Multiattribute Attitude Measurement of Incredible India Campaign

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Abstract

The study makes an effort to evaluate Incredible India campaign in terms of its growth and expansion. For the purpose of this study descriptive research has been undertaken, in which a questionnaire was designed to measure the attitude of the foreign tourists towards India. For analyzing the attitude towards Incredible India campaign, Fishbein Multi-attribute model has been used quantitatively. The attitude has been measured by calculating and analyzing a mean overall attitude (A_o) in respect to the minimum and maximum value keeping the evaluation score constant. The attitude score has also been judged on a scale of ideal point score where the lowest value is 12 and the highest value is 300. The value has been calculated assuming strongest belief and evaluation and weakest belief and evaluation. The analysis of the elements of Incredible India campaign shows a mean overall attitude (A_o) of 184.29 with a minimum and maximum value of 47.03 and 235.16 respectively.

Keywords: Incredible India, Indian Tourism, Attitude, Foreign Tourists

1. Introduction

Tourism is fast becoming a dominant global activity surpassing trade in crude oil and manufactured goods. For developed and developing economies alike, it has become a major source of foreign exchange earnings, a generator of personal and corporate incomes, a creator of employment and a contributor to Government revenues **(Kanjilal, 2005)**. Between 1950 and 2004, international tourism receipts has witnessed an increase from US$2.1 billion to US$622.7 billion; by 2006, this sector accounted for 10.3 percent of world GDP. In the same year, there were 234 million jobs in the industry, constituting 8.2 percent of the total employment worldwide **(Blanke and Chiesa, 2007)**. Tourism is India's third largest export industry after readymade garments and gems & jewellery (in the case of gems and jewellery the import component is very high) **(Kanjilal, 2005)**. India as a tourist destination boasts of many places which attract tourists to visit and experience the vast culture and heritage that it offers. Being the seventh largest country of the world, it compromises of 28 States and 7 Union Territories, where every State has a different culture and lifestyle. A visit to this fabulous land is a thrilling experience that is always treasured because of many wonders it offers to the tourists. Besides Taj Mahal, one of the seven wonders of the world, there are Massive forts, marbled palaces of the Rajput Kingdoms, the mighty Himalayan peaks with untouched Valleys, thousands of miles of untouched beaches and the most intricately carved old and new Temples, Churches, Gurudwaras, Mosques, synagogues depicting the history of different faiths.

In spite of boasting such diverse tourist attractions and cultures, India was not a preferred tourist destination, instead it was perceived as a 'land of snake charmers', a country with dirt, poverty and lack of infrastructure. There were only few destinations which the tourists' preferred to visit or were aware about; the most popular among them was Taj Mahal. Liberalization of the Indian economy gave a boost to the tourism industry, which saw a gradual increase in the number of inbound tourists, however, tourism suffered majorly due to the several disastrous events (kargil war, Indian airlines hijack, the attack on the parliament and various other terrorist activities) which took place in the country. Moreover, 2002 witnessed a sharp decline in global tourism for the first time in history due to unfortunate international events (attack on World Trade Centre, war on Afghanistan, etc.) and India also had its share of losses, wherein there was a decline of 6 percent in tourist arrivals and 3 percent in foreign exchange earnings as compared to 2001, which had also witnessed a fall of 4.2 percent in arrivals and 7.6 percent in foreign exchange earnings over 2000. Hotel revenues in India had gone down to 25-30 percent occupancy and International tour operators removed India from their sales brochures **(Kant, 2009)**.

The 'Incredible India' campaign was launched at the peak of this crisis to bring back consumer demand, generate momentum and enhance growth in the tourism industry. Incredible India campaign gave a fresh breath of life to the suffering tourism industry. It was a very well executed campaign by the Ministry of Tourism, which was readily accepted and appreciated by tourists, along with Hotels, Tour Operators and other players associated with this Industry. After ten years of its inception 'Incredible India' continues to attract tourists from all over the world, it has grown significantly and various States have also started their own tourism branding initiatives under

the Umbrella of Incredible India. Tourism now has a significant share toward the GDP and the employment opportunities in Indian economy. World Travel and Tourism Council has termed India as a tourism hot-spot from 2009–2018, having the highest 10-year growth potential and tourism revenues expected to surge by 42% from 2007 to 2017

The successful launch of this campaign in 2002, the steps taken to brand India and no similar research on the same topic encouraged to undertake this study to analyze the impact this campaign has had since its inception over the perception and attitude of the foreign tourist. This study will help the Ministry of Tourism which manages this campaign to plan out the future steps to improve the campaign. The study will also help to understand the areas which need attention related to the perception and attitude of the tourists. Moreover, the study will open a new area of research i.e to do similar kind of study in different markets and will also contribute to literature. To further emphasize the significance of the study many conceptual, theoretical and empirical studies related to relevant for the incredible India campaign have been reviewed and listed in the review of literature section. After the review of literature section, research methodology section exhibits the process and methodology of data collection. Next section of the paper shows the data analysis and findings and the last section presents the conclusions, limitations and directions for further research.

2. Review of Literature

Tourism in India is the largest service industry, with a contribution of 6.23% to the national GDP and 8.78% of the total employment in India. The Foreign Tourist Arrivals (FTAs) in India during 2010 were 5.58 million as compared to the FTAs of 5.17 million during 2009, showing a growth of 8.1%. The growth rate during 2009 over 2008 was (-) 2.2%. Foreign Exchange Earnings (FEE) from tourism during 2010 were Rs. 64889 crore as compared to Rs. 54960 crore during 2009, registering a growth rate of 18.1% **(Ministry of Tourism, 2011)**.

Tourism is not new to India. In fact even in the religious book "Upanishads" there is a word called 'Charaibate' meaning to go on moving and this more than any other thing explains that tourism is deep rooted in the Indian culture. Even tourists are not new to India. During Chandragupta Maurya's time tourists like Megasthenes, Hieun Tsang or later Iban Batuta undertook long tours of Buddhist pilgrimage centres or visited places like Nalanda University in Takshila **(Kanjilal, 2005)**. However, in the early days of independent India, the Government didn't pay much attention to tourism, as worldwide, the number of international tourists was limited and among those tourists there were only few who considered going to faraway places like India. The first public milestone in the history of tourism was the creation of the Indian Tourism Development Corporation (ITDC), in 1966. This organization was intended to develop tourist infrastructure and services. On a state level, similar Corporations were established, although reluctantly and after considerable delay. Their budgets were small and the scales of their operations were limited. Moreover, the tourist services they offered were generally considered substandard and indifferent **(Baken and Bhagavatula, 2010)**.

It was not until 1982 that the Government recognised the importance of tourism as an instrument of economic development and formulated a comprehensive tourism policy highlighting the objectives of tourism and its development in the country. The policy envisaged the conversion of the many attractions of India for tourism into a reality through well planned, well defined and fully integrated national programmes. Further it provided an action plan based on a travel circuit concept to maximise the benefits of tourism. The plan proposed achieving intensive development of selected circuits, dispel the tendency of concentration in a few urban centres, encourage the diversification of tourist areas which hold tourist attractions. Manpower development and training were also given due weightage to ensure efficient services and effective management of tourist facilities.

Tourism was recognised as an industry by 1986 and became eligible for several incentives and facilities including tax incentives, subsides, priorities in the sanctioning of loans by the State Financial Institutions and preference for providing electricity and water connections. Further, in 1991 tourism was also declared as a priority sector for foreign investment **(Kanjilal, 2005)**.

Although the 1982 tourism policy highlighted the importance of the tourism sector and the objectives of tourism development in the country, with foreign investments pouring in after liberalization the government realized that it no longer answered the needs of the time, as, the policy was formulated in an environment of closed economy with rigid licensing procedures and it did not adequate emphasis on domestic tourism and the need for product development. Also, the policy did not emphasize the role of private sector, nor did it envisage foreign investment. Hence, a new tourism policy was formulated in 2002 with a view to enhance employment potential within the Tourism Sector and also foster economic integration with other sectors. It was an attempt to :- Position tourism as a major engine of economic growth; Harness the direct and multiplier effects of tourism for employment generation, economic development and providing impetus to rural tourism; Focus on Domestic Tourism as a way or driver of tourism growth; Position India as a global brand to take advantage of the burgeoning global travel and trade and the vast untapped potential of India as a destination; Acknowledges the critical role of private sector with government working as a pro-active facilitator and catalyst; Create and develop integrated tourism

circuits based on India's unique civilization, heritage and culture in partnership with states, private sector and other agencies; Ensure that the tourist to India gets physically invigorated, mentally rejuvenated, culturally enriched, spiritually elevated and "feel India from within". The fact that was taken into account while formulating the new policy was that for the last four decades or so, a tourism revolution had been sweeping the world. In 1964, the number of tourists leaving their homes, worldwide, was 100 million. This number increased to 200 million in 1974, 500 million in 1992 and 700 million in 2001. And this number is likely to swell to 1.5 billion by 2020 and receipts from it are estimated to cross $2000 billion.

The path to form a new tourism policy indicated by then Prime Minister on October 30, 2001 while delivering the Inaugural Address at the Chief Ministers' Conference on Tourism. He said: "Tourism is a major engine of economic growth in most parts of the World. Several countries have transformed their economies using the tourism potential the fullest. Tourism has great capacity to create large scale employment of diverse kind – from the most specialized to the unskilled and all of us know that generation of massive productive employment opportunities is what India needs the most" **(Jagmohan, 2002)**.

The new tourism policy was followed by the introduction of Incredible India campaign which branded India for the first time. It was a campaign that integrated the diversified efforts to promote Indian Tourism, providing a clear identity and a unique brand. The last few years have been highly successful for India Tourism. The 'Incredible India' campaign has enabled the destination to penetrate global market and reach the ultimate consumer through electronic, print and internet media. On account of the spurt that India has witnessed in tourist arrivals in the recent times and given the unique and immense potential the country has as a 'vacation destination', The World Travel and Tourism Council has identified India as one of the foremost tourism growth centres in the world, in the coming decade **(Market Research Division, 2007)**.

With the increase in number of Foreign Tourist Arrivals around the world every year, the competition in the global tourism market is also growing every year. This has forced destinations to develop adequate positioning strategies and an effective marketing plan that clearly differentiate them from their competitors. In order to be able to influence the destination selection process, transmit a favourable image to potential tourists and create a competitive position, destination managers today are confronted with growing requirements for information about tourist behaviour, needs and desires. Travel and tourism research in the past more than two decades has demonstrated that a destination image among tourists is a valuable and irreplaceable concept in understanding the destination selection process. This topic has been one of the most frequently investigated areas by researchers around the globe. The importance of the concept of destination image is universally acknowledged since it affects the individual's perception, consequent behaviour and destination choice **(Mikulic and Prebežac, 2008)**.

Moreover, until 2002, India had 18 tourism offices abroad. There was no positioning, common branding or a clear, precious message. One foreign office called it 'Spiritual India' another termed it 'Cultural India' and the third 'Unbelievable India'. However, several destinations in the South-east Asian region had by then established themselves as brands with an emotional appeal. It was obvious that their branding process was effective as their tourist arrival figures were going up phenomenally. For India, this was a time of reflection to show the world its true prospect and potential. It was a moment to act and prove that Indian tourism has the potential to survive the crisis at hand and evolve subsequently. The 'Incredible India' campaign was launched at the peak of this crisis to bring back consumer demand, generate momentum and enhance growth in the tourism industry **(Kant, 2009)**.

The "Incredible India" promotional campaign made a significant contribution to the overseas image of India and helped to create a positive perception of what India had to offer **(Jauhari, 2009)**.The campaign was a brand – building process which comprised personal relationships with international tour operators and journalists, partnerships, promotions, contests, use of interactive media and an aggressive communication strategy. The campaigning started with a meager outlay of Rs. 15.71 crore in 2002-03, while, its impact and delivery led to the increased outlays for the tourism ministry, and by the year 2008-09 the total outlay for overseas marketing had increased to Rs. 220 crore with Rs. 110 crore being spent on the "Incredible India' campaign.

During the International Tourism Bourse (ITB), Berlin in March 2007 – the world's largest travel and tourism show – India participated as partner country to feature the new level of sophistication in India's branding strategy. The campaign used the entire city as a canvas, decorating it with large billboards, vibrant graphic art and 3D installations, with even taxis and buses being covered with advertisements. The Indian pavilion did unprecedented business and the Indian hotels were virtually sold out. In October 2007, Indian tourism in partnership with the confederation of India Industry (CII) organised Incredible India @ 60 in New York. The event coincided with the United Nations General Assembly meeting and brand India was unlashed in New York with all its 'Incredible' colours, while the world sat up to welcome India in what was a dazzling display of its culture, tourism wealth and intellectual power. "The bullishness of India's business Brahmans was in display in New York city... It presented picture of a confident nation ready to engage with the world", was how the Fortune Magazine had described this campaign. The campaign used the bold and powerful colours of India on taxis in London, trains in Amsterdam and tourist buses in Berlin and New York, to give the potential tourist a glimpse of

the vast cultural and scenic treasures of India. The campaign itself had taken a 360 degree perspective, encompassing not merely print and electronic communication and the internet but also public relations, outdoor holding, in-flight television advertising and a special Buddhist campaign in the short haul markets of South-east Asia.

There were two major factors that had an impact on the growth and expansion of the Indian tourism. First was the radical opening of the Indian skies and second, the sustained growth of India as an economic power. It was also constant efforts by the Government of India to improve the infrastructure facilities and the organization of important events such as Common Wealth Games, F1 race, etc. that resulted in the increase in number of foreign tourist arrivals **(Kant, 2009)**. However, much more needs to be accomplished in order to deliver on the potential that a tourism experience in India has to offer. For example, there are currently many challenges in terms of improving the destination experience in areas with substantial scope for improvement, such as better airports in all cities, bus stations, railway connectivity, public transport, power, roads, the maintenance of monuments and heritage sites. India has a very rich cultural heritage with outstanding attractions; however, overlooking any single dimension can undermine the tourist experience. These must all be maintained and marketed in an appropriate way **(Jauhari, 2009)**.

The review of literature provides a good insight about the Indian Tourism Industry and the Incredible India campaign. However, there are still existing research gaps to analyze the impact of the Incredible India Campaign upon the foreign tourists. The gaps in research justify the rationale of undertaking this study.

3. Research Methodology

This study has been undertaken to study the attitude of foreign tourists towards Incredible India campaign. As Incredible India campaign is involved in many ways towards the goal of increasing FTAs and FEE, we have used the following steps to undertake this study:

- An in-depth interview with Deputy Director General, Ministry of Tourism, was conducted and relevant attributes of the Incredible India Campaign has been identified to measure the attitude of the foreign tourists.

- With the help of identified attributes of the incredible India Campaign a questionnaire has been designed. The tourists were asked to rate the attributes of the Incredible India campaign on a likert scale of 1 to 5 (1 being – Not at all Important and 5 being – Very Important). The questionnaire has been checked for reliability and validity. The cronbach alpha value of the questionnaire was 0.762.

- As the study is undertaken to analyze the impact of Incredible India campaign on foreign tourists, the sample unit were only foreign tourists. As the tourists arrivals in India is very large and they can arrive in India in any State. The sample unit has been taken from the tourists in Delhi/NCR (National Capital Region)

- As getting response from all the tourists arriving in Delhi/NCR (National Capital Region) was difficult and also due to paucity of time going to every State was not feasible, a convenience sampling was used to select the sample of the tourists. We have taken a list of tourists from a leading tourist agency. This list included the tourists who have visited India or will visit India during the time period of October 2010 – March 2011.

- Out of 550 questionnaires administered individually and online 355 responses were received which formed the final sample size for this study. Out of 355 respondent 149 were males and 206 were females. Further, out of all the respondents 177 were in the age group of 21-30. The details of the demographic profile have been provided below:

Table 1: Demographic Profile of the Respondents

Demographic Information	Variables	No. of Respondents
Age	21 – 30	177
	31 – 40	88
	41 – 50	63
	Above 50	27
Gender	Male	149
	Female	206
	Total	355

4. Data Analysis and Findings

The study attempts to determine the overall attitudes of foreign tourists towards the Incredible India campaign. This study has been designed based on the Fishbein's Multi-attribute Attitude Model, to evaluate how the tourists see the Incredible India campaign. The major attraction of the Fishbein Multi-attribute model is that, it provides richer insights into the reasons behind consumers' decisions. Through examining consumers' beliefs, the

favorable and unfavorable attributes of Incredible India campaign will also be identified. For the purpose of this project the fishbein model has been used quantitatively as:

$$A_o = \sum_{i=1}^{n} (e_i b_i)$$

where:

A_o = The Attitude toward the brand/object

b_i = belief about the brand's/object's possession of the attribute/element

e_i = evaluation of the attribute/element as being Most Preferred or Least Preferred

n = the number of relevant attribute/element for that person

This formula has been used to calculate the attitude towards each attribute of Incredible India campaign by asking the tourists to score each element/attribute on likert scale and taking out the mean score of all the tourists for each element attribute. These values were then calculated according the formula and a result was accomplished, which is as under:

4.1 Incredible India campaign

The result of the findings on the overall attitude towards Incredible India campaign based on Fishbein's Multi-attribute Model formula indicates that the respondents had positive attitude. The variables analyzed show a mean overall attitude (A_o) of 184.29 with a minimum and maximum value of 47.03 and 235.16 respectively. The attitude score has also been judged on a scale of ideal point score where the lowest value is 12 and the highest value is 300. The value has been calculated assuming strongest belief and evaluation and weakest belief and evaluation. Considering the lowest value (12) as 1 and the highest value (300) as 10 the score of the attitude towards Incredible India campaign is 6.14 which is good considering the fact that the maximum value has a score of 7.84.

Analysis of the data gives an insight on the most preferred and least preferred elements of a destination while choosing that destination and Incredible India campaign, while choosing India as their destination. The evaluation score (see Table 2) in selection of any destination shows that Heritage sites are ranked the highest, whereas, analyzing belief score in influencing tourists to India for vacation also shows that Heritage sites are ranked the highest. Whilst, MICE (Meetings, Incentives, Conferences, Exhibitions) has the lowest rank in both evaluation score and belief score. According to the evaluation it can also be stated that Medical Tourism, Wildlife, Eco Tourism and Adventure Sports despite a lower score show potential for development if more attention is given to them. It also needs to be stated that MICE requires a lot of attention in order to develop as a favorable element, as India has grown as a favorable destination among businessmen since 1991 and it is estimated that 25% of the overall tourist arrivals could be from MICE segment (Kanjilal, 2009)

Table 2: Attitude Score for Incredible India Campaign

Elements	Rating (e$_i$)	Incredible India (bi)	b$_i$e$_i$ for Incredible India	Maximum rating (bi)	b$_i$e$_i$ for Maximum Rating	Minimum rating (bi)	b$_i$e$_i$ for Minimum Rating
Adventure Sports	3.86	3.86	14.93	5	19.32	1	3.86
Mountainous / Hilly Areas	4.17	4.08	16.99	5	20.84	1	4.17
Deserts	4.07	4.08	16.63	5	20.35	1	4.07
MICE (Meetings, Incentives, Conferences, Exhibitions)	2.89	2.88	8.335	5	14.45	1	2.89
Eco Tourism	3.90	3.86	15.08	5	19.52	1	3.90
Luxury Trains	4.03	4.02	16.18	5	20.13	1	4.03
Beaches	4.15	4.10	17.02	5	20.77	1	4.15
Spirituality	4.03	4.02	16.21	5	20.16	1	4.03
Wellness (Ayurveda, SPAs, Yoga)	4.07	4.05	16.47	5	20.35	1	4.07
Wildlife	3.92	3.88	15.18	5	19.58	1	3.92
Heritage Sites	4.24	4.15	17.61	5	21.19	1	4.24
Medical Tourism	3.70	3.69	13.64	5	18.48	1	3.70
Total			184.29		235.16		47.03

5. Conclusions and Directions for further Research

The Analysis using the Fishbein Multi-attribute model shows a good attitude score of most of the elements of Incredible India campaign, which confirm that Incredible India campaign, has been successful while portraying India to attract foreign tourists. Further, heritage sites' getting the highest score proves that Indian history attracts the foregin tourists most. India as a tourist destination has also gained through this campaign as the attributes that India as a destination offers have been rated very high by the tourists. The fishbein model helps to identify the as the attribute that require attention (MICE) due to their low score, these needs to be promoted well due to the potential they possess.

The depth interview with the official in the Ministry of tourism indicated that Incredible India has performed really well during all these years; it has taken all the right steps and has been able to come out crisis situation due to timely action and appropriate reaction. Also, the campaign has used the right media to promote India in order to attract tourist, the campaign has also been proactive to understand that the way it has functioned till now cannot sustain forever and it needs a new strategy and vision to move forward in future. India's share in global FTAs is a meagre 0.6% and in order to increase that it should start thinking about ways to encourage tourists to repeat their visit again. The Incredible India campaign has been very successful in branding India and also increasing the number of tourist arrivals and foreign exchange earnings, the campaign due to its innovative idea to promote India has been a major source of earning for the tourism industry. The campaign has been readily accepted and appreciated not only in the foreign markets but also in the domestic market, it has also paved ways for States to come with their own State branding campaigns under the umbrella of Incredible India campaign in order to promote each element of a State in a better way.

There were a few limitations while undertaking this study which can be sorted in further studies. The first was a small sample size so it is recommended that future studies should be conducted with a larger sample base. Similar studies should be conducted across countries on their tourist campaigns.

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