thus, the various airlines compete within the agreed quota. If, for some reasons, a country is not in a position to realise its share of traffic due to non-operation, royalty agreements replace to Bilaterals. Thus, the frequency of operation including the type of aircraft is determined by Bilateral agreements between governments, besides other considerations.

Commercial Co-operation Agreements: There are three types of agreements for commercial co-operation among the airlines. They are:-

i) Pool Agreements: These are co-operation agreements between two national airlines, operating on the same routes. This agreement involves sharing of revenues with a ceiling on transfer of funds in settlement of the accounts.

ii) Commercial Agreements: This covers unilateral operations by one partner for which compensation is payable to the non-operating partner, and

iii) Joint Venture Agreements: Under these agreements, one partner provides the equipment and operates the services which are marketed under a joint flight number. Profits are shared subject to a minimum guaranteed return to the non-operating partner.

The changes in environment in which an airline operates directly influences the nature and of agreements it enters into with other carriers. In the early years, pool agreements predominated for Air-India. Later, when there was a sudden and marked spurt of interest in India by foreign airlines, commercial agreements were predominant because Air-India reciprocally did not have either interest or the capacity to operate to the home countries of these airlines. In the recent years, joint service agreements are popular. Air-India has at present 29 agreements covering all the three types mentioned above.

In the year 1992-93 it entered into certain new agreements. New Air Services Agreements were concluded during the year with Israel and Ukraine. Talks were also held with Russia and the Scandinavian countries of Denmark, Norway and Sweden on the texts of fresh Air Services Agreement. Apart from this, the bilateral opportunities available under the agreements with Bangladesh, Bulgaria, Romania, UK and Uzbekistan were enhanced at the intergovernmental discussions. Agreements were also reached at airline level with Emirates and Gulf Air to recommend increases in the bilateral entitlements. New commercial agreements were concluded with Tarom and Balkan Bulgarian Airlines and some of the terms and conditions of
the existing arrangements with Swissair, Emirates and Royal Jordanian were re-negotiated. The validity of the existing agreements with Yemania, Air Mauritius and Gulf Air was extended. In addition, discussions were held with Malaysian Airlines and Ethiopian Airlines as part of the ongoing process of reviewing the relevant arrangements.

Discussions were held at Government level with Germany, Singapore and Thailand and at the airline level with Kenya Airways and Saudia to consider various issues related to the operation of air services.

**Check Your Progress 1**

1) Explain the significances of the recent Bill in relation to Air India passed by the Parliament.

2) What is meant by 'Bilateralism'?

3) Name the different types of agreements for commercial co-operation among the airlines.

---

**29.4 SCHEDULING OF FLIGHTS AND OPERATIONS**

In the considerations enumerated above, Air-India’s schedules are based on:

i) Traffic growth, and

ii) Optimum utilization of fleet and crew.

While formulating the route pattern for each service and in selecting the days of operation of services on different routes, prime consideration is given to traffic to and from India as also the traffic across the Atlantic (which is Air-India’s main gateway) and other connecting traffic in the order of priority. Other important considerations in formulating Air-India’s schedules are:

**Stability of Time-Table:** This is in order to maintain the existing days of operation and route pattern and super-impose additional services, if any, depending upon technical, operational and/or commercial requirements.
Reasonable spread of services through different stations keeping in view requirements of individual stations.

Passenger preference for certain arrival and departure hours.

Co-ordination of time-table with foreign carriers operating through India to avoid tender operations through common points on same day with pool partners. This is done to allocate rightful share of traffic between two countries for non-pool partners and for connecting traffic with other foreign carriers.

Fare structure is also one of the considerations.

Scheduling constraints like curfew on night operations at certain points, assigning the right type of equipments according to payload availability, requirements of maintenance and overhaul and crew duty time limitations.

Congestion problem at airports also require schedules to be coordinated with airport/government authorities.

Regularity of Operations: On-time performance is a very important aspect in assessing the quality of service of a scheduled airline. Thus, Air-India maintains a strict control on delays to flights. Delays are investigated by a senior-level committee. The Air Corporations Act requires reporting to the Government of India delays beyond two hours considering the long-haul nature of Air-India’s flights like involving about 22 hours on a typical Bombay-New York flight. The on-time performance regularity of Air-India is 90%.

Delays in airlines operations occur mainly due to:
- engineering defects, interruptions in support services like catering, traffic, ground services,
- security and government formalities, and
- weather conditions.

Delays, major defects and other incidents are mandatorily investigated in-depth in co-ordination with the Director General of Civil Aviation, Government of India. The latest technology and statistical methods of quality control are applied to ensure reliability and safety of aircraft thereby maintaining the fleet of airplanes at an optimum reliability and performance level. Air-India is also approved by the United States and Japan Civil Aviation authorities as a foreign repair station for Boeing-747 aircraft, engines and accessories.

Productivity

Air-India has a work force of about 18000 employees. It has recorded a productivity of 1,30,400 ATKM (Available Tonne Kilometer) per employee as on 31.3.1993 as against 19,700 ATKM per employee at nationalisation when the work force was of 4000 employees. The staff cost, in terms of total operating cost is only 21%. The following graph will give an idea about the capacity utilisation of Air-India.
Route Wise Profile: The route-wise profile is as follows:

i) India/North America

Services to USA and to Canada accounted for 32.6% of the total capacity provided by Air-India on its scheduled services. Air-India operated a daily B747-200 service to USA and a twice-weekly B747-200 service to Canada. The passenger traffic on this route was maintained despite the reduction in seat capacity of 2.3% largely due to the cancellation of all USA/Canada flights in the month of March 1993 due to the industrial dispute. This was primarily on account of improvement in passenger load factor by 1.6 percentage points from 67.8% to 69.4%.

ii) India/Europe

Air-India’s operations to UK, Continental Europe and Russia accounted for 20.4% of the total capacity. The capacity deployment declined by 5.1% over the previous year owing to cancellation of flights on account of IFEA agitation. However, passenger traffic declined by only 2.6% pushing up the passenger load factor on this route to 60.2%.

iii) India/East and South East Asia

This route group covers Air-India’s operations to Japan, Thailand, Hong Kong, Singapore and Dhaka. The twice-weekly A310-300 terminator services to Bangkok were withdrawn in Winter 1992. A310-300 services were introduced twice a week on the India/Dhaka route.
Passenger seat capacity increased by 13.8% whereas passenger traffic went up by 12.5% resulting in a slight decline in passenger load factor from 62.3% to 62%.

iv) India/Gulf/Middle East/Africa

On this route group, the most profitable in the system and accounting for 30.0% of Air-India's scheduled capacity, Air-India increased passenger capacity by 7.2%. Air-India achieved a substantial increase of 12.8% in passenger traffic on this route and the passenger load factor increased from 61.6% to 64.8%.

29.5 CAPITAL, FINANCE AND PROFITS

Air-India International was incorporated as a joint stock company in 1948 with an authorized share capital of Rs. 7 crores and a paid-up capital of Rs. 2 crores, the Government of India's share being 49%. Since nationalisation, the Government has provided Air-India with an equity capital of Rs. 79.47 crores and a loan capital of Rs. 74.36 crores. Air-India pays to the Government interest at the rate of 12% on the loan capital. A dividend of 20% on equity capital for the year 1991-92 was also paid by Air-India to the Government. As compared to the annual revenue of Rs. 2583 crores, Air-India's capital base at Rs. 153.83 crores is very low. Air-India has, till recently, ploughed back Rs. 897 crores into the business and its Net Asset Value (NAV) as on date is Rs. 1195 crores.

The following graph shows the operating revenue and operating expenses of Air-India from 1988 to 1993.

During the 40 years since its nationalisation, Air-India has been consistently making profits. Only 4 years (1971-72, 1972-73, 1980-81 and 1987-88) it recorded a net loss. While in the year 1953-54 it earned a revenue of Rs. 2.39 crores and a net profit of Rs. 7 lakhs, during the financial year ending 1993 Air-India's revenue earnings were Rs. 2583 crores and the net profit Rs. 333.14 crores. Much of last years profits are attributable to the favourable exchange impact on the airline of the Rupee devaluation considering that all the earnings of Air-India are in foreign exchange.

The financial results for the years 1991-92 and 1992-93 are given in Table 3.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Revenue</td>
<td>2435</td>
<td>1965.18</td>
<td>470.68 24.0</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>2146.28</td>
<td>1802.11</td>
<td>344.17 19.1</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>289.58</td>
<td>163.07</td>
<td>126.51 77.6</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>2583.19</td>
<td>2072.79</td>
<td>510.40 24.6</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>2250.05</td>
<td>1926.90</td>
<td>323.15 16.8</td>
</tr>
<tr>
<td>Net Profit/(Loss)</td>
<td>333.14</td>
<td>145.89</td>
<td>187.25 128.4</td>
</tr>
</tbody>
</table>

### 29.6 TOURISM PROMOTION

In this Section we will discuss in detail the role of Air-India in the promotion of tourism.

The Air Corporations Act 1953 lays down the functions of the two statutory corporations i.e. Air India and Indian Airlines, the domestic national carrier.

Accordingly the objectives for Air India have been set out. This includes promotion of international tourism to India and to improve the nations foreign exchange resources. To achieve this objective a Tourism Cell was formed in Air India in 1955. It was subsequently upgraded to a Division in 1981 with its base in New Delhi.

#### 29.6.1 Tourism Division

Tourism Division has a four pronged work programme namely Tourism Promotion, Congresses and Conventions, Adventure Tourism and Corporate Communications. Over the years the Division has played a pivotal role in promoting inbound tourist traffic to India. To facilitate working the Division has four main sections:

i) Tourism

ii) Public Relations

iii) Mountaineering and Trekking, and

iv) Congresses and Conventions.

All these sections aim at promoting tourism to India and thereby additional passengers on Air India. Each section concentrates on specific areas for functional purposes in-order to achieve its objectives. This division works in close liaison with the Government of India’s Department of Tourism and its Tourist Offices overseas to plan the marketing strategies for promoting tourism to India.
29.6.2 Public Relations and Tourism Generating Activities

Air-India undertakes a number of activities to attract individual tourists, special interest groups, conventions and congresses, adventure lovers, etc. The whole idea of these exercises is to:

- project India as an attractive tourist destination, and
- how Air-India can make it much more convenient and meaningful.

These activities can be listed under two main categories:

i) Mainline Activities

ii) Ancillary Activities

i) Mainline Activities: These include:

- Participation in major international travel trade shows and meets. Such as ITB (Berlin), WTM (London), JATA (Japan), FITUR (Spain), and EIBTM (Switzerland). At the meets, promotional literature is distributed, audio-visuals are screened, press briefings held, and information is gathered relating to contemporary world tourism trends.

- Sponsoring visits to India of travel agents and writers (FAM trips), thereby increasing awareness of the country’s various attractions for the foreign tourists.

- Arranging Indian cultural events and food festivals and department stores promotions overseas, thus providing foreign countries a taste of India’s rich cultural heritage and culinary range. Goan food and cultural festivals held in Singapore and Malaysia were very popular and several similar events are planned in the coming months.

- Creating awareness and interest overseas of the range of Special Interest activities available in India, like fishing, wildlife and golf etc. Also organising buyer-seller marts involving foreign agents and local tour operators.

- Involvement with the International Congress and Conventions Association (ICCA), to tap the extensive and growing market of conventions and congresses.

- Assisting state governments to promote their tourist facilities overseas, specifically high-lighting salient features of interest to the foreign tourists.

ii) Ancillary Activities: These include:

- Providing mandatory order passages to the Department of Tourism for inviting travel agents, travel writers and media representations,

- Organising ‘Know India’ seminars overseas to update the travel trade about India and the country’s tourism product,

- Producing and screening of audio-visuals highlighting select aspects of India. These films are sent to various Air-India offices overseas for screening to help in their tourism promotion efforts. The films cover various subjects such as golf, wildlife, trekking, conventions etc.

- Publishing a bi-monthly newsletter to bring about effective communication within Air India offices worldwide. This publication highlights tourism and travel events of interest and concentrates on imparting information which is of interest and use to our overseas offices in promoting inbound traffic into India.

- Organising orientation seminars for Air-India officers being posted overseas to familiarise them with the latest news and trends regarding the Indian tourism product and its infrastructure.

These activities help in creating favourable conditions of tourist attraction. Apart from these some special measures with specific target groups are also undertaken. We will discuss a few important ones.
29.6.3 Congresses and Conventions

Air-India's Congresses and Conventions Cell, started in 1976, handles about 60 conferences yearly and is actively engaged in marketing and promoting India as a conference destination. It also works at promoting related events in the country. The Cell works in close association with the Indian Convention Promotion Bureau (ICPB), the Ministry of Tourism and apex travel bodies to achieve its objectives of focusing attention on India and promoting the country as a conference and convention venue. It also plays a supportive role in the industry through various activities. It helps right from the pre-bid stage, assists in organising presentations, distributes literature and screens specially-made audio-visual films. It also helps in general advertising and publicity activities.

The Congress and Conventions Cell had 161 conferences and exhibitions for the year 1992-93 with approximate attendance of 75,000 overseas delegates. Air India's share in it was estimated at 25,000 passengers with a revenue earnings of Rs. 150 crores at current exchange.

In 1992-93 Air India hosted 53 International conferences, conventions and exhibitions with a total of 8,300 foreign delegates, out of which 5400 travelled on Air-India.

The Cell's future plans include participation in several bids, computerisation of a Calendar of Event's, organising promotions for scheduled conferences stated for the coming months, updating its audio-visual and preparation of an integrated marketing plan for more effective and wide ranging promotion of India as a conference destination.

29.6.4 Adventure Tourism

Air-India's Adventure Tourism Cell is primarily geared to promote mountaineering, trekking and adventure activities. The Cell works in association with the Indian Mountaineering Foundation (IMF), the Department of Tourism, and adventure clubs and associations in India and overseas countries. It assists in getting clearances from government agencies for expeditions to various peaks in the Himalayas, thereby earning valuable foreign exchange for India.

The Cell also actively promotes white-water rafting, car rallies, ballooning, camel safaris, heli-skiing and hang-gliding, which are gaining popularity in the adventure segments of overseas markets. Special emphasis is being given to sports championships, for which India has great potential. The Cell also hosts (foreign media and adventure tour operators) on familiarisation trips to India.

The Cell's future plans include organising destination promotions for the North East, South India, and Himachal Pradesh, and production of audio-visuals jointly with state tourism departments.

29.6.5 Special Schemes

Air-India keeps launching special schemes to attract tourists to India. Of these, two successful schemes are as follows:

1) Stopovers

The Air-India stopovers, specially designed for the convenience of tourists and business travellers who would normally overfly India, provide them an excellent opportunity to enjoy a complete holiday at budget rates. The stopover scheme also applies to select cities overseas.

In India stopover packages are offered at the four metro cities of Delhi, Bombay, Calcutta and Madras. From each city a range of optional tours is also available. For example, from Delhi one can visit Agra and Jaipur or take the Golden Triangle Tour covering these famous tourist cities. From Bombay, there is a tour of Aurangabad, with the added attraction of Ajanta and Ellora frescoes. There is also Goa, with its top-quality beaches and holiday ambience. From Calcutta is available a tour to Bhurbaneshwar, Puri and Konark and to Kathmandu, perched in the Himalayas. From Madras one can go on a South India Safari covering numerous places of interest or visit Mahabalipuram and the famous silk centre of Kancheepuram.
The stopover tours can be availed of for a maximum period of 3 nights and must be pre-booked through any Air-India office overseas.

The packages are also offered at international cities like New York, London, Frankfurt, Dubai, Bangkok, Kuala Lumpur, Singapore, and Hong Kong. Making the package more attractive for clients is a choice of hotels of three different categories.

ii) India Super Summer Saver Scheme

To make India a year-round destination by increasing traffic, in the lean summer months period of April through September, Air-India introduced Super Summer Savers in 1992. This special scheme is on with the collaboration of the Department of Tourism, Indian Airlines, and leading hotel chains, and helps use the summer months underutilised hotel capacity. For this scheme Air-India, Indian Airlines, and the participating hotels, offer special concessional fares, and all tariffs remain frozen for the duration of the scheme which is April-September, 1993-94. FITs and GITs are both eligible to avail of the special rates.

The Super Summer Savers focus on the highlights of summers in India’s cool hill resorts connected by quaint hill trains, adventure tourism including white-water rafting, scuba diving etc. summer festivals, summer cuisine, and the magic of the monsoon in resorts like Goa. These packages have proved to be popular, and in 1992 generated some 10,000 additional tourists.

29.6.6 Special Promotions

Air-India keeps organising special programmes to give a wide publicity for projecting India. Some among these organised in recent years are given below.

MTV Promotion

Air-India, in association with the Department of Tourism and the Taj Bengal, Calcutta, sponsored a promotional programme through the popular MTV channel network. The programme focussed on Calcutta. Calcutta being the gateway to Eastern India, this promotion generated good publicity for this key metropolis and enhanced its position on India’s tourism map.

Indian Crafts Exhibition in Austria

From mid-April till September 93 a major exhibition of Living Indian Crafts was organised at Schallaburg Castle (Lower Austria).

This was the first time that an Indian presentation was made in Austria on such a large scale. India is the first non-European theme to be so featured. The exhibition featured a display of contemporary Indian handicrafts.

The event was organised jointly by Air-India, ICCR, the Crafts Museum, and the Department of Tourism.

Food & Culture Festivals

Following the popularity of the Goan Food and Cultural Festivals organised in Singapore and Kuala Lumpur in 1992, Air-India is planning to organise more such events. These festivals will feature other Indian states like Rajasthan, and will be organised in collaboration with the respective tourism bodies involved.

Magasin du Nord India Promotion

Indian handicrafts and goods will be prominent in Scandinavia, thanks to an India promotion by Magasin du Nord, the largest department stores chain in those countries. The promotion to be held in 1994, will feature Indian handicrafts in the Store’s catalogues. Before the promotion, a team of photographers will visit India to film a cross-section of this country’s crafts.
An Air-India theme song in Hindi was produced on video and distributed to sales offices within India and to stations with substantial ethnic market. Air-India’s costume collection ‘PARIDHANIKA’ was exhibited at the Nehru Centre, Bombay, attracting nearly 5000 visitors and leading art personalities. This is a travelling exhibition scheduled for display throughout the system.

Theme Campaign

A theme campaign in colour “Fly With Your Very Own” won the awards of the Advertising Club and also Advertising & Marketing magazine. Besides, the advertisement given by Air India not only mention the qualities of the airline but talk of India as a destination.

29.6.7 Achievements

Tourism has a direct bearing on air transport. 90% of the tourists arriving into India come by air. However, India’s share in the world tourist traffic is less than 1%. Further India’s share of total world international air passengers traffic has been quite low at 3%. Out of total traffic of 4218 thousand passengers (1984) travelling to and fro between India and various foreign countries, Air India carried 1473 thousand (35%). In 1992-93 Air India carried 2201 thousand passengers. However, Air India’s share in the home market has declined to 26% from 35% in the early eighties.

Various studies have projected an average annual growth of 5.2% for international passenger traffic to and fro India. This growth has shown stagnation/decline due to economic recession and political instability in the sub-continent as a whole. The Open Sky Policy pursued by the Government of India under the economic liberalisation programme has also shown negative impact on Air India since 1990. In spite the setbacks and negative trends Air India’s foreign exchange earnings and savings improved to 750 crores in 1993.
29.7 RESTRUCTURING OF AIR-INDIA

Air-India consistently upgraded its technology both in the Air as well as on ground absorbing the latest state of the technological advancements. At the time of nationalisation in 1953 the world trend was to have two airlines for a nation, one catering to domestic and the other to international traffic. India also followed the same trend. However, technological developments have erased these distinctions and virtually all countries have done away with the two carrier model. The new technology has necessitated creation of new organisational forms. Air transport is heavily dependent on technological developments in communications which is computer based and has global characteristics. Reservation systems and communications have crossed national boundaries into global networks and systems. Huge investments are required into such systems and it is impracticable to have such systems for every airline. Instead, specific agencies have come into existence providing specialised services at nominal costs to airlines. Thus, technological advancements have compelled the restructuring of Air India along with Indian Airlines and Vayudoot. Simultaneous to organisational restructuring the government policies propose privatisation of Air India. A company with a share capital of Rs. 500 crores titled AIR INDIA Limited has been registered in May 1992 with the objective of taking over the present Air India after the repeal of the Air Corporations Act 1953. Fears have been expressed by some experts that the removal of statutory (Parliamentary) control on Air India and replacement with Executive (government) control on it will threaten the very existence of the Corporation in an unprotected environment. Meantime, Air India envisages merger with Indian Airlines to meet the unequal competition. It will have to face vis-a-vis foreign carriers, through the critical mass that may be generated after such a merger.

Check Your Progress 2

1) What are the functions of Tourism Division in Air India?

2) Discuss the various activities that Air-India undertakes to attract tourists in India.

3) Mention two important trends of restructuring in Air India.
29.8 LET US SUM UP

Air-India is a government undertaking and works under the Aviation Ministry. Its governing body, the Board of Directors is a fairly representative body having experts from diverse fields. In spite of having a modest fleet its operation are spread across the six continents. It covers all important routes and runs flights to all major destinations. Its finances have been managed fairly successfully and has been making moderate profits.

The real contribution has been in generating tourist traffic to India. Air-India has a separate Tourist Division to boost tourist traffic and all out efforts are made in this regard. It has been earning precious foreign exchange for the country. For a number of years its share in total passenger arrivals in India was quite high (around 35%). This share is declining in recent years. Air-India's performance or policies are not responsible for this decline, the reasons lay in the overall economic policy changes in recent years. There has been a constant debate in India regarding privatising Air-India. This debate has become intense in recent years. Supporters of privatisation feel that Air-India being free from government control would perform much better.

29.9 KEYWORDS

Available Seat Kilometres (ASKM): Product obtained by multiplying the number of passenger seats available in the aircraft by the distance in kilometers flown.

Available Tonne Kilometres (ATKM): It is the measure of production in air transport industry obtained by multiplying the capacity in tonnes available for passengers, mail, and cargo by the distance in kilometers flown by the aircraft. It, therefore, represents the maximum traffic that can be carried.

Distance in Kilometres: This is based on the great circle distance between airports.

Lakh and Crore: One lakh is equal to one hundred thousand, and one crore is equivalent to ten million.

Overall Load Factor: Ratio of revenue tonne kilometers to available tonne kilometers usually expressed as a percentage.

Passenger Load Factor: Ratio of revenue passenger kilometers to available seat kilometers usually expressed as a percentage.

Revenue Passenger Kilometres: Product obtained by multiplying the number of fare paying passengers by the distance in kilometers flown by them.

Revenue Tonne Kilometres (RTKM): Revenue earning local of passengers including excess baggage, mail and cargo in metric tonnes multiplied by the distance flown in kilometers.

Tandem: Placement one after the other.

29.10 ANSWERS TO CHECK YOUR PROGRESS

EXERCISES

Check Your Progress 1

1) Repeal of the Air Corporation Act of 1953, their would be no statutory control over Air India, etc. See. Sec. 29.2.
Check Your Progress 2

1) See Sub-sec. 29.6.1

2) You have to write about various promotional measures undertaken by Air India like organising festivals abroad, taking part in various conventions and conferences abroad, adventure tourism, etc. See Sec. 29.6.

3) See Sec. 29.7.
UNIT 30. HIGHWAY SERVICES:
HARYANA TOURISM

Structure

30.0 Objectives
30.1 Introduction
30.2 Highway Services — A Retrospect
30.3 Highways Through Haryana
30.4 Services on Highways
   30.4.2 Haryana Tourism's Scheme
   30.4.2 Important Highway Stops
30.5 Diversification
30.6 Let Us Sum Up
30.7 Keywords
30.8 Answers to Check Your Progress Exercises

30.0 OBJECTIVES

The objectives of this Unit are to:
- give you a historical backdrop of highway services,
- provide you information on the major national and state highways passing across Haryana,
- give you details of the Scheme of Haryana Tourism to provide hotels/motels at convenient intervals on these highways, and
- furnish information on the Haryana tourism plan of diversification from Highway Services.

30.1 INTRODUCTION

Highways have from time immemorial been the lifeline of a country'. Throughout history we have references suggesting concern of the rulers at regular upkeep of the principal highways of the state-region. Even during the British rule and now, since independence, it has been the endeavour of the government to maintain and construct highways facilitating road traffic in the state. In this regard, however, an exceptionally hard effort has been made by the state of Haryana. It has provided an entire chain of hotel/motel services along the main highways, both national and state, across the entire length/breadth of the state. Consequently a major fillip has been given to the travelling trade along these routes. This has boosted the economy of the region beyond compares. In this Unit we have discussed, for your benefit, all the different kinds of details of Haryana Tourism’s highway services.

30.2 HIGHWAY SERVICES — A RETROSPECT

The tradition of the institution of safe roads with protected stations along its length dates back in India to very early period. For the reign of Ashoka there is positive evidence for the existence of rest-houses on the main routes in the empire. The seventh pillar edict of Ashoka engraved on the Delhi-Topra pillars, presently standing in the Kotla Firoze Shah, reads as below:

"On the road I have had banyan trees planted, which will give shades to beasts and men, I have had mango-groves planted and I have had wells dug and rest-houses built at every eight Kos. And I have had many watering places made everywhere for the use of beasts and men".

Evidently the practice of erecting shelters at fixed intervals on routes throughout the vast uninhabited areas was long established in India.

A similar contribution seems to have been made by Shershah. The chronicles almost unanimously hail his efforts at establishing facilities for the travellers on every important road in the empire at regular intervals.
The Highway Services by Haryana Tourism may then be regarded quite reasonably as a continuation of this tradition in modern times.

30.3 HIGHWAYS THROUGH HARYANA

As already pointed out, a major part of our evidence on the geographical incidence and distribution of travel facilities in pre-modern India suggest that these were mainly concentrated along the main land-routes in the country. The situation about the routes in any particular region, in our case Haryana, therefore needs particular consideration.

It may be noted that one of the most important land-route, which also served as the trade-route, linking Delhi with Lahore, Multan and Kabul in the north passed all across the length of Haryana. Some of the major halting Stations falling on the route were: Sonepat, Samalkha, Panipat, Karnal, Tirawari, Thaneswar Shahabad, Ambala, Sarhind and Khanna.

The other important trade-route passing through Haryana linked Delhi with Jaipur and Ajmer in the south-east via Pataudi and Rewari.

Besides this trade-route there were also in regular use a few feeder channels. One of the more important one connected Panipat with Safidon, Hansi and Hisar in the West.

From the eighteenth century, a few more of the trade-routes as well as feeder-channels passing through Haryana came in regular use by travellers. One of these connected Delhi with Rohtak, Hisar and Sirsa while the other one linked Rohtak with Bhiwani and Jind in two different directions.

Such an important network of roads passing through Haryana made it an important region, both politically and from the point of view of promoting trade and commerce.

30.4 SERVICES ON HIGHWAYS

Haryana Tourism’s excellent service along the highways as a concept began in the late seventies.

It all started when on one of his routine visits to Delhi, the then Chief Minister, Bansi Lal, stopped at a wayside and found no decent place for a cup of tea or a tete a tete with his accompanying officials. He told his principal private secretary, S.K. Misra, to “do something”, assuring him there would be no financial haustes. Misra immediately got down to the job of identifying places. Architects were appointed, funds allocated, a dedicated cadre was assembled and thus highway services were promoted in India. Such has been its success that several other states have since sought the expertise developed in Haryana in this field.

30.4.1 Haryana Tourism’s Scheme

Due to its strategic geographic location, Haryana, even since its birth as a separate state in 1966, has seen an ever increasing traffic of industrialists and quietude and vacation seekers along its highways. Haryana Tourism has adequately responded to them too. Initially, it quite thoughtfully invested in the vacation spots within easy reach from Delhi. Some of the more prominent and also profit making motels developed in this phase are Damdama, Sohna, Surajkund and Bhatkal.

In the second phase motels/hotels came up at important halting points along the highways passing through Haryana. Dabchik (Hodal), Kingfisher (Ambala), and Magpie (Faridabad) are from this category.

In 1987 Haryana Tourism launched yet another project to provide special tourist facilities. A prominent example of this strategy has been launching of Highway Catering Services at state bus stands. Under this project, bus stands are cleared of unhygienic food counters, and new hoardings and indication boards are set up. The general public are provided cleaner restaurants, counters selling hygienic food, book stalls and such other facilities. Highway Catering Services are in operation at Ballabhgarh, Hisar, Sirsa and Panipat.

The fast food counter system launched at the complexes of Haryana Tourism is yet another activity that provides inexpensive but popular foods to the travelling public.
The state has just celebrated its Silver Jubilee and has reviewed the implementation of its 25 point Fast-Track Action Plan prepared immediately after Bhajan Lal took over Haryana's Chief Minister for the third time in June 1991.

Among the highlights of this plan was to encourage private sector to join hands with the Haryana Urban Development Authority (HUDA) and the Haryana Tourism Corporation (HTC) to exploit the tremendous potential that various highways passing through Haryana have for developing recreation resorts. No doubt, even prior to the Fast-Track Plan, bold initiatives had been taken by the Capital's leading developers for a systematic colonisation of Haryana areas, south of Delhi.

Lead by the UNITECHS and the DLF, and joined by Ansals to develop self-contained world class enclaves, each of them made it a point to set up clubs with facilities for games and sports, banquet, conference halls along with bars and restaurant facilities.

30.4.2 Important Highway Stops

In this Sub-section we are providing details of the location, accommodation and other facilities at some of the important highway stops in Haryana. The categories in which these places have been classified are those given by Haryana Tourism, as is the case with information given here.

**HIGHWAY HOPS**

**Kingfisher (Ambala)**

Location: 55 Km from Chandigarh.
District: Ambala
A/C Accommodation
Deluxe Suite (two rooms) Two
Deluxe suite One
Double Bed Room Ten
Conference Hall One

Facilities: Motel, restaurant, bar conference room, health club with swimming pool, exercise gadgets, ice cream parlour, gift shops, coffee shop, lawns for gatherings.

Tel: 443732

- The Kingfisher complex opened in 9-acre stretch in the year 1987. Built on the junction of Delhi - Amritsar and Chandigarh - ambala highways, the complexes began catering to both the highway traveller and the domestic tourists of this ancient town.

**Oasis (Uchana)**

Location: 124 Km from Delhi
District: Karnal
Non A/C Accommodation
Camper Hut Two

Facilities: Camper huts, shopping arcade, milk bar, restaurant, fruit juice corner, ice-cream counter, filling station, gift shops, first-aid-dispensary, liquor vend, soft drink corner, post office, banking space for pitching tents and fast food counter.

Tel: 24264

- Oasis complex covers 5 acres and came up as a combine to the picturesque Karna Lake. Built like a beehive of tourist facilities, the complex comes up as an ideal halt for the highway traveller in a hurry to move on.

**Blue Jay (Samalkha)**

Location: 70 Km from Delhi
District: Panipat
A/C Accommodation
Deluxe Room One
Double Bed Room Three
Double Bed Room Four
Facilities: Motel, bar, restaurant, gift shop and ice-cream parlour.

Tel: 2110

- The very first half for the traveller from Delhi. A place just perfect for a night halt or a break in the journey. Built in the early seventies. Blue Jay grew new wings in 1988 and has never looked back.

Quiet, restful and serene, it has a special identity for its ‘makki ki roti’ and ‘sarson ka saag’ each winter, its 1/2 acre area has been meticulously landscaped.

Dabchick (Hodal)

Location: 92 Km from Delhi.
District: Faridabad

A/C Accommodation
Hyderabad Deluxe Room One
Sikkim Deluxe Room One
Double Bed Room Six
Cottage/Room Eight
Huts Two

Non A/C Accommodation
Camper Hut Two
Conference Hall One

Facilities: Dream castle motel, air-conditioned restaurant, bar, cottages, camper huts, gift shop, conference room, fast food counter, filling station and recreational facilities like elephant for joy rides and a snake charmer.

Tel: 626

- A delightful centre that grew up to be one of the most picturesque of stations. Landscapers, nurtured mounds to sprout off verdant greens. Draping veronica, bright bougainvillea, tall silax and Casuarinas were strategically laid out. Breaking off norms of traditional constructions, cottages on stilts were built. Hints of rural Haryana were marked by use of slate tiles and low profile structures. Hole and Jeej and Hodal are a special festivals that add colour. The complex cover 13 acres.

Magpie (Faridabad)

Location: 30 Km from Delhi.
District: Faridabad

A/C Accommodation
Deluxe Room Two
Double Bed Room Eighteen
Double Bed Room Five
(Old wing) Two
Conference Hall One

Facilities: Restaurant, motel with piped-in channel music, V.C.R., banquet/conference hall, bar, speciality restaurant, gift shop, arrangement for garden, kitty and marriage parties.

Tel: 288083, 290404, 290505

- Magpie came up as a district headquarter town in 1980. It originally began in the PWD Building. Today Magpie has its own wings with a Convention centre coming up upon futuristic proportions.
HISTORIC SEATS

Yadavindra Gardens (Pinjore)

Location: 22 Km from Chandigarh.

A/C Accommodation.

- Rang Mahal double bed room One
- Sheesha Mahal double bed room One
- Maharaja Suite One
- Maharani Suite One
- Double Bed Room Five
- Studio Room Three
- Double Bed Room (old Motel) Six
- Conference Hall (Four hrs) One
- (Up to 12 hrs)
- Dining Hall (Rang Mahal)
- Conference Hall (Rang Mahal) One

Facilities: Motel, Mughal garden, Golden Oriole restaurant, shopping arcade, mini zoo, children's park, open-air-theatre, Japanese gardens, Jai Mahal cafe, camel rides, bar, wine shop, view gallery, conference room, chat and ice cream corner, banking service, Budgerigar motel with piped-in-channel music and conference hall, foreign call/out city call phone booth.

Tel: 2855, 2959, 2791 (Kalka exchange)

Skylark (Panipat)

Location: 92 Km from Delhi.

District: Panipat

A/C Accommodation

- Double Bed Room Two
- Double Bed Room Twelve
- Bed Room (new) Three
- Bed Room (old) Three
- Non A/C Accommodation Dormitory (Six Beds) One
- Conference Hall One

Facilities: Motel, restaurant, bar, filling station, gift shop, fresh juice corner, conference hall, dormitory and garden party facilities.

Tel: 21051

- Skylark complex at Panipat came up in a 4 acre plot in seventies. It was and still is a highway destination. But for the industrial houses of this famous handloom town, the complex offers delightful tourist facilities and guest rooms. Special musical evenings planned every once in a while have proved popular.

HERITAGE CENTRES

Neelkanth Krishna Dham Yatri Niwas (Kurukshetra)

Location: 154 Km from Delhi.

District: Kurukshetra.

A/C Accommodation

- Double Bed Room Two
- Non A/C Accommodation Double Bed Room Twenty
- Dormitory (Six beds each) Eight

Facilities: Yatri Niwas, restaurant, meditation hall, dormitory, suites, rooms, cloak room, lockers for luggage and landscaped lawns.
Krishna Dham Yatri Niwas came up in a 2 acre area in 1988 with the express view to cater to pilgrim travellers. It opened with lockers for luggage, dormitory and very simple but delicious Vegetarian food for pilgrims.

Parakeet (Pipli)

Location: 152 Km from Delhi.
District: Kurukshtera.

A/C Accommodation
- Double Bed Room: Four
- Double Bed Room: Four
- Lounge Cum Conference Hall: One
- Ground Floor: One
- First Floor: One

Facilities: Motel, restaurant, gift shop, bar and spacious lawns for garden parties.

Tel: 30250.

Parakeet came up in 17 acre area in seventies. It was, in those years, a perfect spot to halt before venturing on an expedition to holy Kurukshtera.

The Importance of the town has grown as a major highway halt. Very little historical and mythological documents are available in this context.

LAKE RETREATS

Karna Lake (Uchana)

Location: 124 Km from Delhi.
District: Karnal.

A/C Accommodation
- Deluxe Family Hut: Two
- One room in Hut Deluxe Suite: Two
- Double Bed Room: Seventeen
- Lounge-Cum-Conference Hall: One

Facilities: Motel with piped-in-channel music, deluxe family huts, Whistling Teal restaurant, bar, ice-cream parlour, lounge-cum-conference room, new conference hall, boating, angling, a gift shop, snack shop and spacious lawn for picknickers.

Tel: 24099, 24199

Karna Lake came into existence in 1972. It covers 17 acres. Built imaginatively on a marshy and shallow land, the lake complex fascinates with its greens. The tourist attractions have grown with time.

Badkhal Lake

Location: 32 Km from Delhi.
District: Faridabad.

A/C Accommodation
- Minivet Hut No. 1: One
- (No single room allowed)
- Minivet Hut No. 2: One
- (One Room in Hut No. 2)
- Falcon Suite: One
- Mayur Suit: One
- Deluxe Suite: One
- Double Bed Room: One

Karna Lake
Learning From Others

<table>
<thead>
<tr>
<th>Room</th>
<th>Ten rooms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference Hall</td>
<td>One</td>
</tr>
<tr>
<td>Pelican Hall (Non A/C)</td>
<td>One</td>
</tr>
<tr>
<td>Camper Huts (Non A/C)</td>
<td>Nine</td>
</tr>
</tbody>
</table>

Facilities: Two centrally air-conditioned restaurants - Mayur and Grey-Falcon, Gaud and Grey Falcon motel with piped-in channel music, Minivet huts, conference hall, ar bath complex with swimming pool, sauna, steam bath, massage, boating, angling, kiosks with eatables, children’s play ground, camper huts, A/C yacht for joy ride, filling station and bank extension counter.

Tel: 8216901-3

IN RURAL LANDS

Harial (Narwana)

Location: 160 Km from Chandigarh.
District: Jind
A/C Accommodation

<table>
<thead>
<tr>
<th>Double Bed Room</th>
<th>One</th>
</tr>
</thead>
</table>

Non A/C Accommodation

<table>
<thead>
<tr>
<th>Double Bed Room</th>
<th>Four</th>
</tr>
</thead>
</table>

Facilities: Motel, swings, restaurant and lawns.

Tel: 2570

- Built in 1989, the Harial complex of Narwana comes as an ideal halt for tourists moving down the central heartland of the State. It covers 3 acres. The surroundings are open and the complex a lovely green property. It is ideal for a restful holiday for the highway travellers and a place for family outings.

Narwana is a sleepy township, the name of which means salvation. A tomb of a Sufi Saint named Hazrat Gaibi Sahib lies here. He is believed to have miraculously disappeared into the earth here. There is a tank round his tomb, Kalayat, with historic temples dating to 700 AD lie about 28 km from here, and may prove to be an interesting place to visit.

Kala Teetar (Abub Shehar)

Location: 325 Km from Delhi.
District: Sirsa.
A/C Accommodation

<table>
<thead>
<tr>
<th>Family Hut</th>
<th>One</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double Bed Room</td>
<td>One</td>
</tr>
<tr>
<td>Non A/C Accommodation Double Bed Room</td>
<td>Three</td>
</tr>
</tbody>
</table>

Facilities: Motel, restaurant, fast food counter, bar, boating, children’s park and arrangements for parties.

Tel: 39 (Dabwali)

- Abub Shehar lies on a state road leading away from the Delhi-Fazilka highway. A halt made picturesque by the presence of the passing and crossing of the Bhakra and Rajasthan canal system. Planned on innovative designs, Haryana Tourism built its complex on stilts, to overlook the waterway in 1987.

30.5 DIVERSIFICATION

Having met with unprecedented success in developing Highway Services, Haryana Tourism has diversified into other potential areas. Three of these important tourism promotion sectors
have been discussed below. As in the case of preceding section, here too the information base has been provided by the promotional literature produced by Haryana Tourism.

**DISTRICT HALTS**

**Puffin (Chandigarh)**

Location: 261 Km from Delhi.
In Chandigarh at Kothi No. 2, Sector 2.

A/C Accommodation
- Deluxe Bed Room: Two
- Double Bed Room: Two
- Double Bed Room: Two
- Single Bed Room: Two

Facilities: Guest-House, catering and lawns for garden parties.

Tel: 540321.

- Puffin came into existence as a delightful halt station in the city. It lies in a 2 kanal stretch, quite close to the attractions of Nek Chand’s Garden, the Sukhna Lake, the sector 10 museum and the capital complex.

**Koel (Kaithal)**

Location: 123 Km from Chandigarh
District: Kaithal.

A/C Accommodation
- Deluxe Suite: Two
- Double Bed Room: Two
- Air Cooled Room: Two

Facilities: Motel, restaurant, bar, conference hall, a gift shop and shopping arcade.

Tel: 4270.

- The Koel complex came into existence in 1985, it covers 4 acres. The architectural pattern of the complex plays up a conical roof and title designs. The wing came as an ideal spot for family outings in the mythological home town of Lord Hanuman.

**Shama (Gurgaon)**

Location: 32 Km from Delhi.
District: Gurgaon.

A/C Accommodation
- Deluxe Room: One
- Double Bed Room: Eleven
- Double Bed Room (Non A/C): Two

Facilities: Tourist Guest house, restaurant and bar.

Tel: 320683

- Shama came into existence in the PWD Rest house in 1973. The area was small 2 1/2 acres - compact and restful, with a large open lawn. With time, the facilities expanded and continue to grow.
Red Robin (Bhiwani)
Location: 110 km from Delhi.
District: Bhiwani

A/C Accommodation
Double Bed Room                      One
Non A/C Accommodation                Three
Air Cooled Room                      Three

Facilities: Guest-house, restaurant, bar and lawns.

- Red Robin came into existence in 1983, as a part of the strategy to open complexes in
district headquarter towns. The complex lies in the heart of the town and a popular spot
for the family get together.

Myna (Rohtak)
Location: 74 Km from Delhi.
District: Rohtak

A/C Accommodation
Deluxe Suite                            One
Double Bed Room                         Eight
Conference Hall (Four hrs)              One
(Up to 12 hrs)

Facilities: Guest-house, T.V., V.C.R., restaurant, bar, gift shop, swings for children,
conference hall and lawns for garden parties.

Tel: 77118, 73470

- Myna lies in the town of Rohtak, built in 1987 within a 4 acres area. With time
renovations and modern structures have brought exclusive facilities for residents.

Bulbul (Jind)
Location: 127 Km from Delhi.
District: Jind

A/C Accommodation
Double Bed Room                        Two
Non A/C Accommodation                  Two
Camper Hut                             Two

Facilities: Guest-house, restaurant, lawns and camper huts.

Tel: 56087

- It was built in 1972 under the scheme to launch a holiday station at district headquarter
towns. A compact centre. Here tourist facilities delight.

NATURE RAMBLES

Sultanpur Bird Sanctuary
Location: 46 Km from Delhi
District: Gurgaon
Double Bed Room (A/C)                   Two
Family Hut (Non A/C)                    Two
Camper Hut                             Two
Camper Hut                             Two
conference Hall                        One
This bird sanctuary of Haryana is a find of the famous ornithologist Peter Jackson. It was opened in 1972 in a sprawling 44.5 hectare area. The late Dr. Salim Ali, India’s own bird man, found the Sanctuary of great interest. More than a 100 different species of birds have been identified here during the season. Of these, the most outstanding visitors have often winged in from Europe and Siberia.

Sultanpur Bird Sanctuary has guest house facilities for ornithologists, hideouts, watch towers, bird museum and even binoculars for hire.

**Sohna**

Location: 56 Km from Delhi.
District: Gurgaon.

### A/C Accommodation
- Barbet Hut
- One Room in a Hut
- Double Bed Room

### Non A/C Accommodation
- Camper Hut

Facilities: Barbet hut, motel, camper hut, cafeteria, steam/sauna/sulphur baths, mini splash pool, arrangement for garden parties.

Tel: 2256/2133

In the year 1977, Sohna came into existence, 27.34 acre area was identified in a picturesque setting of Aravalli spurs. Meticulously, gardens and cottages were laid out. Soon the green took over and a delightful centre sprung up. This landscaped seat attracted the dancing peacocks. Along with accommodation wings, a bath complex became functional, all of which overlooked the sleepy hamlet below.

**ADVENTURE DESTINATIONS**

### Grey Pelican (Yamuna Nagar)

Location: 106 Km from Chandigarh.
District: Yamuna Nagar.

Non A/C Accommodation
- Double Bed Room (Air Cooled)

Facilities: Guest house, restaurant, bar, lounge for gathering and garden party facilities.

Tel: 28215

Grey Pelican complex opened with simple beginnings. A tourist centre came up within the P.W.D. Rest House in the Year 1985.

### Pintail (Hathni Kund)

Location: 146 Km from Chandigarh.
District: Yamuna nagar.

Non A/C accommodation
- Double Bed Room
- Double Bed Room

Facilities: Bird sanctuary, Rosy Pelican restaurant, bar, guest-house and binoculars on hire.
Facilities: Motel, restaurant, rafting and wild life tracts.

- The Pintail complex opened in 1989 against the Yamuna water front. The presence of the forest and the Tajewala water works in the near vicinity attracted interest. It was at this complex that river rafting as sport began. This was followed by camping and cycling expeditions.

The Kalesar forest is the only Sal forest reserve of the State and extends to cover 5098 hectares. It has a fascinating fauna and flora. The Tajewala water works are famous for mahaseer fish, Hathni Kund is a picturesque spot, well moved away from instructions. The last lap of the Shivalik hills can be seen in the distance.

Saras (Damdama Lake)

Location: 64 Km from Delhi.
District: Gurgaon.

A/C Accommodation

| Deluxe Room | Nine |
| Family Hut | four |
| Conference Hall (Four hrs) One |
| (Up to 12 hrs) |

Facilities: Lake restaurant, motel wing, conference hall, bar, lawns and camping site.

Tel: 8352

- In the Gurgaon district, Saras is a splendid new identity. Made picturesque with the valiant Aravalli Hills forming the backdrop. The depression before these hills was banked upon one side and a vast lake was formed. Fed by rain streams, the lake is deep and nearly 8 km in length in its tapering points nest kikar trees. On the other end, lies the Saras Tourist complex. The complex went into operation in 1972 as an angling retreat, till in 1991 it grew up with accommodation wings.

Damdama lies in the heart of rural Haryana. It has been named after a village nearby. Today its vast 66 acres have made a name for tourist facilities and its winter camps. The surrounding hill sides invite the rock climbers. The vast water stretch is popular for canoeing and kayaking. And surroundings are popular for cycling tented accommodation, camp fires and indoor games.

Check Your Progress

1) What is the importance of Highway Services in tourism?

2) What type of Highway Services are offered by Haryana Tourism?
30.6 LET US SUM UP

The Haryana tourism administration has thoughtfully invested in the vacation spots around Delhi to fulfil this demand. Damdama, Sohna, Surajkund and Bhatkal are among the holiday spots within the easy reach of Delhites. In all Haryana tourism, which has built 41 holiday stop-overs where there was none, is a success story that dates back to the early 70s. Barring the Kurukshetra site the state has no conventional tourist attraction, not even a hill station. Yet today the Haryana Tourism Development Corporation is a profit-making undertaking and most of its hotels have a reasonably high occupancy rate and the restaurants a high turnover. Many other states have come forward to develop highway services and are also encouraging the private sector to invest in this area. It is expected that taking clues from this case study of Haryana you can contribute towards such development in your own area.

30.7 KEYWORDS

Diversify: to enter into a variety of other fields
Endeavour: effort
Engrave: inscribe
Fillip: incentive

30.8 ANSWERS TO CHECK YOUR PROGRESS

EXERCISES

Check Your Progress

1) While travelling by road people need facilities like clean eating places, toilets, rest houses to break journey etc.

2) Your answer should include the services offered by reading the Sec. 30.4 and its Sub-secs.
UNIT 31 THE HERITAGE HOTELS

Structure

31.0 Objectives
31.1 Introduction
31.2 History of Heritage Hotels
31.3 Details of the Scheme
   31.3.1 Dept. of Tourism Incentive
   31.3.2 Guidelines for Classification
31.4 Heritage Hotels Association
31.5 An Appraisal of the Scheme
31.6 Let Us Sum Up
31.7 Keywords
31.8 Answers to Check Your Progress Exercises

Annexure I
Annexure II

31.0 OBJECTIVES

This is the last Unit of this Block. Our objective here has been to:

• acquaint you with another novel tourism project — the Heritage Hotels,
• familiarise you with the history of this scheme,
• give you details of the Heritage Hotel Scheme, and
• make an appraisal of the performance of this scheme over the last two decades.

31.1 INTRODUCTION

In three earlier Units of this Block our effort has been to learn from the experience of some reputed tourism projects running currently in the country. Here too we have taken up for a detailed study one of the foremost and commercially quite successful tourism project viz. the Heritage Hotels. It is to the credit of the architects of this scheme that they have succeeded in twin objectives — of running an attractive project for promoting tourism, and at the same time successfully and meaningfully preserving some of India’s most valuable monumental heritage. The two achievements of this project have been largely complementary to each other. In the following sections we have given you details of the scheme and also made an attempt at appraising the performance of the project, both commercially as well as from the viewpoint of historical presentation.

31.2 HISTORY OF HERITAGE HOTELS

The concept of heritage hotels is not new to the world — particularly Europe where the French chains of Relais et Chateaux, the British chains of Small Luxury Hotels, the Spanish Paradores and several others link some very historic and exquisite properties into hotel chains. These are usually visited by couples, families and small groups of friends rather than hordes of tourists in busloads because the buildings of heritage hotels were never intended for habitation or hospitality on a large scale. They, in fact, mostly cater to the Special Interest tourism.

At the time of India’s Independence in 1947, over 500 ruling princes combined theirlands to join the erstwhile British territories and form the new, democratic nation of India.

Following the Independence, however, things began to change. The royalty which had allied too closely with the British and which were often seen by the nationalists as the puppets of the foreign rulers were first marginalised by the ruling government. In 1950, the Jagirdari system was abolished and the erstwhile rulers and nobles had to learn to earn their living. Then, (what is seen
by the supporters of royalty as a breach of trust), the privy purses were discontinued in 1970 and the titles of the rulers were abolished by law, making them common Indian citizens.

The host of forts, royal palaces within and outside their cities, shikar badis or haunting palaces, out houses, water palaces, mountain retreats and beach houses began to be neglected and fall into disrepair. For most of the erstwhile rulers, this change was not easy to take and it seemed a matter of pride to hold on to these properties rather than think of doing something constructive with them. When Maharaja Man Singh II of Jaipur (1922-1949) first toyed with idea of shifting out of the sprawling Rambagh Palace to a smaller one which used to be lived in by the British Resident, he was sure to be met by a strong opposition even from within his family.

On 8 December 1957 the Ram Bagh Palace Hotel was formally opened and the Maharaja of Jaipur became the first active princely hotelier in India, setting a trend which has continued down to the present day.

Ram Bagh Palace was expanded in 1969, from twenty-six rooms to eight and, in 1972, came under the management of the Taj Group of Hotels.

Udaipur followed soon. From 1961 to 1969 the Jag Niwas Palace was transformed from a crumbling palace to the stunning Lake Palace. In 1971, India’s oldest hoteliers the Tatas took over its management under the Taj Group of Hotels. The first restoration, construction and extension included only 20 rooms at the back but later, many more were added and the entire character of the garden palace was changed. Perhaps it can be reasoned that it is better to transform a ruin by changing its end use when no constructive use can be made of a crumbling ruin. For travellers the Lake Palace Hotel is an undeniable boon, providing an incomparable and voluptuous glimpse of the pleasures that once were the preserve of princes. To open one’s eyes in dreamy freedom upon the broad waters of the Pichola as the Ranas were wont to do is a privilege not to be missed.

The concept of heritage is being applied in other ways also. For example, a hotelier got the traditional wooden houses of Kerala dismantled from different places. They were put up again near the back waters in an area and a new resort ‘Coconut Lagoon’ came into existence. In Goa also some of the traditional villas that housed Portuguese officials or landlords are being converted into hotels.

### 31.3 DETAILS OF THE SCHEME

We have noted above, with an associated sense of nostalgia how palaces, havelies, castles, forts, etc. have become one of the major tourist interests of India. These were the hereditary properties of ruling princes or chieftains at some point of time. Some of these palaces, etc. have been converted into hotels by the owners in collaboration with established hotel groups. However, a large number of properties still remain with the original owners and many of them are now in a state of decay and disuse. Recently some of the owners, particularly in Rajasthan have taken the initiative to convert their own properties into hotels. They have not come to any arrangement with the established chains and have retained the ambience of their traditional lifestyle. They have made some improvements in deference of requirements of modern life style in terms of fittings in toilets etc. but otherwise the shape of the properties are as they were originally. This has proved immensely popular with tourists who are interested in seeing the country and find staying in these traditional residences more attractive than conventional hotels. Hitherto these properties could not be classified or approved as hotels under the system adopted by the Ministry of Tourism as the norms and rules are relate to conventional hotels and these properties do not fit the norm. This includes criteria such as:

- size of the rooms,
- the toilet,
- carpeting and various other facilities.

It was quite clear that to follow the norms for conventional hotels would not be effective if applied to these traditional residences such as palaces, havelies, etc. Also in case these norms are imposed they would take away from the ambience of these residences and would lead to
traditional nature of these buildings being lost. It was, therefore, necessary to adopt the norms which would preserve the traditional nature of the buildings and the traditional life style which are especially attractive to tourists. Accordingly, a new classification described as the Heritage Hotels was adopted in January, 1991 as an additional category. This was initially only in respect of hotels in Rajasthan and norms were finalised by the Department of Tourism in consultation with the State Government and the Heritage Hotels Association of Rajasthan which has membership of most of the properties which are run by the owners of these traditional residences. Subsequently the scheme has been extended to other States as well. Several States such as Andhra Pradesh, Karnataka, Kerala indicated their willingness to subscribe to this category. It has already been introduced in Madhya Pradesh and Tamil Nadu. Other States like Orissa and U.P. also have shown their interest and are pursuing the matter. Besides the commercial aspect another argument in favour of the scheme is that it helps in the conservation of our Monuments.

31.3.1 Department of Tourism Incentives

Tourists from abroad are fascinated with the life style of the Indian rajas and maharajas of the past. The heritage hotels provide them an opportunity to experience for themselves that life style in the same settings. However, because of the high costs only high budget tourists can afford them. A prime objective of the tourism policy during the Eighth Plan is to attract high spenders from US, Europe and Japan. (See Unit 29, TS-1). The scheme of heritage hotels fits well to achieve the objective.

In order to promote the scheme, the Department of Tourism has provided the following incentives:

1) Tax Exemptions

Of the income attributable to foreign exchange earnings of the hotels, 50% is exempt from Income Tax straight-away and the balance is also exempted if reinvested in tourism industry.

Approved hotels functional after 31.03.1990 but before 01.04.1995 are eligible for Tax Holiday deductions. The deduction ranges between 25-30 per cent of the profits and is available for ten years.

Rebate is allowed on tax equal to 20 per cent of the cost of shares up to Rs. 25,000/- in new equity in hotel industry and other tourism related activities.

TFCI, IFCI, IDBI AND ICICI also grant interest rebate of 20% on amount of foreign exchange earnings provided, in case of 5-star hotels, more than 50% of the turnover is earned in foreign exchange; and in case of 3 or 4 star hotels, 25% of the turnover is earnings in foreign exchange.

Exemption from Expenditure Tax for a period of 10 years (w.e.f. 01.04.1991) will be granted to new approved hotels in a hilly area, or a rural area or a place of pilgrimage or such other place as Government may specify. These hotels will also be given 50% exemption from income tax. This concession would be available to eligible hotels which start functioning before 31st March, 1994. (Rules in this regard are under formulation and shall come into force by Gazette Notification).

2) Depreciation

The hotel buildings are eligible for depreciation at the rate of 20% with effect from 02.04.1987 (Assessment year 1988-89). Furniture and fittings used in hotels have been allowed a higher rate of depreciation of 15% against the general rate of 10%.

3) Interest Subsidy

For the approved projects, an interest subsidy is provided for the loans granted by Industrial Finance Corporation of India (IFCI), Tourism Finance Corporation of India (TECI) and State Financial Institutions. 4 and 5 star category hotels are granted one per cent interest subsidy up to a maximum of Rs. 75 lakhs and hotels of 1 to 3 star category are granted interest subsidy of 3% on the entire amount of loan.
4) Foreign Exchange Incentive Quota

Approved hotels are eligible for foreign exchange Incentive Quota which is 10% of their direct foreign exchange earnings. This quota is available for essential imports including vehicles, overseas promotional tours, publicity and advertising, etc. Additionally, 2.5% of foreign exchange earnings of the preceding year can be released for tourist promotion and travel abroad subject to a maximum of Rs.15 lakhs.

5) Concessional Customs Duty

Customs duty on specified items has been reduced to the level as applicable to project imports provided the goods imported are required for initial setting up of the hotel or for substantial expansion of the hotel. This includes equipment for kitchen, health club, laundry, house-keeping, energy saving devices etc.

Priority consideration is also given to approved projects in allotment of construction materials like cement, steel and for telephone, telex, LPG connections.

31.3.2 Guidelines for Classification

Following guidelines have been issued.

1) Definition

"Heritage Hotels should cover running hotels in places/castles/Forts/Havelies/Residence of any size, which were built prior to 1950.

2) General Features

The facade, architectural features and general construction should have the distinctive qualities, ambience and decor in keeping with the traditional way of the places. There should be adequate parking space for cars. All public rooms and areas and the guest rooms, should be well maintained and well equipped with quality carpets/area rugs, furniture, fittings, etc. in good taste and in keeping with the traditional life style. The guest rooms should be clean, airy, pest free, without dampness and musty odour, and of reasonably large size, with attached bathrooms with modern facilities (e.g. flush commodes, wash basins, running hot and cold water etc.). There should be well appointed lobby or lounge equipped with furniture of high standard, with separate ladies and gents cloak rooms with food fittings.

3) Facilities

There should be a reception, cash and information counter attended by trained and experienced personnel. There should be money changing facilities, left luggage room. There should be a well equipped, well furnished and well maintained dining room on the premises and, wherever permissible by law, there should be an elegant, well equipped bar/permit room. The kitchen and pantry should be professionally designed to ensure efficiency of operation and should be well equipped. Crockery, cutlery, glassware should be of high standard and in sufficient quantity, keeping in view the life style and commensurate with the number of guests to be served. Drinking water must be bacteria free; the kitchen must be clean, airy, well lighted and protected from pests. There must be three tier washing system with running hot and cold water; hygienic garbage disposal arrangements: and pest free deep freezer each meal, standby generator will not be insisted upon. The gardens/grounds must be very well maintained.

4) Service

The hotel should offer quality cuisine and beverage service should be of good standard. There should be qualified, trained, experienced, efficient and courteous staff in smart and clean uniforms and the staff coming in contact with the guests should understand English. Housekeeping at these hotels should be of the highest possible standard and there should be a plentiful supply of linen, blankets, towels, etc. which should be of high quality. Each guest room should be provided with a vacuum jug/flash with bacteria free drinking water. Arrangements for heating/cooling must be provided for the guest rooms as per the seasons.
Places which have telephone lines must have at least one phone in the office with call bells in each guest rooms. Arrangements for medical assistance must be there in case of need.

5) Conservation

Apart from the above points, it was felt that the architecture of the properties to be considered in the category of “Heritage Hotels” should not be interfered with. Any extension/improvements/change must be in keeping with the traditional life style. The staff/room ration must be in keeping with the number of guest room in each property. It was also stressed that these hotels must be run on a professional basis while losing none of their ambience and services.

The heritage hotels must present a distinctive and traditional life style of the area and should be of very high quality in terms of service, ambience and cuisine, of not less than 4-star standard.

Check Your Progress 1

1) What do you understand by Heritage hotels?

2) Why has the Department of Tourism given incentives for the promotion of the Heritage hotels scheme?

31.4 HERITAGE HOTELS ASSOCIATION

The owners of heritage hotels have formed their association.

Sometimes doubts have been expressed on the utility of the Association. Some heritage property holders think in terms of material benefit arising out of a membership of the Association. But in fact an Association is a strength in itself. It has the collective wisdom and it makes a common forum to represent grievances to the Government and to speak possible benefits for the common cause.

The collective strength and wisdom is acquired by a hotel by paying a very meagre amount of Rs. 1000/- per annum membership fees. The benefits which may accrue to the member hotels
on the preliminary stage i.e. before its approval by the Hotel Classification Committee can be
found in the aims and objects of the Association which may recounted hereunder:

(A) To guide and assist owners of Forts, Castles, Places and other traditional houses and
Havelies of Architectural and historical importance to form into hotels and to guide such hotels
in the modern techniques of maintenance, marketing and operation of hotels in the best
traditions for the past glory an grandeur.

(B) To guide and assist the Heritage Hotels in the Patronage of rich Rajasthani Art and Culture
through Flock songs and dances and through village means thereby giving impetus to local
talents. It will endeavour to project every facet of Rajasthan’s history, art, culture and life
style of its people in the past the present glory.

(C) To secure approval and recognition of Heritage Hotels from the Ministry of Tourism and/or
from Rajasthan Tourism Department for obtaining all sort of concessions and licenses. For
obtaining all sort of concessions and licenses. For that end the Association will seek a new
classification of Heritage Hotels for such properties as against the existing star rating
classification.

(D) To take care of various problems facing the Heritage Hoteliers and to seek solution to such
problems and to devise suitable remedial measures.

(E) To develop and encourage ‘Heritage Tourism’ to reach the remotest places, forts, castles
and other historical places of Rajasthan.

On approval of a hotel by Hotel Classification Committee a hotel becomes entitled a number
of incentives.

It is advisable that a hotel already functional gets the approval to avail of the benefits of
approved Hotels under different laws such as the Income Tax etc.

Some of the common defects depriving a hotel of the approval by the Committee can be
summarised below:

1. Kitchens are unhygienic, waste materials are spread all around and washing places are dirty.
The tables used in the kitchen are not covered by aluminium sheets to keep them.

2. Pantry was also dirty. Things were not properly arranged. For washing utensils there
should be a 3 tier system — 3 wash basins of good size, one with hot detergent/soap water, and
the other with warm waters where utensils are changed and then kept on a high clean platform.

3. Either there is no common lunch room and separate toilet for the staff or they are kept dirty.

4. Stores of food articles or of linen are not well arranged and are dirty.

5. The upholstery of furniture in the rooms was torn and the furniture itself was of poor quality.

6. Bathrooms attached to guest rooms were poorly appointed and maintained.

7. There was no filtered water for drinking, nor any mineral water was available.

8. The kitchen or pantry was exposed to pests, birds and animals.

9. The place lacked in ambiance an traditional high standards.

The surroundings and the premises were not of the order of Heritage property.

It is desirable that these defects are removed before a hotel applies for the classification.
Historically, the oldest heritage hotel of India is the Neemrana Fort Palace whose earliest buildings date back to 1464 AD. It is also, among India’s newest hotels since it was restored from an utter ruin to a liveable property, only as late as 1990. It has 28 well appointed rooms, each with a distinct flavour of its own attracts people to come again and again. Neemrana’s greatest advantage is its location just 2 Kms off the Delhi Jaipur road (National Highway No. 8). It is Rajasthan’s closest palace to New Delhi.

Architects and conservationists, however, have greeted such commercial developments with less felicity. A major renovation and extension of the property has elicited serious criticism. Most of the palaces in India that have been converted into hotels are nineteenth and early-twentieth-century structures built on the European model, with service areas, guest rooms, reception halls, salons and dining rooms, for all intents and purpose just like hotels. By contrast, there are some which are basically a garden with a number of open pavilions, built mostly in the eighteenth century. This is the beauty which arrests visitors and the first renovation did little to undermine it.

The most recent developments have almost entirely engulfed the original structure and turned the more ornamental open areas into public rooms. Most of the additional guest rooms are modern in style and indistinguishable from those in any other hotel. The architectural additions, say some critics, are utilitarian and without architectural distinction. Other critics agree with the Worlcmansturn-of-the-century assessment that the architecture of such places is ‘not sufficiently good or varied to hold the attention for long’, and does not warrant conservation.

The opposite side of the argument is simply that, given the dearth of government funds for archaeological preservation, most of these properties would be falling into utter ruin if they were not put to some form of commercial use, and that whatever sacrifices have been made in the development are far out weighed by the pleasure such dream palaces have given to thousands of countless travellers.

Check Your Progress 2

1) What defects should be taken care of for getting recognition as a heritage hotel?

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2) Mention the Objectives of the Heritage Hotels Association?

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31.6 LET US SUM UP

The Heritage Hotel Scheme has created immense interest and it has great potential because it will greatly enhance India as a product owing to its special attraction. It will also substantially increase the accommodation available for tourists within the country in a short time and with comparatively less investment and will make substantially that short fall which exists in the approved hotel category.

It will help to preserve the heritage of the country (though in private hands) which may otherwise be lost for ever. Finally, it will generate substantial economic activity and employment, particularly in the lesser developed areas where many of these properties are located.

We hope that the information provided in the Unit will be utilised by you as per your own requirements. These could be providing information to clients, putting Heritage Hotels on the itinerary with packaging tours, planning to open your own heritage hotel, improving the services, etc.

31.7 KEYWORDS

Depreciation: Decline in values of goods or other thing after a certain point of time.

Privy Purses: Amount of money given by the government to the kings and princes for their private expenses after India became independent.

Tax holiday: Time bound tax concession given for some specific purposes.

31.8 ANSWERS TO CHECK YOUR PROGRESS

EXERCISES

Check Your Progress 1

1) See Sec. 31.2.
2) See Sub-sec. 31.3.1.

Check Your Progress 2

1) Base your answer on Sec. 31.4.
2) Consult Sec. 31.4.
ANNEXURE-I

QUESTIONNAIRE TO BE ANSWERED BY THE HOTEL APPLYING FOR HERITAGE HOTEL CATEGORY

PART-I

Name and address of the hotel:

In order to be assessed for the Heritage Hotel Category, a hotel should have the following basic features:

I. Please state the number of bed rooms:
   (a) Single:
   (b) Double:
   (c) Suites:

   Total:

II. The locality including the immediate approach and environs should be suitable for a hotel of this category.

   Please indicate:
   (a) Distance from Airports
   (b) Distance from Railway Station
   (c) Distance from main shopping areas
   (d) Please describe briefly the neighbourhood in which your hotel is located.

III. All public rooms and private rooms should be well appointed. Air conditioning/Cooling Arrangements are desirable (except in hill stations where there should be heating arrangements).

   Please indicate the arrangements made in this regard.

IV. All rooms must have attached bath rooms fitted with modern facilities. Please confirm that your hotel meets with this requirement.

V. The kitchen pantry and cold storage should be designed to ensure efficiency of operation and should be well equipped.

VI. There should be Ladies and Gentlemen Cloak Rooms and the clock room should be clean and equipped with furniture and fittings of a standard befitting a hotel of this category.

   Do you have ladies and gentlemen’s cloak rooms attached to the public areas, if so, how many?

VII. Photostat copies of undermentioned documents must be attached with the application:
   i) Certificate/Licence issued by the local Municipality/Corporation to show that your establishment is registered as a hotel/lodging house/restaurant/eating house.
   ii) Certificate/Licence issued by the Police Department authorising you to run a hotel/restaurant.
   iii) Certificate from the Municipal Health Officer/Sanitary Inspector giving clearance for your establishment from sanitary/hygienic point of view.
   iv) No objection certificate in respect of Fire Fighting arrangements by Fire Service Agency.
   v) Bar Licence and Money Changer Licences
PART-II

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Criteria &amp; Questions:</th>
<th>Maximum Marks</th>
<th>Essential</th>
<th>Necessary</th>
<th>Desirable</th>
<th>Marks Awarded</th>
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<tbody>
<tr>
<td>1.</td>
<td>CONSTRUCTION</td>
<td>10</td>
<td>N</td>
<td></td>
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<td></td>
<td>The facade, architectural features and general construction of the building should be distinctive</td>
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<td>2. MAINTENANCE</td>
<td>15</td>
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<td></td>
<td></td>
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<tr>
<td>3. PARKING</td>
<td>5</td>
<td>D</td>
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There should be adequate parking facilities for cars.

Please state-

(a) of these how many cars can be parked in the parking space owned by your hotel?
(b) How many cars can be legally parked in the vicinity of your hotel?
(c) How many cars can be parked by the guests/visitors of the hotel when such space is most required?

4. | 25 | E |

All bath rooms should be modern in design and should be equipped with fittings of the best available quality befitting a hotel of this category, with 24 hours service of hot and cold running water. The floors and walls should be ordered with impervious material of good design and workmanship. It is desirable that sockets for electric shapers should be provided.

(a) Do the bath rooms have sockets for electric shavers?
(b) Do the bath rooms have running hot and cold water for 24 hours?

5. RECEPTION | 10 | N |

There should be a Reception, Cash and Information Counter attached by trained and experienced personnel.

Please state in details the qualifications training and experience of the personnel employed at reception, cash and information counters? (A separate sheet provided at the end of the Questionnaire may be used for answering this question)

6. LOBBY | 10 | N |

7. Safe Deposit facilities/Left Luggage room/Money Changing facilities. | 10 | D |

There should be a safe deposit facilities and left luggage room.

(a) Are there money changing facilities in your hotel Yes/No
(b) Do you have safe deposit facilities for your guests? Yes/No
(c) Is there a left luggage room in your hotel? Yes/No
(d) Are there any shopping facilities

55
8. LIFTS:
There should be an adequate number of efficient lifts in the building of more than two stories including the ground floor:

(a) How many floors are there in the building?

(b) How many lifts are there in the building?

9. FURNISHING OF BEDROOMS
All guest rooms should be comfortable and adequate in size and well furnished, with properly hung curtains, carpets etc. in good that the collection traditional life style. If wall to wall carpeting is not provided, the quality of the flooring will be assessed.

10. LIGHTING
Lighting arrangements and fixtures in the rooms/bath rooms/public rooms/corridors etc. should be so designed as to ensure functional excellence.

11. TELEPHONE
There should preferably be a telephone in each room and telephones for the use of guests and visitors in the public areas.

(a) Is there a telephone in each room?

(b) Is there a telephone separately for the use of guests and visitors?

(c) How many telephone lines does your hotel have on the switch board?

12. RADIOS:
There should preferably be a provision for a radio in each room.

13. VACUUM JUGS/FLASKS:
There should be VACUUM jug or thermos flask with mineral or boiled drinking water in each bed room(e.g. Bisleri etc.)

14. DINING ROOM/RESTAURANT:
There should be a well equipped, well furnished and well maintained dining room/restaurant.

15. LINEN:
There should be a plentiful supply of all linen/blankets/towels etc which should be of the highest quality available and should be spotlessly clean. bed linen and towels should be changed every day.

16. CROCKERY:
Crockery, cutlery and glassware should be of the best quality (Traditional items such as thalis/Katoris, etc. could also be used to stress the traditional life style).

Note: No pieces of Crockery in use should be chipped, cracked or crashed, the silverware should be kept well plated and polished at all times.

17. BAR:
Wherever admissible bylaw, there should be elegant well furnished bar/permit room with an atmosphere of comfort.
18. ENTERTAINMENT: 10

Hotels of this category should present specially choreographed Indian Entertainment to the guests.

19. CUISINE: 20

The hotel should preferably both international and cuisine (The preparation, proper seasoning of dishes, and traditional presentation to customers will be assessed).

20. FOOD AND BEVERAGE SERVICES: 20

(a) Dining Room/Restaurant Service: In assessing this item, the Dining Room/Restaurant and waiter knowledge of the menus, the correct/traditional laying of table, the variety and appearance of buffet services, and the method used to keep hot dishes at the right temperatures will be assessed.

(b) ROOM SERVICE: 15

The method used to ensure speedy service and hot means will be assessed.

(c) BEVERAGE SERVICE:

The provision and service of alcoholic and non alcoholic beverage including methods used to serve hot and cold beverages of the correct temperature will be assessed.

21. HYGIENE: 20

The kitchen, pantry and cold storage should be clean and organised for orderliness and efficiency. Scientific and hygienic methods should be used in working and for the washing of glass crockery, cutlery etc. (3-tier washing system). What steps are taken to keep the place safe from all types of pests.

22. OTHER SERVICES: 10

(A) 24 hours service should be provided for reception, information and telephones.

(B) There should be a provision for reliable laundry and dry cleaning service.

(a) Does your hotel have its own dry cleaning and laundry?

(b) Does the hotel accept responsibility of the damage done in washing, dry cleaning or pressing?

23. STAFF:

There should be qualified, trained, experienced, efficient and courteous staff. The over all component of trained staff will be assessed and marks given accordingly, with a deduction in marks if the supervision is done by the untrained staff:

(a) Manager: 10

(b) Executive Staff: 10

(c) Other Staff: 15

(d) The staff should be in smart and clean uniform: 10

(e) The staff coming into contact with guests should understand English and senior staff should possess good knowledge of English. At least in addition, know one of the continental languages. 10
Learning From Others

Please use separate sheet provided at the end of the Questionnaire for giving brief bio-data of Directors directly concerned with the operation of the hotel, General Manager, departmental managers, Executive and Supervisory Staff including house keeping, cooking and maintenance. The bio-data should giving in details the positions held and the duration of each.

24. HOUSE KEEPING: 25 E

House keeping should be of very high standard.

25. FIRE FIGHTING ARRANGEMENTS: 10 N

The hotel should have suitable and adequate arrangements for fire detection and alarm, fire fighting and for evacuation in case of fire, particularly keeping in view the fire safety requirements of Fire Service Department.

Q. Whether the hotel has been issued the No Objection Certificate from Fire Safety Point of view by Fire Service Agency? If so, a copy of the latest ‘N.O.C.’ may be enclosed.

26. SPECIAL FACILITIES: 15 D

Special facilities including general atmosphere.

*Note: The Committee has the authority to give minus marks upto maximum of 15 under this head if the hotel suffers from certain features which detract from the high standards of performance and reputation expected of a hotel of this category.*

Please state special features which have not been covered in the above questionnaire such as, Tennis, Golf or Squash, Telex Service, Swimming Pool and any other amenities that add to the traditional atmosphere of the hotel, the comfort and pleasure of your guests.

Maximum Marks: 410

Total:

To get Heritage Hotel categorisation, a hotel will have to pass in all items marked ‘Essential’ failure, in only two items marked ‘Necessary’ may be condoned, whereas marks secured under ‘Desirable’ items will go towards the aggregate and it is not necessary to pass in all of them. Pass marks for each item will be 50% but 66.25% (i.e. 273.3 marks) will be needed in aggregate to qualify for this categorisation.

DECLARATION

I, hereby solemnly declare that the information given above is correct to the best of my knowledge and belief. In the event of any of my statement found to be untrue, I fully understand that my application for classification is liable to be rejected.

Signature of the proprietor/Managing Director/General Manager authorised to sign on behalf of the hotel.
HERITAGE HOTELS ASSOCIATION

Application Form for the Membership of Heritage Hotels Association

1. Name of the Hotel:

2. Address:

3. City: ........................................ District ............... Pin Code ...............

4. Telephone Nos ................................ Fax No ...............

5. Owners:

6. General Manager:

7. Please state the number of bed rooms:
   i) Single:
   ii) Double:
   iii) Suits:

8. The locality including the immediate approach and environs should be suitable for a hotel of this category. Please indicate:
   (a) Distance from Airport:
   (b) Distance from Railway Station:
   (c) Distance from Shopping Areas:
   (d) Please describe briefly the neighbourhood in which your hotel is located:

9. All rooms must have attached bath rooms fitted with modern facilities. Please confirm that your hotel meets with this requirement.

10. Do you have ladies and gentlemen’s cloak rooms attached to the public area, if so, how many?
11. CONSTRUCTION:
(a) Narrate the history and other distinctive features of the property.
The Facade, architectural features and general construction of the building should be
of distinctive quality, ambiance and decor in keeping with the traditional life style of
the area

(b) The year in which it was constructed

12. PARKING:
There should be adequate parking facilities for cars.
Please state -
(a) of these how many cars can be parked in the parking space owned by your hotel:
(b) How many cars can be legally parked in the vicinity of your hotel?

13. RECEPTION:
(a) Do you have a reception
(b) Area of the Lobby:

14. Do you have -
(a) Safe deposit facilities
(b) Left Luggage room
(c) Money changing facilities
if yes please state your R.B.I./L/N

15. TELEPHONE:
(a) Is there a telephone in each room
(b) Call bell in each room
(c) Telephone for the use of Guests and Visitors in the public areas

16. DINING ROOM/RESTAURANT:
(a) Do you have a Dining Room/Restaurant
Cuisine
(b) Type of Cuisine offered by your hotel
17. Do you have a Bar  Yes/No
   If yes please state your Bar L/S No.

18. FIRE Fighting Arrangements:

   The hotel should have suitable and adequate arrangements for Fire fighting and for evacuation
   in case of fire, particularly keeping in view the fire safety requirements of Fire fighting
   department. Whether the hotel has been issued the NO OBJECTION CERTIFICATE from
   Fire fighting. Point of view by Fire Service Agency. If so, a copy of the latest NOC may be
   enclosed.

19. (a) Two slides of the property and photographs to be enclosed.
    (b) If you have a Brochure/Tariff, please enclose 2 copies each.


DECLARATION

I, hereby solemnly declare that the information given above is correct to the best of my
knowledge and belief. In the even of any of statements found to be untrue, I fully understand
that my application for Membership is liable to be rejected.

I agree to abide to the rules, regulations and conditions as imposed by the Association from
time to time and to subscribe the membership fees annually.

Signature of the proprietor/Managing Director/General Manager authorised to sign on behalf
of the hotel.