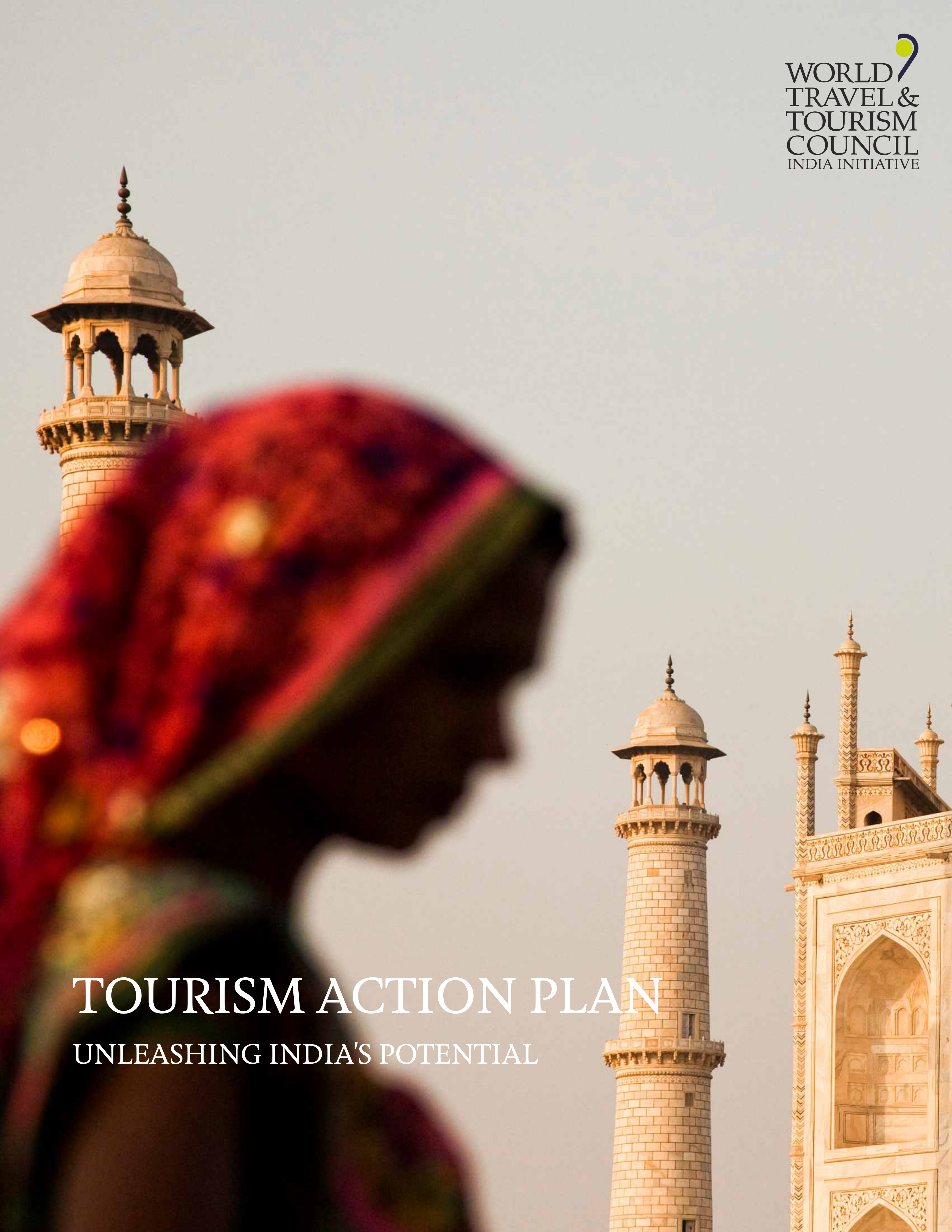
WORLD TRAVEL & TOURISM COUNCIL
INDIA INITIATIVE



TOURISM ACTION PLAN

UNLEASHING INDIA'S POTENTIAL

Foreword

In 2013, Travel & Tourism's total contribution to the global economy rose to 9.5% of global GDP (US $7 trillion), not only outpacing the wider economy, but also growing faster than other significant sectors such as financial and business services, transport and manufacturing. In total, nearly 266 million jobs were supported by Travel & Tourism in 2013 ; 1 in 11 of all jobs in the world. Travel & Tourism forecasts over the next ten years also look extremely favourable, with predicted growth rates of over 4% annually that continue to be higher than growth rates in other sectors.

India needs **prioritisation of the Travel & Tourism Policy**; Approval of Plans & Projects and Implementation at both, Government of India and State Level is absolutely crucial to give this industry a fillip. Budgetary allocation to Tourism in Union Budget must increase – especially for Marketing and Public Relations. Developing **Market intelligence is key to retaining competitive advantage** over other destinations – Tourism data sources available from Bureau of Immigrations, Ministry of Finance, Home, External Affairs, RBI and State Tourism Departments must be put together into meaningful analysis for future forecasting quickly and efficiently. Infrastructure development is the key to make Tourism successful. Make **Civil Aviation, Railways and Road Transport & Highways central to the development of tourism** plans, by improving intra regional connectivity.

Adequate accommodation is the need of the hour. The **WTTCII HVS Report on the Indian Hospitality sector** points out that by **2020**, the hospitality sector in India will need **180,000 additional rooms, $25.5 billion for constructing these rooms and about 211,000 people to operate them.** Lack of trained and quality manpower is the next key challenge for the industry. While there is a huge scope of employment, necessary skilling of the workforce at all levels is lacking.

WTTCII has traced 8 cases of assault on Women Foreign Tourists between February 2013 and March 2014. A total of 24923 cases of rape and 45351 cases of assault on women were reported in India by NCRB for the year 2012. Repeated cases of rape & assaults against foreign tourists, especially women, has received adverse media coverage worldwide and cumulatively tarnish the image of India, especially tourism, raising serious concerns amidst consumers from our prime source markets on the ground situation of safety and security. This needs immediate correction. **An attitudinal shift is required - a re-sensitisation and reiteration of "Atithi Devo Bhavo" is urgently needed.**

The crucial challenge for India's Tourism is how to match the traveller's experience & imagination with "Incredible India's" assurances. In reality, policy and political indifference, sometimes inadequate and mostly lack of appropriately maintained infrastructure, squalid and badly preserved prime tourist spots and violent crimes perpetuated on tourists - especially women, riddle holes in the claims of 'Incredible India'. And it is through these gaping holes the India's prime source markets for tourism finds opportunity for a better holiday in Thailand, Indonesia, Turkey, Dubai or Australia. This results in depriving India the real sustainable benefits Tourism can provide - to the economy, to social progress, to job creation, to poverty alleviation and to environmental preservation.

As India seeks to stimulate sustainable economic growth based on employment generation, the opportunities offered by Travel & Tourism are clear and prominent. **What is needed is a clear, focused plan to get the basics right and a sustained effort in delivering the "Incredible India" promises to both the Domestic & International Tourist.** Capitalising on the opportunities for this Travel & Tourism growth, will of course, require an action plan with immediate, mid term and long term measures in place to facilitate a successful and sustainable tourism sector. This Report provides unique information and seeks to better equip both public and private bodies with informed evidence in policy making and decisions.

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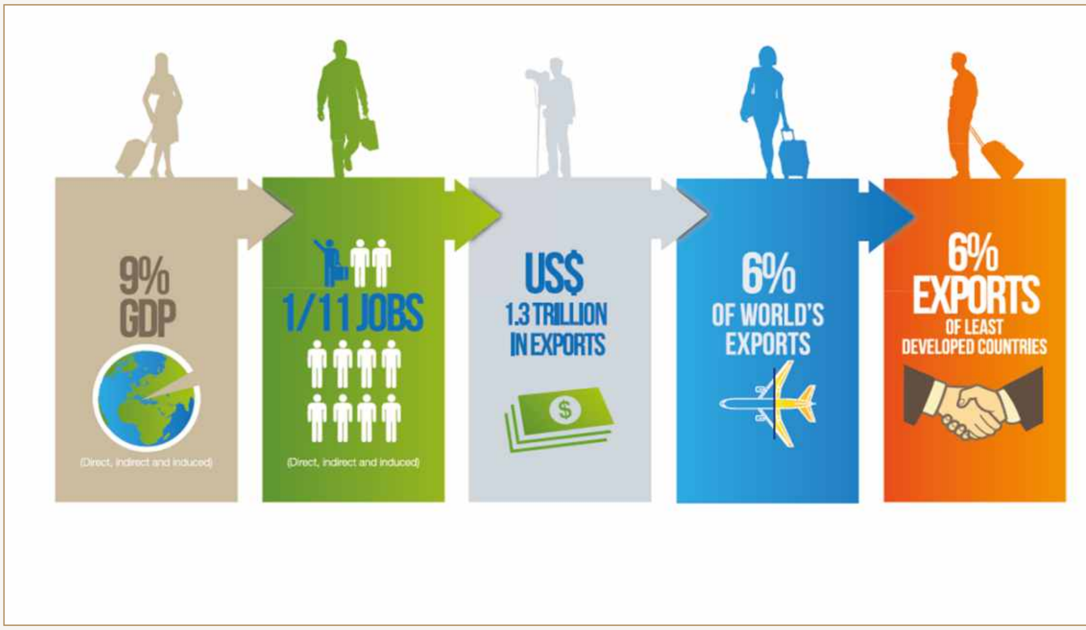
The World - Why Tourism Matters

In 2013, Travel & Tourism's total contribution to the global economy rose to 9.5%* of global GDP (US $7 trillion), not only outpacing the wider economy, but also growing faster than other significant sectors such as financial and business services, transport and manufacturing. In total, nearly 266 million jobs were supported by Travel & Tourism in 2013 - 1 in 11 of all jobs in the world.

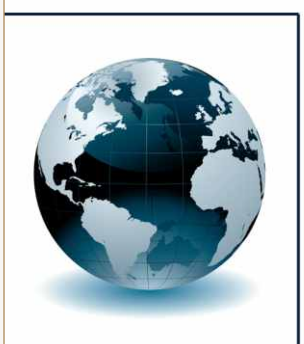
(Source: WTTC)*

THE WORLD: WHY TOURISM MATTERS



Source: UNWTO – Tourism Highlights 2013

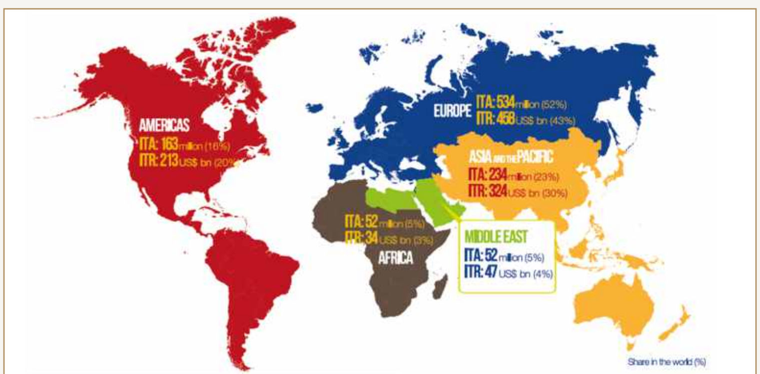
WORLD TOURISM: OUTLOOK FOR THE FUTURE



- Travel & Tourism growth is expected to outpace total growth in economy, increasing at 4.2% over next 10 years
- T&T investment is forecast to increase by 5.1% over the next 10 years
- It is anticipated that there will be a 4.2% increase in visitor exports from 2014-2024
- The sector is expected to generate around 346,901,000 jobs in 2024
- International tourist arrivals worldwide exceeded the 1 billion mark for the first time ever in 2012, and is expected to increase by 3.3% a year to reach 1.8 billion by 2030

Source: UNWTO – Tourism Highlights 2013; WTTC Economic Impact Report 2014

INTERNATIONAL TOURIST ARRIVAL: EXCEEDING THE 1 BILLION MARK



International Tourist Arrivals (ITA): 1, 035 mn
International Tourism Receipts (ITR): US$ 1,075 bn

Source: UNWTO – Tourism Highlights 2013

India Tourism - Key Facts

According to UNWTO, India ranks 41st in the international tourist arrivals, 16th in the World Tourism Receipts and 7th in Asia Pacific Region for tourism receipts during 2012. India is Ranked 65th out of 144 countries in the World Economic Forum Travel & Tourism Competitiveness Report 2013.

World Economic Forum Travel & Tourism Competitiveness Index 2013

Frameworks	Rank/144	Score (1-7)
Travel & Tourism regulatory framework	110	3.92
Policy rules and regulations	125	3.71
Environmental sustainability	107	4.19
Safety and security	74	4.69
Health and hygiene	109	3.04
Prioritization of Travel & Tourism	98	3.95
Business environment and infrastructure	67	3.69
Air transport infrastructure	39	4.18
Ground transport infrastructure	42	4.44
Tourism infrastructure	95	2.64
ICT infrastructure	111	2.09
Price competitiveness in the Travel & Tourism industry	20	5.11
Travel & Tourism human, cultural and natural resources	21	4.72
Human resources	96	4.60
Affinity for Travel & Tourism	111	4.25
Natural resources	9	5.36
Cultural resources	24	4.68

Source: World Economic Forum Travel & Tourism Competitiveness Report 2013

2014 is expected to be a year of above-average growth for Travel & Tourism in India to counteract a weak performance for domestic travel in 2013. The WTTC Annual Economic Impact Report 2014 for India shows Travel & Tourism's economic contribution is expected to grow by 7.3% this year, outperforming the general economy by 2.5 percentage points. Revenues gained from domestic tourism rose by 5.1% in 2013 and is expected to increase by 8.2% in 2014, The amount that International visitors spent in India rose by 6.2% in 2013 but is forecast to slow to a 2.9% growth rate in 2014.

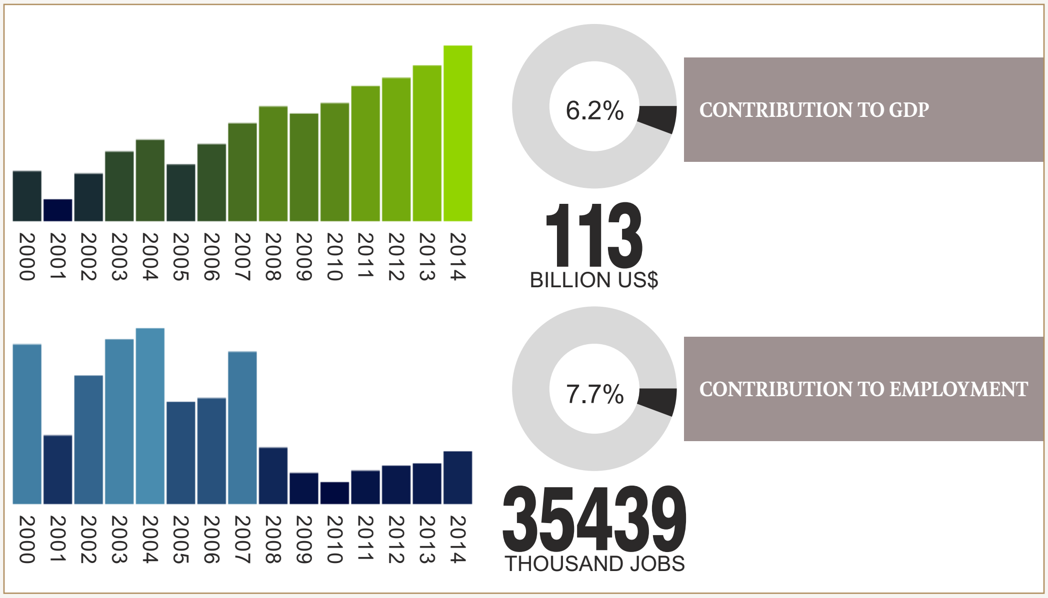
How does Travel & Tourism Compare to other Sectors in India?

- As per WTTC, Travel & Tourism GDP is larger than that of the education and mining sectors. In terms of its direct GDP, Travel & Tourism is nearly the same size as that of the communication services sector.
- Travel & Tourism in India directly EMPLOYS more people than the communication services, automotive manufacturing, and mining sectors. Travel & Tourism directly supports 70% more jobs than communication services in India.

How much of Travel & Tourism spending stays in the economy?

- WTTC research shows in India, $1 million in Travel & Tourism spending (consumption) generates $1.3 million in GDP. This is roughly the same impact as the mining and communications sectors.
- When travellers spend money in a destination, some goods and services need to be imported, which represents "leakage" to the economic value produced. In India, a mere 10% of Travel & Tourism spending leaks out of the economy through imports. The chemicals industry requires imports amounting to 22% of sales.

INDIA TOURISM : GDP AND EMPLOYMENT

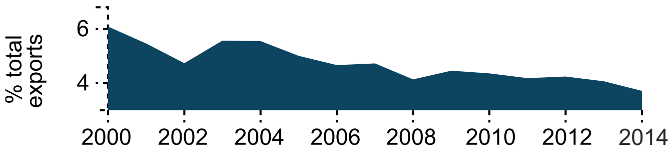


Source: WTTC, Travel and Tourism Economic Impact - India, 2014

INDIA TOURISM: EXPORTS AND INVESTMENT

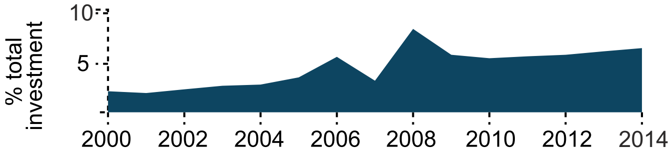
Visitor exports generated US$ **18.96** billion in 2013 which is **4.1%** of total exports. This is expected to rise by **2.9%** in 2014.

VISITOR EXPORTS



Travel & Tourism investment in 2013 was US$ **33.10** billion, or **6.2%** of total investment. This is expected to rise by **9.8%** in 2014.

INVESTMENTS



Source: WTTC, Travel and Tourism Economic Impact - India, 2014

INDIA TOURISM : COMPETITIVENESS ANALYSIS

	Travel & Tourism's Total Contribution to GDP	2013 % share
25	Cambodia	23.5
35	Thailand	20.2
41	Malaysia	16.1
84	Vietnam	9.6
	World	9.5
87	Sri Lanka	9.4
92	China	9.2
93	Indonesia	9.2
	Asia Pacific	8.9
121	Pakistan	7.1
135	**India**	**6.2**
165	Bangladesh	4.4

	Travel & Tourism's Total Contribution to Employment	2013 % share
28	Cambodia	20.5
46	Thailand	15.4
50	Malaysia	14.1
	World	8.9
93	Sri Lanka	8.4
95	China	8.4
97	Indonesia	8.3
	Asia Pacific	8.2
105	Vietnam	7.9
111	**India**	**7.7**
130	Pakistan	6.2
166	Bangladesh	3.8

Source: WTTC, Travel and Tourism Economic Impact - India, 2014

	Travel & Tourism Investment Contribution to Total Capital Investment	2013 % share
26	Cambodia	14.7
51	Pakistan	9.2
60	Vietnam	7.9
62	Malaysia	7.7
71	Thailand	7.0
78	**India**	**6.2**
92	Indonesia	5.3
	World	4.4
117	Sri Lanka	4.0
	Asia Pacific	3.8
148	China	2.8
178	Bangladesh	1.5

	Visitor Exports Contribution to Total Exports	2013 % share
39	Cambodia	24.6
62	Thailand	16.0
67	Sri Lanka	14.3
85	Malaysia	8.5
	World	5.4
119	Indonesia	5.0
	Asia Pacific	4.6
125	Vietnam	4.7
132	**India**	**4.1**
144	Pakistan	3.2
162	China	2.1
177	Bangladesh	0.5

Source: WTTC, Travel and Tourism Economic Impact - India, 2014

International Tourist Arrivals (in million)	2012*
China	57.7
Turkey	35.7
Thailand	22.4
Malaysia	25
Singapore	11.1
India	**6.8**
Australia	6.1

Inbound Tourism Receipts (in million US$)	2012*
China	57,725
Malaysia	25,033
Turkey	23,345
Thailand	22,354
Singapore	11,098
India	**6,578**
Australia	6,146

Source: WTTC, Travel and Tourism Economic Impact - India, 2014

E-Visas

A study undertaken by WTTC and UNWTO in 2012 (The Impact of Visa Facilitation on Job Creation in the G20 Economies, May 2012) shows that India will gain significantly from improvements of its visa regime. The research estimates that improved visa facilitation could result in up to 6 million more international visitors for India, resulting in USD$8 million more spend and creating 1.8 million jobs over three years.

Comparison of Visa environment – a key indicator in the Travel & Tourism regulatory framework amongst competing destinations:

Country	Rank/144
Malaysia	3
Singapore	5
Turkey	37
Thailand	90
Australia	115
India	132
China	139

Source: World Economic Forum Travel & Tourism Competitiveness Report 2013

Areas of focus:

- Improve the delivery of information - availability and reliability of the information on entry formalities – especially visa requirements and procedures.
- Facilitate current visas processes – better use of technology to remove bottlenecks of personal interviews, official documents or certificates, as well as uncertainty and long wait times.
- Differentiate treatment to facilitate tourist travel – use technique to facilitate visa process for temporary tourism purpose visitors as widely used among countries.
- Remove barriers for two most important India's Inbound VISAs – Business & Tourism (Including Leisure, MICE & Medical).

Action Plan:

Short term (1-6 Months)

- Approve and implement VISA on Arrival (VoA's) and Electronic Travel Authorization (ETAs) as per GoI announcement (January 2014) to 180 countries before the current tourist season of 2014.

Medium Term (6-12 Months)

- Extend Visa on Arrival to the Airports of Goa, Varanasi, Bodhgaya, Jaipur etc.

Long Term (12-24 Months)

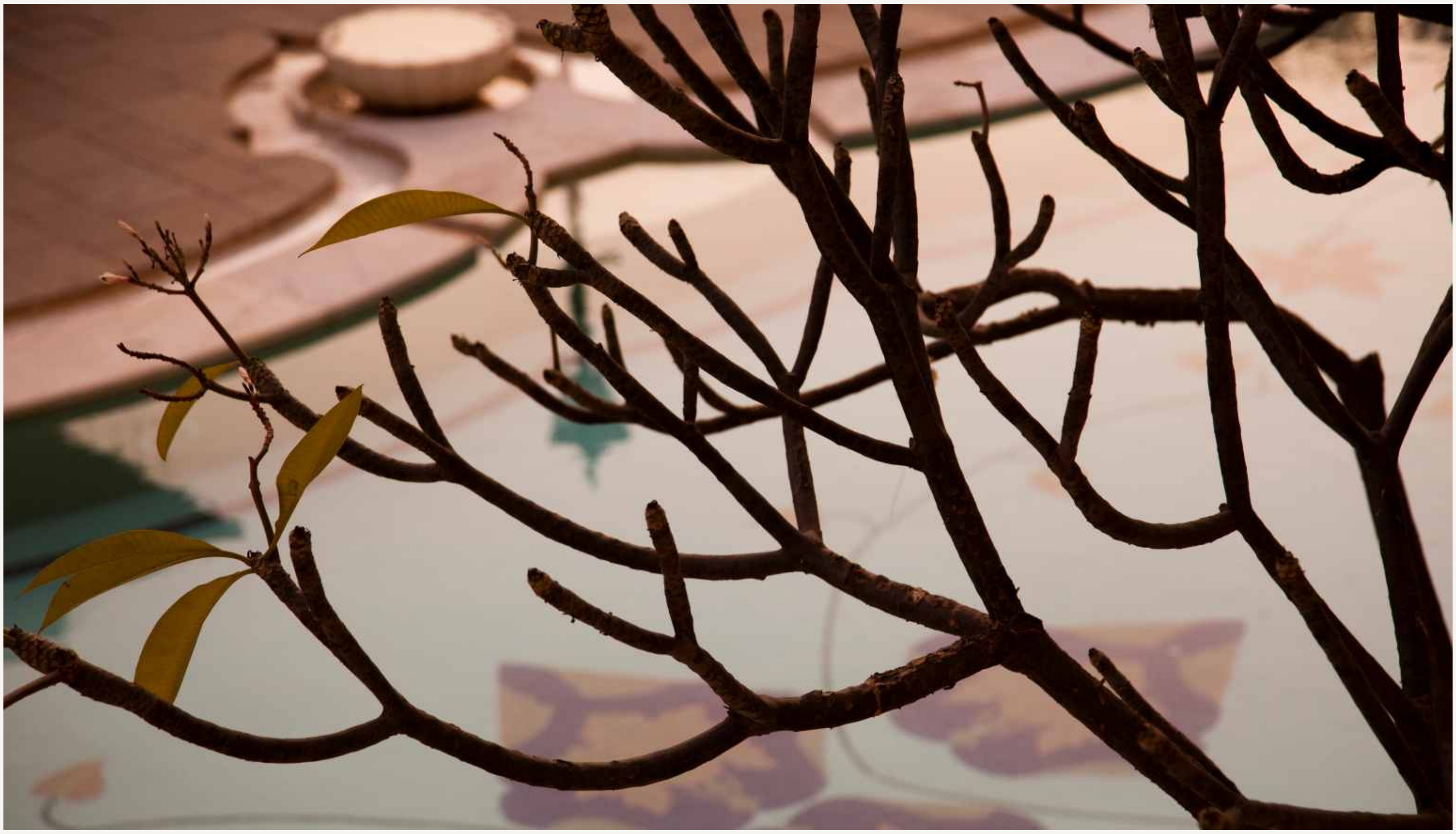
- Institute eVisa programmes, preferred over the traditional, paper visa - easily obtained and requires neither the physical presence of the applicant nor the presence of the passport.

Economic Benefits in 3 Years

- 6 Million more tourists.
- USD$8 Million spend.
- 1.8 Million more jobs.

Safety & Security

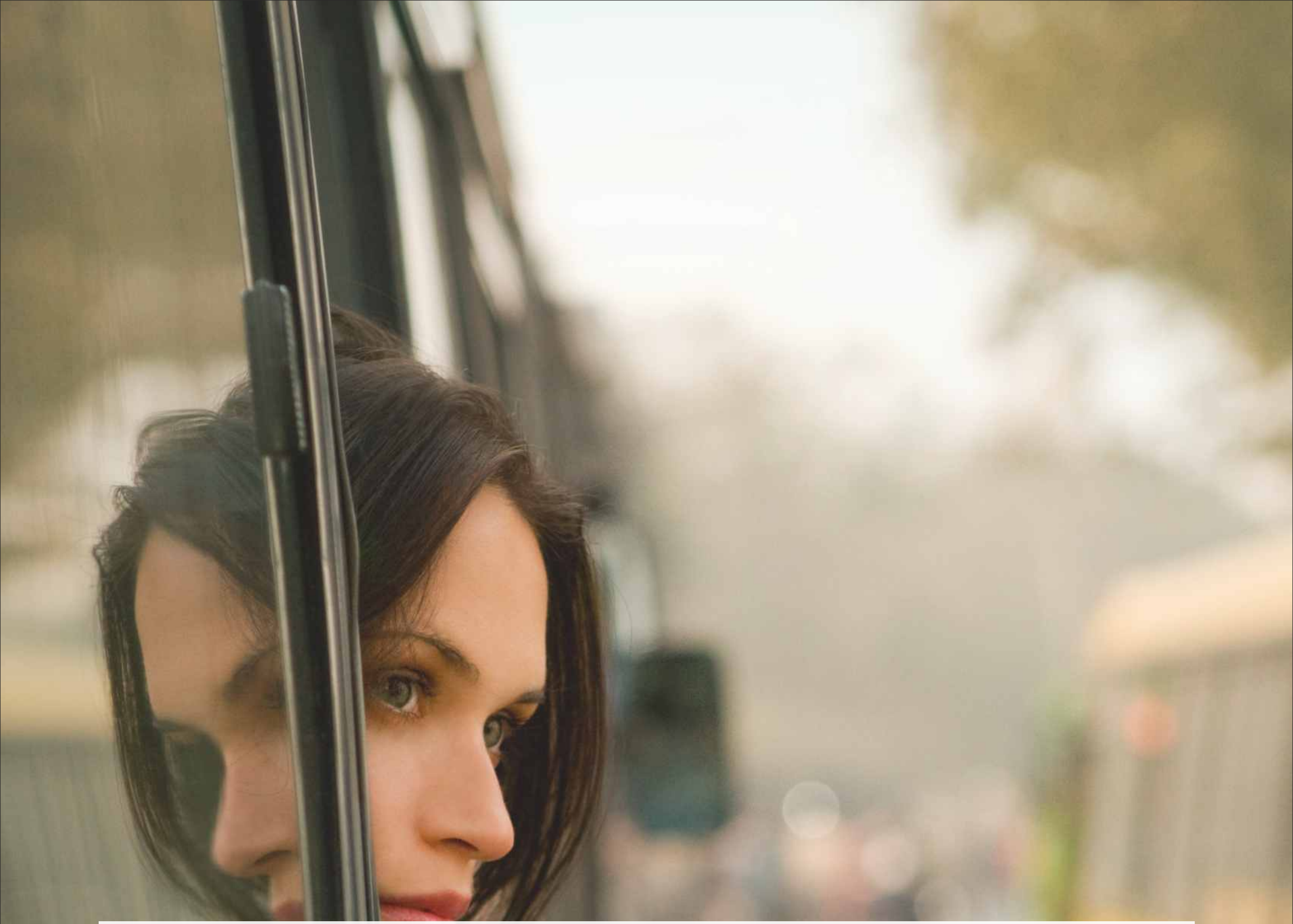
India Tourism is facing immense negative publicity from the international media on reoccurring incidents of incidents of rape/molestation cases against women foreign tourists. A two pronged strategy to counter safety & security threats and negative publicity must be implemented by both Government of India and Ministry of Tourism.



Action Plan: Immediate (1-6 Months)

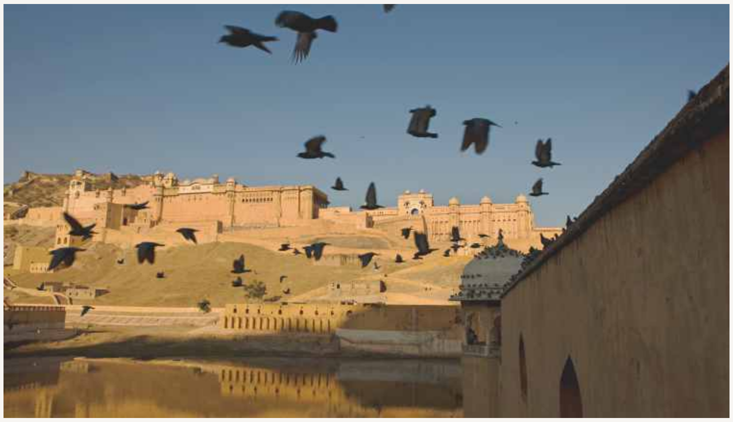
The two pronged strategy must be developed and formalised by the Ministry of Tourism, Government of India in conjunction with Ministry of Home Affairs, Ministry of External Affairs and Ministry of Information & Broadcasting. The strategy should cover the following aspects:

- Appoint and commission a Public Relations Consultant/Company of repute to evolve a PR Strategy for Indian Tourism based on prevention, early intervention to bad publicity and effective response to crisis situations.
- Put forward India as a safe destination by highlighting the good initiatives, best practices that are being adopted and put into practice across the country.
- Collaborate with the Ministry of Law & Justice to ensure that speedy trials and exemplary sentencing of perpetrators takes precedence in cases of assault/violence against women travellers. Convey the speedy trials, justice delivered in incidents reported to the larger audience.
- Sensitize the community and stakeholders (State Governments, Local Bodies, Law & Order apparatus) in India especially important tourist destinations to pay prime importance to safety and security of travellers, especially women. Setting up of Tourist Security Force with a Public Private Partnership.
- Involve the Embassies and Foreign Missions of different countries located in India on the various steps being taken to ensure safety of travellers, especially women.
- Evolve a strategy for the Foreign Offices of Ministry of Tourism to counter the negative publicity emerging out of any crisis situation.



Connectivity

Accessibility planning and multimodal forms of transportation to destinations are key to increased tourism footprints both Domestic & International. Ease of access encourages increased length of stay and expenditure.



There were over 460 airports and airstrips across India, some of which, with reasonable investments, could be developed as low-cost airports. Develop no-frills airports at strategic locations – some of them perhaps without air-conditioning facilities. However, absence of adequate smaller aircrafts may pose a challange as the runways were equipped with landing and take off facilities for 40 to 70 seater aircrafts.

A robust railway networks comprising 115,000 Kms of track over a route of 65,000 km and 7,500 stations. This needs modernization.

With over 4,689,842 Kms of roads in 2013, India is the second largest Road network in the world. Average Road speed in India is 30-40 Kms per hour as against world averages of 60-80 Kms per hour. Over the years India has increase 7000 Kms of Four Lane Road network in comparison to 34000 Kms of equivalent network in China. Maintenance, expansion of the network and widening of existing roads will become crucial to improving connectivity.

Airlines:

- A new Charter Policy to facilitate group movements from primary source markets. As per available data, for the period
- of April 2013 to March 2014 there were 1114 Inclusive Tour Package (ITP) Tourist Charter Flights operated into India bringing a total of 225577 foreign tourists.
- Need for upgrading air connectivity at key tourist destinations (Tier II, Tier III Cities). Requirement of all-weather airports – especially at Agra/Varanasi/Jodhpur/ Udaipur/ Khajuraho.

Railways:

- Use India's robust railway network to connect important tourist destinations; provide fast trains (Shatabdis and Rajdhanis), clean and modern coaches with tourist centric amenities to link destinations.
- Provide and Maintain Tourist Lounges through IRCTC (as in New Delhi Railways Station) at important stations of tourist interest.
- Immediate need for Shatabdis with afternoon departures in sectors of Delhi/Rajasthan/UP/Madhya Pradesh, Kerala/Karnataka/Tamil Nadu, Maharashtra/Goa.

Roads & Highways:

- Inter State Taxation is a bottleneck for Tourist Vehicles - Industry & The Planning Commission of India recommends a one time fee to be incorporated while buying tourist vehicles.

Action Plan:

Short term (1-6 Months)

- Enhance Rail connectivity between major tourist cities with Shatabdi level trains, afternoon departures: Delhi-Agra-Delhi Shatabdi; Jaipur-Udaipur-Jaipur Shatabdi; Chennai-Madurai-Cochin Shatabdi.
- A new Air Charter Policy to facilitate international group movements.

Medium Term (6-12 Months)

- Rollout Seamless connectivity - address issues of Interstate Tourist Vehicle Taxation.
- Provide and maintain Business Lounges through IRCTC (as in New Delhi Railways Station) at Agra, Jaipur, Cochin, Trivandrum etc.

Long Term (12-24 Months)

- Enhance Air connectivity at key tourist destinations at Agra/Varanasi/Jodhpur/ Udaipur/ Khajuraho.

Convergence

Convergence is required at the Central & State Level between different Ministries and Departments to facilitate resolution of Inter-Ministerial/Inter- Departmental issues involved in the development of Tourism in India.

At the Centre the Inter Ministerial Committee on Tourism under the PMO needs to address the following:

- Ministry of Civil Aviation: International, Domestic Connectivity, Charters.
- Ministry of Home Affairs: Security, Safety & Visas.
- Ministry of External Affairs: Brand building of "Incredible India" & Visas.
- Ministry of Railways: Connectivity to important destinations; Tourist facilities at Stations.
- Ministry of Road Transport & Highways: Seamless connectivity, Interstate taxation and last mile connectivity.

Since Tourism is a State Subject, coordination and consensus between the States/UT's is important and necessary to promote and facilitate Tourism. The Action Plan has to be initiated and executed at both the Central & State level.

Action Plan:

Short term (1-6 Months)

- Rationalize Interstate Taxation - Seamless entry/exit at State Borders for tourist vehicles.
- Rationalize ATF, which currently constitutes 40-50 % of the total operating cost in India, within the Zone and ultimately throughout India.
- Rationalize Luxury Tax on Hotel Rooms: Required a Uniform Rate of Luxury Tax charged on the Published Tariff. Currently every state has their individual Luxury Tax Acts (between 5%-15%).

Medium Term (6-12 Months)

- Cleanliness, Hygiene, Safety at tourist spots.
- Focus on the MICE potential and setup adequate infrastructure.
- Engagement, entertainment and leisure activities for the tourist at destinations.
- Identification of important regional circuits.
- Revisit CRZ for evolving an environmentally sustainable Beach Tourism Plan for India's 7500 Kms coastline.

Long Term (12-24 Months)

- At the Central level – a Vision 2020 for India Tourism.
- Clearance on Hotel Projects/Classification norms.
- Joint publicity promotion of the Zone.
- Vision for Tourism for the Region - 2020 and 2030.
- Rationalize FAR and FSI norms for Hotels across India.

Incredible India 2.0

Re-positioning of India as a major tourist destination is critical for the industry to achieve its potential. The "Incredible India" campaign needs an urgent revamp and to be ready for a Version 2.0.

Incredible India 2.0 Strategy:

- Develop a work plan according to geographies taking into account, key competing destinations/countries and their offerings, statistics, trends & outlook, demographics, visitor profiles/consumer behaviors and product preference of the market.
- Work Plan for existing markets as well as new potential identified markets of Russia (covering Russia, Kazakhstan and Ukraine), Brazil, South Korea, Spain (covering Spain and Portugal), Thailand (covering Thailand, Laos, Cambodia and Myanmar), Argentina (covering Peru, Chile, other neighboring Spanish speaking countries).
- Map connectivity feasibility through regular Airline & Charter Options.
- Develop a Marketing Strategy For Trade, Media, Consumer.
- Develop a PR Strategy For Trade, Media, Consumer.
- Involve Indian Missions and Embassies, Regional Offices in key geographies to aggressively promote India.
- Appoint Market Development Representatives for identified key source markets with well-defined Service Level Agreements.
- Customized Advertising strategy/campaign – Mix of Digital, Social and Traditional medium as per the geography.
- Enhance and deploy an interactive Incredible India Website for that geography (Language and consumer preference oriented).
- Evolve a Crisis Management Strategy.
- Continuously measure effectiveness of campaign, rework & revisit Strategy for the Market – what may work today may not work tomorrow.

Action Plan:

Short term (1-6 Months)

- Create Work Plans, Marketing & PR Strategy based on key Market/Consumer intelligence for key Source Markets.
- Appoint credible Tourism Marketing Representatives/ Destination Marketing Representatives/PR Companies for Key Source Markets.
- Launch Incredible India 2.0.

Medium Term (6-12 Months)

- Monitor & Measure Impact of Marketing & PR Strategy.
- Address a new source market concurrent to the existing geography.

Long Term (12-24 Months)

- Revisit & Rework Strategy on a continuous basis.
- Make Incredible India the Mother Brand for all Government of India Ministries for all India promotions plans.

Skill Development

Skill Development is essential for a successful and robust Tourism Industry. The sector provides a large and diverse number of jobs and will be important for future job creation throughout India.

Requirements:

- The overall employment by 2022 in the Tourism Industry (in Hotels and Restaurants and Tour Operators) is estimated to be about 7.2 million persons.
- Employment in the hotel category (excluding motels along the highway) is forecasted to increase to over 2.9 million by 2018 and 4 million in 2022.
- In the Restaurants category it is estimated to be around 0.72 million by 2022. In this, about 50% of the incremental requirement (0.34 million) would be in the Conventional Restaurants category.
- Travel Services is estimated to grow to 0.22 million by 2018. Travel trade is estimated to employ 0.3 million by 2022, leading to an incremental human resource requirement of 0.14 million.

(Source: National Skill Development Corporation)

- The total manpower requirement of Indian Aviation Industry is estimated to rise to 1,17,000 by FY17. This includes pilots, cabin crew, aircraft engineers and technicians (MRO), ground handling staff, cargo handling staff, administrative and sales staff.
- The direct employment across airports and airlines to be around 1,50,000 by FY17, the domestic aviation sector is expected to provide an indirect and induced employment to around 1 million people by Fy17.

(Source: FICCI-KPMG report - Enhancing Air Connectivity)

Action Plan:

Short term (1-6 Months)

- Establish ways of identifying and attracting suitable people currently not engaged in the Tourism Sector.

Medium Term (6-12 Months)

- Plan for strategies to expand the traditional workforce. Address the future gaps of workforce for 2017 and 2022 for Aviation, Hospitality & Travel Services, Restaurants and ancillary services.

Long Term (12-24 Months)

- Create IITTMs in every State; Facilitate E-learning centers, Centers of Excellence.
- Create an industry led, demand driven training and education system through more PPP in Tourism Education. Establish postgraduate programs in Travel & Tourism, which cater all segments of Travel & Tourism through creation of Indian Institute of Tourism Administration (IITAs) in every region, on the lines of IIT, IIM, REC and IIITs. Ensure that the tourism industry is an attractive long-term career option.

Domestic Tourism

Tourism sustains on three pillars – Domestic, Business & Inbound. A thrust in Domestic Tourism is necessary to bridge the seasonality and elasticity effect of International inbound; promote continuous employment; create new jobs and eradicate poverty; and, lay a strong foundation for sustainable tourist infrastructure development.

1,036.35 million Domestic Tourist visits during 2012 - which is a 16.5 % increase over the 864.53 million recorded in 2011.

Ministry of Tourism, Govt of India

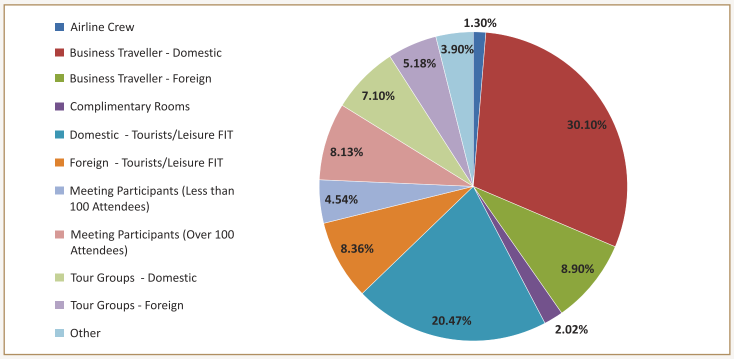
Domestic travel spending generated 80.7% of direct Travel & Tourism GDP in 2013. This is expected to grow by 8.2% in 2014 to INR5,037.8 bn, and rise by 6.7% pa to INR9,657.3bn in 2024.

WTTC, Economic Impact Report 2014

Defining the India's Domestic Market:

- Business Travel – as India's economy promises robust growth-, domestic Business travel will be a growing market.
- Honeymooners – 2nd biggest category; comprising tourists who want to have a memorable experience of the trip/destination and are less price-conscious.
- Families on vacation, visiting friends & relatives – the 3rd largest category; cost effective rejuvenation and relaxation at preferred off-season destinations in any part of India depending on family size.
- Pilgrims - the 4th largest category; travelling to places of religious importance such as Varanasi, Madurai, Tirupati, Shirdi, Vaishnodevi, Amarnath, Badrinath, Puri, Dwarika, Ajmer, Pushkar, Amritsar, etc.
- Students, working executives - the 5th category; usually have a preference for travelling over weekends as well as to destinations requiring overnight travel by road or train.
- Medical Tourism – A rapidly emerging category for both Indian Citizens and Foreign Nationals. Using US costs across a variety of specialties and procedures as a benchmark, Medical treatment in India provides an average savings of 65-90%.

Indian Tourism - Market Segmentation, 2012-2013



Source: HVS- FHRAI Indian Hotel Industry Survey 2012-2013

Action Plan:

Short term (1-6 Months)

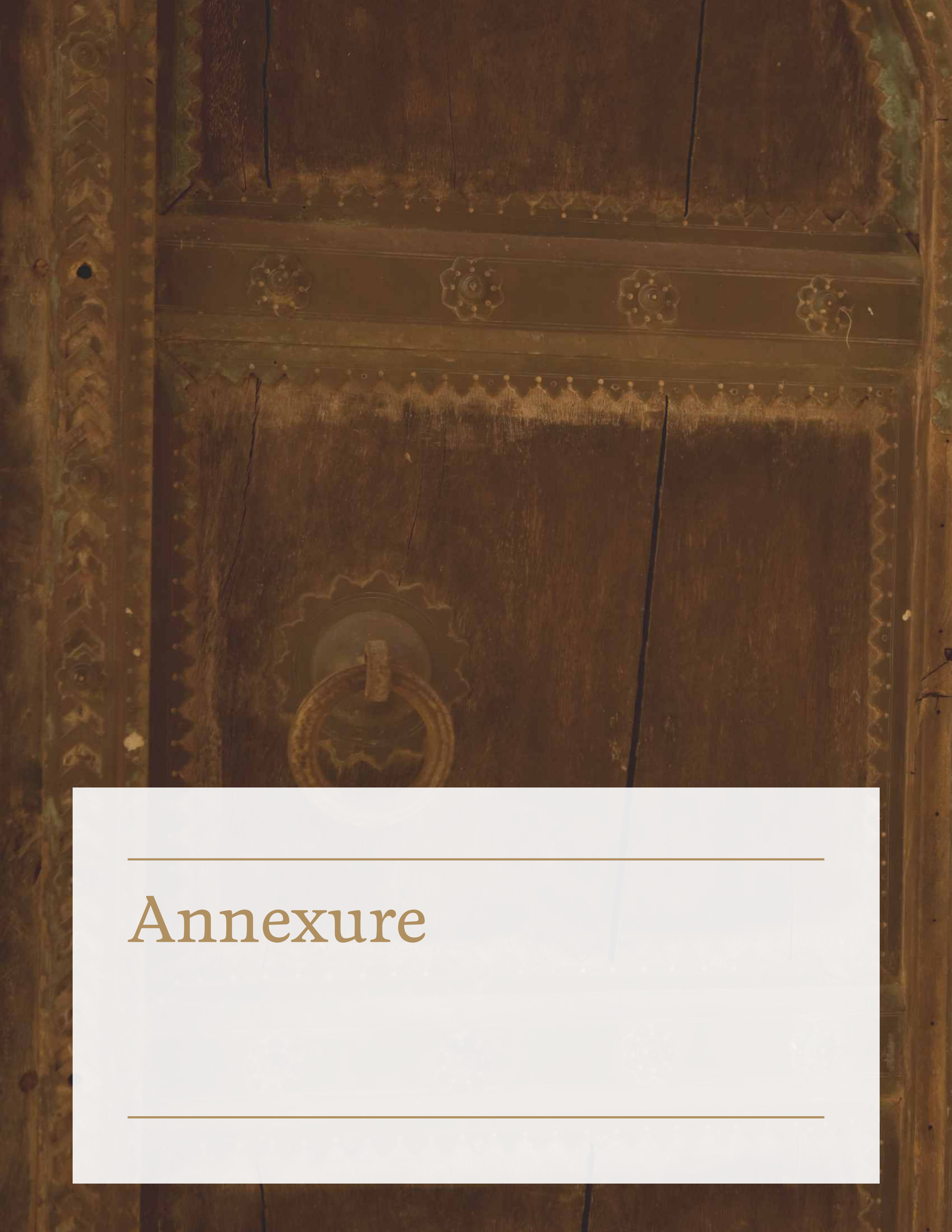
- Allow corporate and business entities tax concessions for conferences, workshops & seminars within India. Extend income tax benefits on expenses incurred by employees for annual leaves in case of travel within India.
- Ensure Railways Stations, coaches are clean and hygienic food available through pantry cars and station outlets.

Medium Term (6-12 Months)

- Identify major touristic roads & highways - a highly developed and well maintained road infrastructure, with adequate wayside amenities, properly maintained bus terminuses – motels, restaurants, toilets is necessary - 80% Domestic Tourists use private vehicles.
- At major visited ASI monuments – improve the last mile connectivity, ensure cleanliness around sites and facilitate canteens, clean toilets and souvenir shops at sites.
- Facilitate safety & security, solid waste management, water & sanitation, cleanliness & hygiene, emergency medical services, transport infrastructure, guiding services and leisure activities at identified locations.
- Enhance airline connectivity to these destinations; Use smaller aircrafts, no frills airports to reduce travel cost.
- Launch a targeted Domestic Marketing Campaign among States – neighbor-to-neighbor, region-to-region.

Long Term (12-24 Months)

- Sensitize local stakeholders/destinations wherein tourism serves as a tool for economic growth and income redistribution. Introduce a code of ethics, a good travel culture for domestic travellers.
- Create Special Tourism Zones in the North, West, Central, South, East and North East – complete with access, accommodation, leisure features, activities and entertainment.
- In promoting Domestic movement, create a robust foundation and infrastructure for Medical, MICE and Cruise Tourism through proper policy.



Annexure

Annexure 1: World Economic Forum Travel & Tourism Competitiveness Report 2013

Few key Travel & Tourism Competitiveness Index in detail

Indicator	Score (1-7)	Rank 125
1st pillar: Policy rules and regulations	3.7	125
1.01 Prevalence of foreign ownership	4.5	83
1.02 Property rights	4.4	60
1.03 Business impact of rules on FDI	4.7	61
1.04 Visa requirements, no. of countries	10.7	132
1.05 Openness bilateral ASAs (0–38)*	14.6	30
1.06 Transparency of government policymaking	4.3	63
1.07 No. of days to start a business	27	102
1.08 Cost to start a business, % GNI/capita	49.8	120
1.09 GATS commitment restrictiveness (0–100)*	18.2	114
3rd pillar: Safety and security	4.7.	74
3.01 Business costs of crime and violence	5.0	62
3.02 Reliability of police services	4.3	69
3.03 Road traffic accidents/100,000 pop.	16.8	74
3.04 Business costs of terrorism	4.8	110
5th pillar: Prioritization of Travel & Tourism	4.0	98
5.01 Government prioritization of the Travel & Tourism industry	4.8	101
5.02 Travel & Tourism gov't expenditure, % gov't budget*	1.0	130
5.03 Effectiveness of marketing to attract tourists	4.4	72
5.04 Comprehensiveness of Travel & Tourism data (0–120)	48.0	100
5.05 Timeliness of Travel & Tourism data (0–18)*	18.0	1
6th pillar: Air transport infrastructure.	4.2	39
6.01 Quality of air transport infrastructure	4.7	68
6.02 Airline seat kms/week, dom., millions	1,362.20	7
6.03 Airline seat kms/week, int'l, millions	1,794.80	14

Indicator	Score (1-7)	Rank 125
6.04 Departures/1,000 pop	0.5	108
6.05 Airport density/million pop	0.1	136
6.06 No. of operating airlines	84.5	15
6.07 International air transport network	5.2	52
7th pillar: Ground transport infrastructure	4.4	42
7.01 Quality of roads	3.5	85
7.02 Quality of railroad infrastructure	4.4	27
7.03 Quality of port infrastructure	4.0	79
7.04 Quality of ground transport network	4.6	52
7.05 Road density/million pop.	125.0	30
8th pillar: Tourism infrastructure	2.6	95
8.01 Hotel rooms/100 pop	0.0	136
8.02 Presence of major car rental co. (1–7)	5	66
8.03 ATMs accepting Visa cards/million pop	72.1	98
11th pillar: Human resources	4.6	96
Education and training	4.6	75
11.04 Local availability specialized research & training	4.3	59
11.05 Extent of staff training	4.1	54
Availability of qualified labor	4.6	109
1.07 Ease of hiring foreign labor	3.5	116
12th pillar: Affinity for Travel & Tourism	4.3	111
12.01 Tourism openness, % of GDP	1.7	120
2.02 Attitude of population toward foreign visitors	5.9	104
12.03 Extension of business trips recommended	5.0	94
12.04 Degree of customer orientation	4.7	60

According to the report India ranks well for its natural resources and cultural resources, with many natural and cultural World Heritage sites, rich fauna, many fairs and exhibitions, and strong creative industries. India also has quite good air transport (ranked 39th), particularly given the country's stage of development, and reasonable ground transport infrastructure (ranked 42nd), although the quality of roads (85th) and of ports (79th) require further improvement. In addition, India remains a relatively price competitive destination (20th), even in the regional context.

Annexure 2: HVS India State Ranking Survey '13

	Luxury Tax on Hotels	State Expenditure on Tourism	Tourist Arrivals	Presence of Branded Hotel Rooms	GDP Per Capita	Effectiveness of Marketing Campaign	Urbanisation	Road and Railway Infra-structure	Aircraft Movement	Literacy Rates	Intangible Aspects	Total	Rank	Rank	Rank		
Weightage	25	25	20	10	10	10	10	10	10	5	15	150	2013	2011	2009	Variance (11-13)	Variance (09-13)
Delhi	11.0	10.0	16.0	10.0	10.0	10.0	10.0	10.0	10.0	5.0	11.0	113.0	1	3	6	2	5
Maharashtra	15.0	5.0	20.0	8.0	10.0	8.0	4.0	7.0	10.0	4.0	13.0	104.0	2	1	4	-1	2
Goa	15.0	25.0	8.0	10.0	10.0	6.0	6.0	8.0	2.0	5.0	7.0	102.0	3	2	3	-1	0
Gujarat	18.0	10.0	14.0	4.0	10.0	6.0	4.0	7.0	2.0	3.0	15.0	93.0	4	7	9	3	5
Karnataka	15.0	10.0	18.0	6.0	7.5	4.0	4.0	6.0	6.0	2.0	11.0	89.5	5	4	12	-1	7
Kerala	11.0	10.0	12.0	8.0	7.5	10.0	4.0	9.0	4.0	5.0	9.0	89.5	5	6	2	1	-3
Tamil Nadu	7.0	5.0	20.0	8.0	7.5	4.0	4.0	8.0	6.0	4.0	15.0	88.5	7	4	1	-3	-6
Sikkim	25.0	25.0	4.0	2.0	10.0	0.0	2.0	2.0	0.0	4.0	13.0	87.0	8	9	8	1	0
Uttarakhand	21.0	15.0	12.0	4.0	7.5	0.0	2.0	3.0	0.0	3.0	13.0	80.5	9	8	7	-1	-2
Jammu & Kashmir	25.0	25.0	8.0	0.0	5.0	0.0	2.0	1.0	2.0	1.0	11.0	80.0	10	10	5	0	-5
Punjab	18.0	5.0	10.0	6.0	7.5	0.0	4.0	10.0	2.0	3.0	13.0	78.5	11	11	15	0	4
West Bengal	15.0	5.0	16.0	6.0	5.0	2.0	2.0	9.0	6.0	3.0	9.0	78.0	12	14	13	2	1
Rajasthan	15.0	5.0	18.0	2.0	5.0	8.0	2.0	5.0	2.0	0.0	15.0	77.0	13	13	11	0	-2
Andhra Pradesh	18.0	5.0	16.0	4.0	7.5	4.0	2.0	5.0	6.0	1.0	6.0	74.5	14	15	10	1	-4
Uttar Pradesh	21.0	5.0	20.0	2.0	2.5	2.0	2.0	9.0	2.0	1.0	7.0	73.5	15	12	19	-3	4
Himachal Pradesh	15.0	10.0	14.0	0.0	7.5	6.0	0.0	4.0	0.0	4.0	13.0	73.5	15	17	17	2	2
Haryana	15.0	5.0	10.0	10.0	10.0	0.0	4.0	7.0	0.0	2.0	9.0	72.0	17	16	21	-1	4
Madhya Pradesh	15.0	5.0	14.0	0.0	2.5	8.0	2.0	3.0	2.0	1.0	13.0	65.5	18	18	15	0	-3
Odisha	25.0	5.0	8.0	0.0	5.0	2.0	0.0	3.0	2.0	2.0	11.0	63.0	19	20	17	1	-2
Bihar	15.0	5.0	14.0	0.0	0.0	10.0	0.0	8.0	2.0	0.0	7.0	61.0	20	19	19	-1	-1
Mizoram	25.0	5.0	0.0	0.0	5.0	0.0	6.0	2.0	0.0	5.0	9.0	57.0	21	21	22	0	1
Nagaland	25.0	10.0	0.0	0.0	5.0	0.0	2.0	4.0	0.0	4.0	7.0	57.0	21	23	22	2	1
Tripura	15.0	5.0	4.0	0.0	5.0	0.0	2.0	7.0	2.0	5.0	9.0	54.0	23	23	28	0	5
Arunachal Pradesh	25.0	5.0	2.0	0.0	7.5	0.0	2.0	0.0	0.0	0.0	9.0	50.5	24	22	14	-2	-10
Assam	15.0	5.0	4.0	0.0	2.5	0.0	0.0	6.0	2.0	2.0	11.0	47.5	25	27	26	2	1
Manipur	25.0	5.0	0.0	0.0	2.5	0.0	2.0	1.0	2.0	3.0	7.0	47.5	25	26	25	1	0
Chattisgarh	11.0	5.0	4.0	0.0	5.0	0.0	2.0	3.0	2.0	1.0	9.0	42.0	27	28	27	1	0
Meghalaya	7.0	10.0	4.0	0.0	5.0	0.0	2.0	0.0	0.0	2.0	11.0	41.0	28	29	29	1	1
Jharkhand	11.0	5.0	10.0	0.0	2.5	0.0	2.0	3.0	2.0	0.0	5.0	40.5	29	25	24	-4	-5

WTTC, India Initiative

Globally, the World Travel & Tourism Council (WTTC) is the forum for business leaders in the Travel & Tourism industry, with Chief Executives of some one hundred of the world's leading Travel & Tourism companies as its Members. WTTC has a unique mandate and overview on all matters related to Travel & Tourism.

The World Travel & Tourism Council, India Initiative (WTTCII) was launched in year 2000 with a purpose to unite key players from the industry to work closely with the Government and other stakeholders to address issues of concern and advocate policy directives to support the development of the Travel & Tourism sector in India. WTTCII is a forum of leading Airline, Hospitality & Travel Services Members, who as an apex body, are engaged in the promotion of tourism in India. WTTCII works to raise awareness of Travel & Tourism as one of the largest industries that can contribute in terms of employment potential, economy and sustainable development in India.

WORLD TRAVEL & TOURISM COUNCIL
INDIA INITIATIVE

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