

DESTINATION BRANDING: A HOLISTIC APPROACH FOR BRAND ARCHITECTURE IN TOURISM INDUSTRY

*Synopsis of the Thesis submitted in fulfillment for the requirements for the
Degree of*

DOCTOR OF PHILOSOPHY

By
SUNAINA AHUJA
Enrolment No. 11409524



Department of

JAYPEE INSTITUTE OF INFORMATION TECHNOLOGY

Declared Deemed to be University under Section 3 of UGC Act
A-10, SECTOR 62, NOIDA, INDIA

July, 2014

@ Copyright JAYPEE INSTITUTE OF INFORMATION TECHNOLOGY
(Declared Deemed to be University U/S 3 of UGC Act), NOIDA
July, 2014
ALL RIGHTS RESERVED

TABLE OF CONTENTS

1. Introduction	1
1.1 Introduction of the Study	1
1.2 Scope of the Study	2
1.3 Research Objectives	3
1.4 India's Tourism Industry	4
1.5 Rationale of the Research	5
1.6 Justification of the study	6
2. Literature Review	6
2.1 Destination Branding	6
2.2 Brand Architecture	8
3. Incredible India Campaign (IIC)	9
3.1 Problems identified in the present branding strategy of India	9
4. Research Methodology	10
4.1 Tools and Techniques used	11
4.2 Data	11
4.3 Sampling Design	11
5. Data Analysis	12
5.1 Data Analysis strategy	12
5.2 Factor Analysis	13
5.3 Cluster Analysis	14
5.4 Chi square	14
5.5 Proposed Models	16
5.6 Experts Interviews to validate proposed models	17
5.7 Responses of the Experts	18
6. Findings & Conclusion	18
7. Limitations of the study	20
8. References	20

1. Introduction

1.1 Introduction of the Study

Most of the destinations (Country, state, city) worldwide are competing for more and more inward tourism, in which their image as a tourism destination plays an important role. Branding is a method that can help the destinations to create a desired image, and influence tourists to visit the destination on the basis of that desired image. Therefore, destination branding is becoming a very hot and burning topic nowadays in tourism industry. Branding is the process of differentiating one's product from its competitor. Thus, role of branding here is to attract more and more inward tourism to a destination.

For a successful branding of a destination where there are many divisions and sub- divisions, it is very essential to build an appropriate architecture. A right architecture or framework would help in branding the destinations which consists of many units and sub units in a clear and smooth way. Now-a-days, marketers and managers have to manage a complex structure of brands, which is now known as the brand architecture of the organization, and a destination in this case. Therefore, it is very essential for a destination to brand itself on the basis of some specified architecture which would brand the desired image of a destination in a non-confused way. This would lead to communicate the tourists the appropriate and desired image of the destination as well as what should they expect about the destination before their visit.

These days, globalization and the increased pace of stressful lives has encouraged the people to seek holiday for taking a break, exploration, spiritual refreshment and adventure [1]. These changes in global environment, technology, standards of living, income level, and stressful lives motivated people to travel countries worldwide. Therefore, there is a need for the destinations to switch from simple marketing to destination branding [2]. Places are facing global competition for the same set of tourists. The increasingly competitive nature of the tourism industry and the global economic scenario has made countries aware of the importance of destination branding which is to differentiate themselves from their competitors [3]. These days, places are using

various branding techniques to develop their branding. Branding is done to create a strong and positive image of a country or any destination to the outside world [4]. Branding is a method that helps a particular destination to create a distinguished and desired image, and therefore destination branding is becoming an essential topic for the tourism industry. Destination branding represents and distinguishes a particular place amongst several competing places. Also, Destination brands are quite often used as a marketing instrument to attract potential tourists in a particular place and increase awareness of that destination.

This study is different from the existing studies as it combines both the topics of destination branding and brand architecture. Thus, this study emphasizes in bringing more and more tourism in the country through a right kind of branding in a right framework by communicating the right kind of attributes to the right target market. Finally, it provides a tourism brand architectural model for India which can be used to communicate right kind of attributes of India to the right kind of consumers through a right kind of framework.

1.2 Scope of the Study

It makes sound business sense to invest in a growing sector. Since tourism is a growing sector with high benefits, there is a need to develop strong strategies and branding for tourism in India. Marketing strategy and branding of tourism need to have a strong foundation to make powerful brand architecture so as to bring more and more tourists in India. In fact, there is a lack of proper research before making a tourist product. There is also a lack of proper understanding about the tourist behavior. There is no proper positioning of Indian tourism products in the appropriate markets ([5] and Interview with Experts). Also, there is no proper coordination between the states and center in making the branding strategies [6]. Hence, right product is not being branded to the right customer. Despite too much potential of tourism in India, India's Foreign Tourist Arrivals are quite low as compared to other countries (not only developed countries but many Asian countries too). This study has been carried out to help marketers, brand strategists, and researchers of Indian tourism departments in their decision making. The main contributions of the study are as follows;

1. Identifying the factors that influence the foreign tourists to visit India. Six main constructs which influence the foreign tourists to visit India specifically have been identified. Factors have also been identified continent/ region wise to brand the destination (India) accordingly in those markets. Literature has been reviewed to find support for explaining constructs.
2. Factors identified would be helpful to the marketers to brand the destination on the basis of the uniqueness's that destination has. Also, when factors are identified continent wise then destination is branded on the basis of those unique factors in those respective continents.
3. After the identification of the important factors for branding the destination, segments of tourists have been identified on the basis of the factors identified continent wise. This would help the brand managers and marketers to identify the various segments of tourists across the continents and would also help to find that which factors are important for which type of tourists.
4. For each of the geographic location specific target markets have been identified which is very useful for the brand managers as they come to know the important factors for different segments of tourists. Accordingly, branding campaigns can be made for different continents to bring more tourism in our country.
5. Finally, brand architectural model has been derived and developed which would let the brand developers, and marketers know the feasible structure through which all the major units and sub units of the destination can be branded effectively.

1.3 Research Objectives

Brand architecture of a destination through destination branding is a very new and a burning topic [7]. So far, very little work has been published on destination branding and brand architecture. Taking into consideration, the increasing importance of branding in the tourism sector, this dissertation aims to make a contribution to the literature on destination branding and developing feasible brand architecture of destination, India.

Following are the objectives;

- To assess the present brand architecture of India as a tourist destination.
- To find the attributes for destination branding of India

- To find the segments of visitors based on specific attributes identified.
- To develop a feasible brand architecture model for India as a tourist destination.

It is very important to understand the present brand architecture of India, to analyze the strengths and weaknesses of the present brand architecture, and to analyze that how is India branded to the outside world by the ministry of tourism. Next, it is very important to identify the most important attributes of India due to which foreign tourists would like to visit India more and more. It is again important to analyze if the perceived branding of Indian tourism by the foreign tourists correspond with the branding promoted by the Ministry of Tourism. By segmenting the visitors based on their motivations would help brand managers to identify that which segment of visitors is influenced by which set of attributes. Therefore, it is again very essential to find the most important segments of tourists across the continents on the basis of the factors identified. This would further let the India's Tourism Board to identify the target markets for India. On a global scale, such a study of developing a feasible model for India as a tourist destination would be very useful for developing and under developing countries in the tourism industry.

1.4 India's Tourism Industry

India is a country with a rich history, a variety of landscapes and friendly people, which offer comparative advantages in the development of a tourism industry. The number of Foreign Tourist Arrivals (FTAs) in India increased from 5.17 million in 2009 to 5.78 million in 2010 a growth of 11.8% as compared to (2.2%) during 2009. The growth rate of 11.8% in 2010 for India was better than UNWTO's projected growth rate of 5% to 6% for the world in 2010. The share of India in international tourist arrivals in 2010 was 0.61%, which is 0.02% improvement over 2009. However, India's rank improved to 38th in 2011, from 42nd in 2010 but again its position went down to 41st in 2012. This shows that although India is doing very well in tourism but still there is a big scope for India in this sector to compete with other countries and attract more and more tourism. Following table, i.e. table 1 gives the data of FTA's in India from 1997-2012.

Despite of many favorable factors the country's rankings have not increased much. Tourism in India accounts for 2.5 percent of the GDP, the third largest foreign exchange for the country. Still India fails to be one of the 20 top destinations in the world. In fact it doesn't even make to the top 10 destination ranking in Asia region. India ranks 42 in the United Nations World Tourism Organization rankings in 2011 for tourism arrivals in the country. Over the past six decades, tourism has experienced continued growth and diversification to become one of the largest and fastest growing economic sectors in the world. As growth has been particularly high in the world's emerging regions, the share in international tourist arrivals received by developing countries has very steadily risen, from 31% in 1990 to 45% in 2010. Despite continuous growth of tourism globally, India is still way behind as compared to other Asian counterparts sharing similar kinds of culture, like, Malaysia, Singapore, Thailand, and China. India being a huge country geographically, and very rich in diverse culture, heritage, landscapes, etc. has a lot of scope and potential in bringing far more better number of tourists than what is coming as of now.

1.5 Rationale of the Research

This study is a research on tourism industry. It provides a better understanding on the relevance and applicability of destination branding on tourism industry. Also, it would provide the usefulness and the benefits of destination branding. The purpose of this study is to give a direction to any destination in this world in branding a destination successfully. This study would provide a road for promoting the destinations through branding. In this study, with the case of India, successfulness of the destination branding is evaluated; failures, challenges, and success factors are identified. There is a lot of scope to enhance economy through tourism and to make India's image better. This study makes an attempt to find whether "Incredible India" is the optimal model for Indian Tourism branding or not. Apart from this, it also makes an attempt to identify those particular attributes that are critical for enhancing the strength of the place. This study is going to be very useful for brand developers and managers to make strong and reliable brands. Thus, this study provides usefulness of branding and gives India's tourist board and the brand managers some new insights and ideas.

1.6 Justification of the study

This research has focused on the effectiveness of the destination branding in relation to the current motivations of travelling held by international tourists. Destination branding is a new and burning topic in the present situation where almost all the destinations are using this strategy to attract prospective tourists and increase the awareness of the destination. Rather than conducting a research solely on the destination branding, this thesis aims to brand a destination and communicate the branding to the right target market through a proper architecture, i.e. brand architecture. Further, this thesis has used both the concepts of destination branding and brand architecture by taking a case of India. This study is unique as it is for the first time that India's branding has been done for its potential target market by developing a feasible brand architectural model. The results are useful for developing brand models to improve tourism industry.

2. Literature Review

2.1 Destination Branding

Destination branding is the process of developing a unique identity or personality for a tourist destination and communicating the same to visitors using a name, a tagline, a symbol, a design or a combination of these to create a positive image [5]. Destination branding is to create a distinctive identity of a destination by combining all the attributes associated with that destination and making it different from its competitors [8]. Like any other brand, destinations have their own individual identities, which are unique and distinctive amongst themselves [9]; no two places are identical. On the basis of those unique identities or attributes, many places have been branding themselves systematically. Thus, destination branding, which is a new concept in Marketing, is an important instrument in the development of a place and in creating a strong brand of that place [10].

2.1.1 Motivational Factors

Motivation is a complex phenomenon and keeps changing over time [11]. Current literature is divided into two phases; one phase consists of literature based on factors that motivate tourists to visit a destination. These factors are also known as pull factors. Second phase consists of literature related to segmentation of tourists visiting a specific destination. [12] expresses that many destinations are using culture as an important attribute to attract tourists. Therefore, new creative attributes should be used to brand Turin. Researcher found new and creative factors like; art, diversity, nightlife, education, food & wine for branding Turin city in Italy. Through visual collage technique in combination with group interviews gives researcher a more genuine picture of subjective images of the city in people's minds [13]. The study taken up was of a city "Vaasa" in Finland. Through visual collage technique, every participant was given a chance to reveal Vaasa's latent images. The aim was to create an overall appealing picture of the city. The methodological techniques ended up in describing Vaasa as a good place to live; attributes found for branding the place were rich cultural activities, diverse leisure time possibilities and beauty of the city. "Better life" became the leading theme for branding Vaasa by the researchers. Gold Coast city found key attributes after a survey from 878 residents of Gold Coast city [14]. Important attributes were; sun and surf, creative business, safety, nature and cultural activities. More recently in the Cape Town context, the brand image of Cape Town through different attributes; like, Scenery, friendly people, Value for money, culture, beaches, and climate was identified [15].

2.1.2 Segmentation of the visitors

Market segmentation is the process of classification of customers into homogeneous groups based on different needs, characteristics, behavior, and preferences [16]. The common grounds for segmenting visitors in the tourism industry have been demographic profile [17], behavior, country of origin [15], and tastes and preferences. Segmentation effectiveness is achieved when segments are measurable, accessible, substantial and differentiable [18]. Many researchers have used age, nationality, income, gender, and country of origin to distinguish the visitors [17], [15], [19]. Not only this, traveling characteristics, like; purpose of visit, length of stay, visitation levels have also been used as grounds for segmentation [20], [19], [15]. [15] found four segments in his study; like, novelty seekers, traditional shoppers, multifarious and activity & culture seekers.

Similarly, [19] found three kinds of segments in his study. They are passive tourists, Enthusiasts and Opportunists. In this study, both demographic and travelling characteristics have been used for segmentation. In this study, an attempt is made to identify important motivating factors and segmentation of visitors on the basis of those important factors.

2.2 Brand Architecture

Brand architecture deals with structure and designs of brands which are constantly influenced by changing environment [21]. Brand Architecture refers to how a firm structures and organizes its product in terms of naming, positioning and marketing the product [5]. Now-a-days, marketers and managers have to manage a complex structure of brands, which is now known as the brand architecture of the organization [22]. An organized brand structure would not create any confusion in the minds of the customers and would help in identifying the products and brands easily [21]. Brand architecture acts as a link between an organization and the customer [23]. Thus, brand architecture behaves like a reflection of the market in which an organization displays its local and global brands [24]. Also, according to [24] the brand architecture is the organizing structure of the brand portfolio that specifies brand roles and the nature of relationships between the brands. These days, consumers are bombarded with lots of information and lots of brands globally as well as locally, making the consumers confused and making the job of marketers, managers and brand owners harsh in their attempt in continuously building the brand value [25]. Thus, brand architecture is a blueprint to guide brand building, development and marketing. According to [22], there are four principal types of brand architecture: House of brands, endorsed brands, sub brands and branded house.

When each sub brand has a strong driver role then it results in House of brands architecture, which is a set of stand-alone brands. This strategy includes a set of sub brands that act independently of each other and the umbrella brand [26]. Endorser brand architecture is made up of individual and distinct product brands, which are linked together by an endorsing parent brand. Endorsed brands consist of an endorsed brand and the endorser, E.g. “The lion king” from Disney. The endorsing parent brand plays a supportive and linking role. In the sub brand strategy, umbrella brand is comparatively a stronger driving force in consumer decision making [5]. It consists of a master brand and a sub-brand, e.g. Honda Civic. The master brand here is the

prominent brand, which is stretched out by sub-brands. In a branded house strategy, a master brand moves from being a primary driver to a dominant driver across a multiple offerings [22]. Here, master brand gives an umbrella branding under which most of the company businesses operates. This strategy is like putting lots of eggs in one basket [22].

3. Incredible India Campaign (IIC)

Incredible India Campaign (IIC) was started in 2002 by Amitabh Kant, Joint Secretary at the Ministry of Tourism (Ministry of tourism, Government of India). IIC is presenting India under almost all the tourism factors, from nature, wildlife, greenery, mountains, beaches, eco-tourism, spirituality, to historical monuments, medical tourism, deserts, etc. (www.incredibleindia.org). This campaign was started under the branded house or umbrella branding structure [5]; where the entire nation is being branded under Incredible India brand and India is a mother brand for all the states [27]. The idea behind this campaign is to show globally that India is a diverse country, a land of contrasts and a land with different combinations. It is not just one or two products but a multiproduct country [27]. IIC is doing mass marketing worldwide. The same IIC campaign with all tourism factors are showcased worldwide in all the countries (Study on tourism in overseas market of UAE, ACNielsen report by Ministry of Tourism, India). A destination brand's architecture should enable marketers to clearly see the elements of various composite brands [28]. It is a device that is critical to the development of destination supra and sub brands. Under this campaign the states of India are doing their own respective campaigns which are altogether different from Central Campaign (IIC).

3.1 Problems identified in the present branding strategy of India

India ranks 65th in the World tourism ranking [29]. India is not amongst top holiday destinations, forget about the World but not even in the Asia region as well despite India has too much to offer to the foreign tourists. Thailand, Singapore, Malaysia being amongst top destinations (Report of Ac-Nielson by Ministry of tourism of India). Incredible India projects itself as a unified brand structure i.e. Umbrella branding [5], [27], Experts Interview. Through Individual states campaign, it is seen that states are doing their own respective campaigns which are altogether different from Central Campaign and has no relation with central branding. Information about

India through Incredible India campaign lacks clarity (Source: Report of Ac-Nielson of Australia by Ministry of tourism of India) as there is no coordination in promoting tourism between states and center [6]. Branding is also not focused and clear. There is a lack of focused message in the present branding. India lacks a clear and focused message for its target market [30], [6]. Benefits offered can't be compared with other competitive countries, as there is no uniqueness in the present branding. Since, branding means to differentiate oneself from competitors, therefore present branding lacks uniqueness from its competitors [6]. Segment specific and Geographic specific products need to be made (Report of Ac-Nielson by Ministry of tourism of India). IIC is confusing a foreign tourist through its incoherent branding. It is giving an imaginative and unrealistic picture of India through fancy and imaginative ads imaginative ads [31]. Present branding is not successful for the long run as it is an umbrella branding where a mixed up or confusing picture of India is represented [5]. Moreover, present branding is not perfectly related with the foreign tourists as it requires being more unique and significant [32]. There is a lack of segment specific branding. Since, India is branding on the basis of all the attributes; therefore, India's branding is losing a strong message [30].

Thus, it can be concluded that 'branded house' brand architecture is very weak for India. India needs to restructure its branding. India need to identify its unique and distinct brand attributes for destination branding. Also, India should identify its target segments as well as geographic segments to focus its marketing strategies.

4. Research Methodology

The research methodology in this study includes five basic steps. The first step contains literature review to identify the gaps pertaining to tourism destination branding strategy of India. The second step contains identification of variables based on literature, expert opinion and pilot survey. The third step contains developing instruments for data collection. The fourth step contains data interpretation and analysis using appropriate statistical tools. The fifth step contains validation of the model as an outcome of the analysis.

For this study, Primary data has been collected from foreign tourists travelling to India using structured questionnaires and through the semi structured interviews with Experts from the

Indian tourism industry. Secondary data sources for this study are EBSCO, EMERALD, ABI INFORM, Google, books on destination branding/ marketing, articles and cases of various countries on destination branding, etc.

4.1 Tools and Techniques used

- **Case Study Method:** To discern the tourism branding strategies being used by various other countries which are successful in tourism rankings.
- **Factor Analysis:** To Identify the important attributes for tourists to visit India
- **Cluster Analysis:** To segment the visitors based on their motivations for visiting India
- **Chi Square:** To examine the relationships between segments and demographic variables
- **Experts Interviews Method:** To validate the Brand Architecture Models

In tourism market segmentation, a factor-cluster integrated analysis approach has been broadly used [33], [34], [35], [36], [37], and [38].

4.2 Data

Both the secondary as well as the primary data have been used in this study. Secondary data has been used to study the cases of various countries which are ranked quite high in foreign tourist arrivals regarding their brand architectures and regarding their successful tourism branding strategies. Secondary data has also been used to assess the present tourism brand architecture of India. To identify unique attributes for India's tourism with respect to different continents branding and to segment the visitors based on their important motivations for visiting India, primary data has been collected.

Of the 543 questionnaires distributed, 511 questionnaires were received and out of which only 500 questionnaires were usable and understandable. Therefore, 500 was the actual sample size from where data was collected.

4.3 Sampling Design

Primary data has been collected from the leisure foreign tourists visiting India.

Target Population: Foreign tourists visiting India.

Sampling Technique: (Non probability) Judgmental sampling, Quota sampling and Snowball sampling.

Quota of 100 – 150 respondents from each continent was allocated.

Sample Size:

Total No. of Questionnaires distributed: 543

Out of 543 questionnaires, 66 questionnaires were received through emails from snowball sampling.

Number of Questionnaires received through personal interviews: 434

Total Readable and usable Questionnaires used for analysis from both personal interviews and email were: 500

Therefore, sample size used: 500 foreign tourists

Primary data has been collected from the foreign tourists as per the following table. Foreign tourists from various continents have been contacted for their first-hand information.

Sample divided into four Continents	No. of respondents
Asia	100
Europe	126
N. America	128
Australia	109
Others	37
Total	500

Geographical areas covered: Agra, Jaipur, Amritsar, Dharamshala, Goa, Mumbai and Delhi are covered for data collection.

5. Data Analysis

5.1 Data Analysis strategy

Data were analyzed in four stages. First, the various attributes were factor analyzed to identify the important factors for motivating the visitors to visit India. Then, factor score for each respondent were used for clustering the visitors into market segments in the stage two. Visitors were clustered in such a way that those within each cluster were more similar to each other than to the visitors in other clusters meaning thereby that there is more homogeneity within the clusters and heterogeneity between clusters [39]. In the third stage, segment characteristics were identified and understood. Then, Chi square and ANOVA tests were used to explore the characteristics of variables and clusters such as demographic and travelling characteristics [40]. In the fourth stage which is the last stage, two brand architecture models for India's tourism industry were proposed and which got validated through Experts of Ministry of Tourism of India.

5.2 Factor Analysis

The first stage of data analysis involved the identification underlying motivations using factor analysis. To understand the important attributes/ factors for branding India which sway the foreign tourists, factor analysis was used in the study on the set of 25 statements.

After applying factor analysis on the data six factors were extracted with Eigen Value >1 , which explains the 56% of Variance. Reliability of the factors generated was tested. Reliability (Cronbach alpha) $\alpha > 0.50$, is accepted as an indication of reliability [41]. Results show that variables within each factor were internally consistent through reliability factor, Cronbach's alpha coefficient. At last, factors were labeled. Factors were labeled as; **(F1) Food, (F2) Spirituality, (F3) Value for money, (F4) Rich Culture, (F5) Rich history, and (F6) Natural beauty**. Factor 1 consisted of five items, all related cuisines, spices and food chains. Hence, it was labeled as 'Food'. Factor 2 consisted of four variables related spiritual and religious learnings, yoga and meditation. As a result Factor 2 was labeled as 'Spirituality'. Factor 3 consisted of three variables, related to value for money, cheap and affordable services and therefore this factor were labeled as "Value for money". Forth factor consisted of two variables related to ethnicity of culture and hence this factor was tagged as "Rich Culture". Factor fifth explained the items related to rich history, monuments, forts, and heritage and therefore named

as “Rich history”. The last factor, factor sixth was related with diverse landscapes, like beaches, deserts, mountains, backwaters, etc. Therefore, this factor was labeled as, “Natural beauty”.

5.3 Cluster Analysis

After having found the major underlying factors for choosing India as a holiday destination, the next stage in the analysis is to cluster the visitors on the basis of these factors. A K-means clustering algorithm analysis was used in which the number of clusters had to be pre-determined, on the six dimensions identified through factor analysis in the previous stage. In order to facilitate the interpretation of the cluster profile, clusters were labeled according to the importance of the motivation factors attached to each cluster. The four segments were labeled as; **Culinary Tourists, Religious & Nature lovers, History & Culture seekers, and Conservative tourists**. Segment 1, consists of the visitors who consider food and spicy delicacies and cuisines, an important factor to visit the destination. Segment 2, consist of people who are more interested in Religious activities like; yoga, meditation, spirituality and like Natural beauty. Segment 3 consists of people who like India’s culture and history, and therefore termed as history and culture seekers. Last, segment 4, consists of those people who look for value for money and less expensive services. Therefore, this segment was labeled as Conservative tourists.

Next, after having established that the segments are different from each other and are motivated by different benefits, the next stage involves profiling the segments with respect to their demographic and traveling characteristics. This is very important for marketing strategy formulation as it leads to identify the target markets. Chi square tests revealed country of origin, visitation level, and age accounted in different clusters. However, cross tabulation indicated statistical significance between segments and various other characteristics. Table 5 shows the following chi square results.

5.4 Chi square

Next, after having established that the segments are different from each other and are motivated by different benefits, the next stage involves profiling the segments with respect to their demographic and traveling characteristics. This is very important for marketing strategy

formulation as it leads to identify the target markets. Chi square tests revealed country of origin, visitation level, and age accounted in different clusters. However, cross tabulation indicated statistical significance between segments and various other characteristics. Table 5.1 shows the following chi square results. Through Chi square results, it has been observed that majority of Asians (40%) visit to see its rich history and culture. Majority of the Australians visit India to experience spirituality and to see its Natural beauty. Majority of the Europeans come to India to experience Spirituality and Americans visit India to enjoy services which give complete value for money. Most of the repeat visitors are also coming because of the factor “Spirituality” indicating that Spirituality is the very strong factor for India for branding. Also it has been observed that people below age group of 19 visit India for food tourism. People of 19-30 years of age visit India for Spirituality, Natural beauty and food. People from 31- 50 years of age visit India for almost all the reasons like, Food, Spirituality, and Value for money. People above 51 years of age come to India to do spiritual activities only. Thus, through Chi square results we get appropriate target markets for India’s tourism and on the basis of that India can do customized branding. Following table, table 5.1 shows chi square results;

Table 1: Cluster Profiles and Chi Square Results

	Segment 1 (Culinary)	Segment 2 (Spirituality and Nature lovers)	Segment 3 (History and Culture seekers)	Segment 4 (Conser vative)	chi square results
Continent of Origin					
Asia	5.00%	34%	40%	21%	$\chi^2(12)= 25.907,$ $p < 0.01$
Australia	26.40%	30.00%	24.50%	19.10%	
Europe	26.40%	34.40%	12.80%	26.40%	
North America	19.20%	32.80%	13.60%	34.40%	
Others	25.00%	47.50%	10.00%	17.50%	
Visit Frequency					
First time visitors	32.10%	26.60%	15.90%	25.40%	$\chi^2(3)= 17.219,$ p

					< 0.001
Repeat Visitors	22.20%	41.50%	9.30%	27.00%	
Age					
Below 18 yrs.	45.50%	27.30%	18.20%	9.10%	$\chi^2(9)= 26.042,$ p<0.002
19-30 yrs.	32.80%	33.30%	7.50%	26.40%	
31-50 yrs.	27.60%	26.20%	19.30%	26.90%	
above 51 yrs.	17.50%	43.40%	12.60%	26.60%	

Thus, through Chi square results we get appropriate target markets for India’s tourism and on the basis of that India can do customized branding.

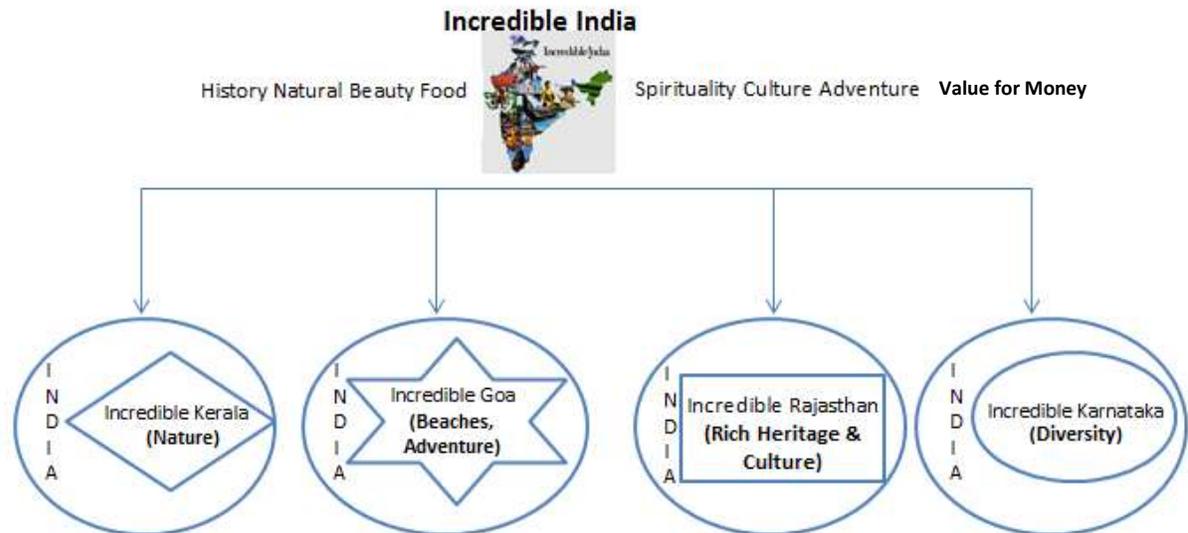
5.5 Proposed Models

Proposed strategy 1: “House of brands” strategy.



Under this strategy, India which is a parent brand can be branded on the basis of rich culture, history, exotic food, Spirituality, Natural beauty, etc. because all the states of India are unique in these three attributes. Also, all the 29 states of India can have their own independent branding on the basis of their own uniqueness and specialties. E.g. Kerala is famous for nature and beaches, Goa is also known for beaches, Rajasthan is unique for its deserts and Punjab is unique for fields and greenery. Above that, all the states are rich in their respective culture, history and food as mentioned above [42].

Proposed strategy 2: “Endorsed brand” strategy.



According to this strategy, India is the main brand which has some key values or key attributes which are endorsed to all the states of India. States if branded individually can lose tourists because people know India as a brand rather than the individual states. Therefore, another proposed branding strategy for India is ‘Endorsed brand strategy’. According to this strategy, the key values or attributes of India stays which are rich history, culture, unusual food, natural beauty, etc. and all the states do their own individual branding under the mother brand India in an organized and systematic manner. Again, states ought to have a strong coordination with center. This way foreign tourist would not get confused and they would be clear about the various states which are so diverse amongst themselves [43].

5.6 Experts Interviews to validate proposed models.

- **Target Experts:** Academicians and Practitioners from Tourism Industry of India
- **Sampling technique:** judgment sampling, and Snowball sampling
- **Sample Size:** 07
- **Location of Interviews:**
 - Ministry of Tourism, Incredible India, Dalhousie Road, New Delhi.
 - Indian Institute of Travel & Tourism Management, Sector- 63, Noida.

- Delhi Tourism Corporations ltd., Defence Colony, New Delhi.

5.7 Responses of the Experts

Experts from Ministry of Tourism, Government of India's office were contacted and interviewed. Mr. Shailesh Kumar, (Deputy Director of Ministry of tourism), Prof. Manjula Chaudhary (Director, Indian Institute of Tourism and Travel Management), Mr. G.S. Saxena (Managing Director, CEO, Delhi Tourism), Mr. V.R. Venkatadari (Principal of Institute of Hotel Management, under the Ministry of Tourism, Government of India, Bangalore) are some of the experts who were interviewed regarding the present brand architecture model of India and for the feasibility of the proposed models. Some of the key points taken from their interviews are;

- Present brand architecture of India lacks clarity and focus
- Lack of proper synchronization between states and the center
- Lacks planning and coordination
- No markets identified for targeting foreign tourists
- Branding should make clear the expectations of the foreign tourists
- Present campaign needs to be explained well

Out of the two proposed models, few Experts validated the second model i.e. 'Endorsed brand' strategy and a couple of Experts validated the first one, "House of brand" strategy. According to them, any of these models could be feasible if and only if they are implemented after sturdy planning.

6. Findings & Conclusion

A clear branding strategy is critical for the success of tourism Industry. In terms of Managerial implications, this study provides evidence of existence of different User Groups across geographies who are attracted with different factors of a destination. It is therefore required to understand their needs so that proper allocation of limited resources (Marketing/Branding Budgets) can be made. Destination marketing campaign should follow the marketing strategy for right positioning to the target markets. Projected Images in brochures, magazines and media

should reflect the diverse interests of each market. Prospective visitors from Asia are more likely to come for History & Culture and Spirituality & Natural beauty. Therefore, image of India should be projected in Asia's media accordingly. Similarly, image should be projected at various continents according to visitor's interests. Majority of the tourists are Spiritual and Nature Lovers from all the parts of the world. In targeting this segment, branding campaigns that include Natural beauty along with religious attributes should be made. In terms of destination marketing, the six factors and four segments identified provide guidelines for the formulation of marketing objectives related to attracting prospective tourists. USA, UK and Australia are India's traditional markets to tap tourism. A clear and focused branding strategy is needed to brand in these continents. South Africa is still a virgin market.

This emphasizes the importance of tourist motivations and the importance of motivation research. Most of the tourists visiting India are general tourists with relaxed and casual reasons to visit the country. These tourists were segregated into various segments. Accordingly, appropriate marketing strategies are needed to target the right customers. Instead of mass marketing, i.e. marketing all the factors in all the parts of the world, it is important to market only those factors in a specific destination which are strong pull factors for the people of that place. Thus, it is important to have customized marketing strategies depending on the tastes and preferences of the people of that particular place. Thus, both attribute specific as well as geographic specific marketing for international tourist is required.

As of now, India lacks brand architecture. Two types of brand architectures have been proposed; House of brand strategy and Endorsed brand strategy. Under House of brand strategy, India will brand herself on the basis of the factors identified and all the 29 states would have their own respective branding on the basis of their uniqueness's. Under Endorsed brand architecture, all the states would brand themselves under the parent theme Incredible India but have their own sub theme to brand their respective states. Thus, it can be concluded that the brand Architecture of a country should be such, which suits the requirements of the country and conveys a clear and non-confusing picture of a country to the outside world. Therefore, it is also important that all the important and unique attributes of the country should be reflected in the branding structure.

Thus, branding strategy should be such that effectively communicates country's uniqueness's and about what all the states and the country as a whole can offer.

In the case of India, India can start with Endorsed brand strategy first and once the international tourists get familiar with brand India and its states then India can move on to House of brand architecture.

7. Limitations of the study

Since, India is geographically very large, therefore it was not possible to tap the foreign tourists for primary data collection from all the tourist destinations of the country. Scope has been restricted with international tourists only. Domestic tourists' behavior has not been studied. The Clustering Analysis Algorithms have their own limitations. There is also a limitation of implementing these models as it can be done by the Ministry of Tourism.

8. References

- [1] (HTDB) "*Handbook on tourism and destination branding*", World Tourism Organization, Madrid, 2009.
- [2] Cretu I., "*Destination image and destination branding in transition countries: the Romanian tourism branding campaign 'Explore the Carpathian garden'*", Dissertation submitted in International Business and Strategic Management, The York Management School, University of York, pp. 11, 2011
- [3] Baloglu S., McCleary K.W., "*US international pleasure travellers' images of four Mediterranean destinations: a comparison*", Journal of Travel Research. Vol.38, pp. 44-152, 1999
- [4] Fetscherin M., "*The determinants and measurement of a country brand: the country brand strength index*", International Marketing Review, Vol. 27(4), pp. 466-479, 2010.
- [5] Harish R., "*Brand Architecture in tourism branding: the way forward for India*", Journal of Indian Business Research, Vol.2 (3), pp. 153-165, 2010.
- [6] Singh N., Ahuja S., "*Comparative analysis between Centralized and State-wise tourism campaigns in India*", Journal of Tourism, Vol. 13, Romania, pp. 14-20, June 2011.

- [7] Hanna S., Rowley J., “*An analysis of terminology use in place branding*”, *Place Branding and Public Diplomacy*, Vol.4(1), pp. 61-75, 2008.
- [8] Amit S., “*Destination Branding, an Introduction*”. The ICFAI University Press, 2010.
- [9] Jaworski, Fosher, D., “*National Brand Identity & Its Effect on Corporate Brands: The Nation Brand Effect (NBE)*”, *The Multinational Business Review*, Vol.11(2), pp.99-108, 2003.
- [10] Maheshwari, Vandevale, Bamber, “*Place branding’s role in sustainable development*”, *Journal of Place Management and Development*, Vol. 4(2), pp. 198-213, 2011.
- [11] Pearce P. L., “*Fundamentals of tourist motivation*”. In D. G. Pearce & R. Butler (Eds.), *Tourism Research: Critiques and Challenges*, 1993.
- [12] Vanolo A., “*The Image of the Creative City: Some Reflections on Urban Branding in Turin Cities*”, Vol. 25(6), pp. 370-382, 2008.
- [13] Laaksonen P., Laaksonen M., Borisov P., Halkoaho J., “*Measuring image of a city: A qualitative approach with case example*”, *Place Branding*, Vol. 2(3), pp. 210-219, 2006.
- [14] Merrilees, B., Miller, D., Herington, C., “*Antecedents of residents' city brand attitudes*”, *Journal of Business Research*, Vol. 62 (3), pp.362-367, 2009.
- [15] Prayag, G. “*Images as pull factors of a tourist destination: A factor- cluster segmentation analysis*”. *Journal of Tourism Analysis*, Vol. 15, pp. 1-14, 2010.
- [16] Kotler P., “*Marketing Management*”, The Millenium Edition, Prentice Hall, 2000.
- [17] Beerli, A., Martin, J.D., “*Factors influencing destination image*”. *Annals of tourism research*, 31(3), pp. 657-681, 2004.
- [18] Kotler P., Gertner D., “*Theoretical papers. Country as brand, product, and beyond: A place marketing and brand management perspective*”, *Special Issue Brand Management*, Vol. 9(4, 5), pp. 249-261, April 2002
- [19] Diem Trinh, “*Segmenting visitors to battlefield site: International visitors to former DMZ in Vietnam*”, A thesis submitted to the Victoria University of Wellington, 2009.
- [20] Fakeye P.C., Crompton J.L., “*Image difference between prospective, first time, and repeat visitors to the Lower Rio Grande Valley*”. *Journal of Travel Research*, Vol.30, pp. 10-16, 1991.
- [21] Waddington , J., “*Investigating the impact of brand reputation on brand architecture strategies: a study on a South African automotive company*”, A thesis submitted to Rhodes University, 2011.

- [22] Aaker D.A., Joachimsthaler, E.A., “The *brand relationship spectrum: The key to the brand architecture challenge*”, California Management Review, vol. 42(4), pp. 8-23, 2000.
- [23] Strebinger A., Treiblmaier H., “The *impact of business to consumer ecommerce on organizational structure, brand architecture, IT structure and their interrelations*”. *Schmalenbach Business Review*. Vol. 58(1), pp. 81-113, 2006.
- [24] Rajagopal, Sanchez R., “*Conceptual analysis of brand architecture and relationships within product categories*”, Journal of Brand Management, Vol. 11(3), pp. 233-247, 2004.
- [25] Davis, “*Marketers challenged to respond to changing nature of brand building*”, Journal of advertising research, Vol.45 (2), pp. 198-200, 2005.
- [26] Dooley G., Bowie D., “*Place brand architecture: Strategic management of the brand Portfolio*”, Place branding, vol. 1(4), pp. 402-419, 2005.
- [27] Kant A., “*Branding India- an incredible story*”, HarperCollins Publishers India, a joint venture with the India Today Group, May, 2009.
- [28] Morgan N. J., Pritchard A., Abbot S., “*Consumers, travel and technology: a bright future for the web or television shopping?*” Journal of Vacation Marketing, Vol. 7(2), pp.110-124, April 2001.
- [29] World Travel and Tourism Competitiveness (WTTC) Index by World Economic Forum (2013). http://www3.weforum.org/docs/WEF_TT_Competitiveness_Report_2013.pdf accessed on 23rd Dec, 2012.
- [30] Mathew, N. (2003) “How incredible?” Hindu, India, available at: <http://www.thehindu.com/thehindu/ mag/2003/11/16/stories/2003111600270100> (accessed 23 May 2009)
- [31] Kerrigan F., Shivanandan J. & Hede A., “*Nation Branding: A Critical Appraisal of Incredible India*”, Journal of Macromarketing, Retrieved December, 2013, from <http://jmk.sagepub.com/content/32/3/319.full.pdf+html>
- [32] Venkatachalam V.B., Venkatachalam R.N., “*Destination Branding: Making India Relevant and Competitive in Uncertain Environment*”, South Asian Journal of Tourism and Heritage, Vol. 3 (1), pp. 81-91, 2010.
- [33] Cha S., McCleary K. Uysal M., “*Travel motivation of Japanese overseas travelers. A Factor-cluster approach*”. Journal of Travel Research, Vol. 33(3), pp. 33-39,
- [34] Kau A. K., Lim, P.S., “*Clustering of Chinese Tourists to Singapore: An Analysis of Their Motivations, Values and Satisfaction*”. International Journal of Tourism Research, Vol.7, pp. 231–248.

- [35] Lee G., O’Leary J.T., Hong G.S., “An analysis of brand building elements in the US state tourism websites”, *Tourism Management*, Vol. 27(5), pp. 815-828, 2006.
- [36] Molera L. Albaladejo I., “Profiling *segments of tourists in rural areas of South-Eastern Spain*”, *Tourism Management*, Vol. 28(3), pp. 757-767, 2007.
- [37] Park D.B., Yoon Y.S., “Segmentation *by motivation in rural tourism: A Korean case study*”. *Tourism Management*, Vol. 30(1), pp. 99-108, 2009.
- [38] Sirakaya E., Uysal M., Yoshioka C. F., “ *Segmenting the Japanese tour market to Turkey*”, *Journal of Travel Research*, Vol. 41(3), pp. 293, 2003.
- [39] Hair J.F., Black W.C., Babin B.J., Anderson R.E., Tatham, R. L. “*Multivariate data analysis*” (6th Ed.) Englewood Cliffs: Prentice Hall, 2005.
- [40] Sarigollu E., Huang R., “*Benefits segmentation of visitors to Latin America*”, *Journal of Travel Research*, 43, pp 277-293, 2005
- [41] Mehmetoglu M., “*A case study of nature-based tourists: Specialists versus Generalists*”, *Journal of Vacation Marketing*, Vol. 11(4), pp. 357, 2005.
- [42] Singh N., Ahuja S., “*Destination Branding: Brand architectural model for India*”, *Indian Streams Research Journal*, Vol. 3(12), pp.1-8, Jan 2014.
- [43] Singh N., Ahuja S., “*Brand Architectural models of three tourist nations*” , *Indian Streams Research Journal*, Vol. 4(1), pp. 1-8, Feb 2014.