

**COLLABORATIVE DESTINATION MARKETING THROUGH TRADE SHOWS -  
A STUDY OF KERALA TRAVEL MART**

*Thesis Submitted to*  
**Cochin University of Science and Technology**  
*For the award of the degree of*  
**Doctor of Philosophy**  
*Under*  
**Faculty of Social Sciences**

*By*  
**Shobha Menon**  
  
*Under the Supervision of*  
**Dr. Manoj Edward**



**School of Management Studies**  
**Cochin University of Science and Technology**  
Kochi - 682 022

August 2015

# **Collaborative Destination Marketing Through Trade Shows - A Study of Kerala Travel Mart**

*Ph. D Thesis under the Faculty of Social Sciences*

*Author*

***Shobha Menon***

*School of Management Studies*

*Cochin University of Science and Technology*

*Cochin - 682 022, Kerala, India*

*email: shobha.menon13@gmail.com*

*Supervising Guide*

***Dr. Manoj Edward***

*Assistant Professor,*

*School of Management Studies*

*Cochin University of Science and Technology*

*Cochin - 682 022, Kerala, India*

*email: manojedw@gmail.com*

*School of Management Studies*

*Cochin University of Science and Technology*

*Kochi - 682 022*

*August 2015*

**School of Management Studies**  
**Cochin University of Science and Technology**  
Kochi - 682 022

---

***Dr. Manoj Edward***  
*Assistant Professor*



---

*Ph: 9846280535*

*E mail: manojedw@gmail.com*

---

*Date: 17/08/2015*

## **Certificate**

Certified that the thesis titled **“Collaborative Destination Marketing Through Trade Shows - A Study of Kerala Travel Mart”**, submitted to Cochin University of Science and Technology, Kochi, for the award of the degree of Doctor of Philosophy under Faculty of Social Sciences, is a record of bonafide research done by Ms. Shobha Menon., under my supervision and guidance in School of Management Studies, Cochin University of Science and Technology. This work has not been part of any work submitted for the award of any degree, diploma or any other title or recognition by any institution. All the relevant corrections and modifications suggested by the audience during the pre-synopsis seminar and recommended by the Doctoral committee have been incorporated in the thesis.

**Dr. Manoj Edward**  
Supervising Guide





## *Declaration*

I, Shobha Menon, hereby declare that the thesis titled “**Collaborative Destination Marketing Through Trade Shows - A Study of Kerala Travel Mart**”, submitted to Cochin University of Science and Technology under Faculty of Social Sciences is the record of the original research done by me under the supervision and guidance of Dr. Manoj Edward, Assistant Professor, School of Management Studies, Cochin University of Science and Technology. I also declare that this work has not been submitted elsewhere for the award of any degree, diploma or any other title or recognition.

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Date: **17/08/2015**

**Shobha Menon**



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## *Acknowledgement*

*This research study has been extensive and required great effort, but it was also very interesting and challenging. Without help, support and encouragement from several persons, I would never have been able to finish this thesis*

*First and foremost, I thank my Supervising Guide, Dr. Manoj Edward for his support and encouragement throughout my research study at CUSAT. He encouraged me to venture into the comparatively new area of qualitative research and always nudged me into a new direction whenever I was stuck in my research efforts. Without his intelligent guidance, I would never have been able to complete the research.*

*I also thank Doctoral Committee member, Prof. (Dr.) Moli P. Koshy for her encouragement and always being approachable for any help I required during this period of research. I specially thank Dr. Sarada S., whose guidance and motivation during the initial period of research encouraged me to continue in this arduous path of research. I am thankful to Prof. (Dr.) M. Bhasi, Director, School of Management Studies, CUSAT, for the help and support extended to me by him and his office. I also wish to express my sincere gratitude to the administration and both Central and SMS Library for their help and support. I am particularly thankful to Ms. Bindu P.R. for her help all these years. My sincere thanks to all my fellow research scholars for their moral support and encouragement. A special thanks to Dr. Hareesh Ramanathan for being always available to clear doubts on SPSS and Ms. Ambika Anil for proof reading the entire report.*

*I also want to place on record, my deep gratitude to KTM Society and especially to Mr. Mathew Philip, CEO of KTM Society who permitted me to conduct surveys during business hours of KTM and who always gave a positive reply to all my requests for information. Without his unstinted support, this*

*research would have been impossible. I am also deeply indebted to the doyens of the tourism fraternity of Kerala who, with just a phone call and without any hesitation, spared their valuable time to give me insights into the collaborative effort KTM and Kerala tourism in general.*

*I would be nowhere without my family. I want to express my unending gratitude to my husband Madhavankutty, who tolerated my research efforts with great patience for five long years and who silently shouldered most of the domestic chores so that I could devote time to the research. My loving gratitude to my mother for her understanding and silent encouragement and to my tech savvy son Umesh who willingly chipped in with his skills with MS Office. And to my loving daughter Manisha and son in law Ankit who kept my spirits up with their constant encouragement.*

*I finally dedicate this research thesis to the memory of my late father, Shri P.N.Menon, who had always wanted me to pursue research and who was with me in spirit throughout the research period. He would have been the happiest person to see me complete the thesis.*

***Shobha Menon***

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## Abbreviations

B2B	Business to Business
B2C	Business to Consumer
CVB	Convention and Visitors Bureau
DMO	Destination Marketing Organization
FAM	Familiarization Trips
GOI	Government of India
GOK	Government of State of Kerala
ITB	International Tourism Bourse
ITS	International Trade Shows
KTM	Kerala Travel Mart
NJ	New Jersey
NZ	New Zealand
SEM	Structural Equation Modelling
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Science
TFO	Trade Fair Organizer
TS	Trade Show
UK	United Kingdom
UN	United Nations
US	United States
WTM	World Travel Mart
WTO	World Tourism Organization

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# Chapter 1

## INTRODUCTION

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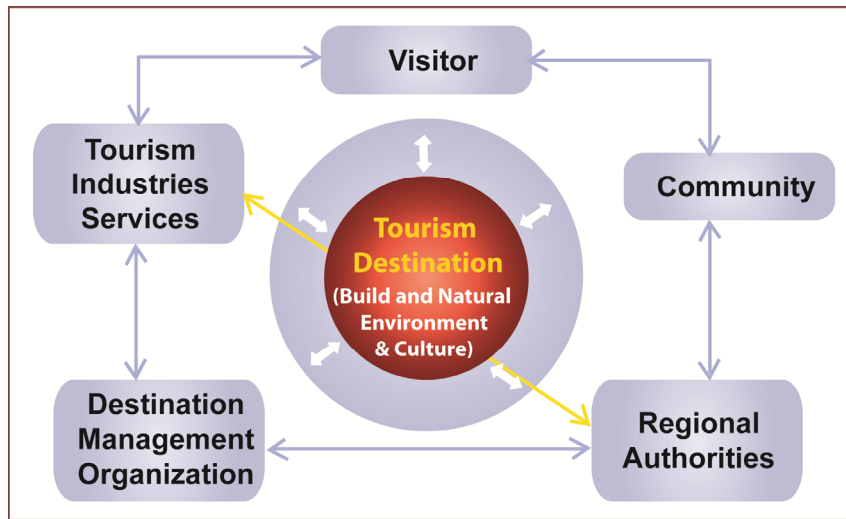
Tourism industry is interdependent and dynamic, and the tourism products are, by nature, complex and difficult to manage. The tourist destination is the core of the tourism industry and needs to be marketed like any other product. However, threats in the external environment and changes in the industry's markets and structures have challenged destination marketing organizations to shed the traditional competitive marketing strategies and change in fundamental ways in the last few years. Over the coming years, the challenges facing destination marketers are likely to be even greater with a whole host of issues likely to impact on the future marketing of destinations. The principal challenges of the destination marketer are the increasing complexity of the destination product, inability to control elements of the destination product, impact of every major crises on the destination demand, differing customers' perceptions of the 'tourism place', cutthroat competition

among destinations leading to a commodified destination, the digital revolution and threat of increasing consolidation across the industry

For destination marketing to be effective and succeed both now and in the future, it is clear that destinations will have to bring all the partners together to cooperate rather than to compete, and to pool resources to evolve an integrated marketing mix and delivery system and provide a seamless experience for the visitor. Collaboration is no more a luxury but a necessity for destinations to survive in the face of considerable competition and environmental challenges. It is only through the adoption of collaboration strategies that destinations will be in a position to unify their component parts and present a single message to the market. (Fyall et al. 2006)

## **1.1 Background of the Study**

Destination is the fundamental unit of analysis in tourism nations on which all the many complex dimensions of tourism are based (WTO, 2002). Bornhorst, et al. (2010) defines destination as a geographical region, political jurisdiction, or major attraction, which seeks to provide visitors with a range of satisfying to memorable visitation experiences. They further defined destination success as a combination of tangible physical destination attributes (such as product, location and accessibility) and less tangible attributes (such as service, experience and community attitude). The destination comprises essentially the tourism service providers, the tourism visitors, the local community, the destination management organization and the local /regional government. This is shown graphically below in Figure 1.1.



(Source: WTO, 2002)

**Figure 1.1: Conceptual Framework of Destination**

An ever increasing number of destinations worldwide have opened up to, and invested in tourism, turning tourism into a key driver of socio economic progress through export revenues, creation of jobs and infrastructure development. Many new destinations have emerged in addition to the traditional Europe and North America. International tourist arrivals worldwide are expected to reach 1.4 billion by 2020 and 1.8 billion by the year 2030 (WTO, 2011). In 2030, 57% of international arrivals will be in emerging economy destinations (versus 30% in 1980) and 43% in advanced economy destinations (versus 70% in 1980). By region, the strongest growth will be seen in Asia Pacific region, where arrivals are forecast to increase by 331 million to reach 535 million in 2030 (+ 4.9% per year) (WTO, 2014).

### 1.1.1 Challenges of Destination Marketing

As the above statistics indicate, the competition among destinations, for the tourists, is getting more intense. However, tourist destinations are the most

difficult products to market and promote due to various reasons (Buhalis (2000), Fyall and Garrod (2006):

- a) The destination is not a single product but an amalgam of products, each with distinct characteristics.
- b) The customers are widespread and a single destination holds different meanings to different markets in different segments. To add to the complexity, the customers are constantly evolving which demands continuous changes in marketing strategies.
- c) There is dominant presence of intermediaries and the relationships among them are complex. The threats of technology and the fear of increasing irrelevance of traditional distribution chains is making destination marketing even more challenging.
- d) Presence of large number of stakeholders, not directly in the marketing chain, but nevertheless having a strong influence e.g. the locals.
- e) Intense competition among destinations across the world as countries are increasingly realizing the linkage benefits of tourism.

### **1.1.2 Value of Collaboration**

The traditional competitive marketing paradigm is seen to be increasingly ineffective in marketing of destinations. Collaborative marketing is increasingly seen as the new future for firms, not only in the tourism industry, but in most industrial sectors. There is an increased interest in forging collaborative arrangements in tourism due to the environmental uncertainties and operational complexities which characterize the present day tourism industry. There is a growing realization that it is difficult for tourism businesses to survive alone and



that it is important to develop local partnerships to bring in complementary strengths and offer an attractive product representing the destination and ensure effective promotion of the destination. Destination marketing is a joint endeavour that requires various organizations in a limited geographic area to harmoniously work together for a common purpose. Collaborative Destination Marketing initiatives are voluntary arrangements between tourism organizations involved in managing and promoting destinations (Wang, 2008).

Palmer and Bejou (1995) have stated the following reasons as to why collaboration is needed to promote a destination.

First, individually stakeholders could create less promotional impact on potential visitors than a promotional campaign where resources are pooled. Second, market mechanisms fail to support and share the benefits of collective promotion of an area. Third, in the marketing planning process, stakeholders can achieve their objectives more effectively by recognizing their dependencies. With the recognition of mutual dependency among stakeholders in a destination, comes the realization that partnerships or strategic alliances or collaboration among stakeholders would be more effective in destination promotion.

### **1.1.3 Trade Shows**

There are many forms of collaborative arrangements in a destination. Trade shows is one such collaborative destination marketing tool. Trade show is a very popular promotion tool used in tourism because of the inherent advantages of trade shows for the tourism industry. The tourism industry is characterized by great geographical dispersion, climate of uncertainty, simultaneity and inseparability of production and consumption of tourism

products coupled with the challenges of credence and experience qualities. Trade shows are events that bring together, in a single location, for a specific period of few days, sellers and buyers of tourism services and thus stimulate the creation of a trusting relationship between suppliers and their potential clients, which reduces this uncertainty. Understanding the process of collaborative marketing through trade shows is integral to the management of tourism as collaboration, in its many forms, determines the success or failure of tourism marketing strategies of the destination today.

## **1.2 Statement of the Problem**

The success of a destination depends on the seamless coordination of the players comprising the tourism value chain to provide wholesome and memorable experiences to tourists (Zach and Racherla, 2011). The interdependency of organizations involved in producing and promoting the tourism destination product provides a basis for the development of collaborations within destinations. The literature on destination collaboration focusses on different aspects of collaborative marketing like advantages of regional/local destination marketing, the antecedents of effectiveness of a collaboration and evaluation of tourism partnerships. Some writers have focussed on the various stages through which collaborations typically pass as they move from their conception to their ultimate demise and have proposed models of the collaboration life cycle (Fyall and Garrod, 2006). Many of these life cycle models are based on the theories of resource dependency, networks, transaction cost and strategic management (Wang and Xiang, 2007). However, most of the empirical studies are confined to destinations in developed countries like Australia, USA, Europe or UK. None of the empirical studies are from India As there is an increasing recognition of the

value of collaborative destination marketing, there is a need for more studies to be conducted across different destinations especially in emerging economies like India where the destination, tourism infrastructure, market structure and the situational dynamics are vastly different. Wang and Xiang (2007), for example, reconfirms this when they state that further research supported by both qualitative and quantitative data is required to confirm or challenge the various aspects of their study. Palmer and Bejou (1995) states that the most important generalizable conclusion from their research is that no one unique approach for creating marketing collaborative is applicable in all business environments.

South-East Asia was the fastest growing sub region both in the region and in the world in 2013, with an increase of 11 % in international tourist arrivals. South Asia (+ 6 %) also showed solid growth last year as Sri Lanka had 27% more tourists and Maldives 17 %. However, the sub region's largest destination India (7 million arrivals) posted only 4 % growth. Today, India's share of international tourism arrivals is just 0.67 % whereas its rank is 42. Far less than its other Asian neighbors like China, Thailand and Singapore. Share of India in international tourism receipts (US\$ terms) is 1.59 % while its rank in world tourism receipts is 16. When we compare share of India in tourist arrivals to Asia & the Pacific Region, its share is 2.81 % and its rank is 11. Share of India in Tourism Receipts (US \$ terms) of Asia & the Pacific Region is 5.14 % while its rank in tourism receipts of Asia & the Pacific Region is 8. (WTO, 2014). Among the Indian states, in 2013, Kerala accounts for just 4.3 % of the total foreign tourist visitors to India and is not among the top 10 states to attract domestic visitors (GOI, 2014).

The above statistics show that India as a destination and also the destinations within India such as Kerala have a long way to go before India can attract tourists on the scale of, say China. Destinations are vying with each other to attract tourists. Competitive advantage requires the ability to effectively manage all components of the tourism system to ensure success is achieved (Bornhorst, et al. 2010). It is crucial India adopt effective strategies to get a larger share of the expected spurt in tourists, as forecasted by WTO.

In spite of the obvious advantages of collaborative marketing, very few destinations in India have adopted this strategy. Kerala, the southernmost state of India, is one of them. Kerala Travel Mart (KTM), a biennial trade show held in Cochin since 2000, is a collaborative marketing effort involving most of the tourism players in Kerala and the tourism department of Kerala. The main objective of KTM is to promote the destination Kerala in India and in international markets.

### **1.3 Key Research Questions**

Research questions play a central role in the process of conducting research as they set boundaries to a research project, clarify its specific directions, and keep a study from becoming too large. The key research questions for this study are:

What are the conditions which precede a marketing collaboration through destination trade shows?

Why do tourism firms collaborate to promote a destination through a trade show?

What is the nature and process of collaboration for destination marketing, through trade shows, in an emerging economy, like India?

What are the outcomes of such a collaborative trade show in a destination?

## **1.4 Broad Objective**

The broad objective of the study is to explore the nature and dynamics of collaborative destination marketing using the strategic tool of trade shows.

This is a very broad objective as the purpose is to understand the whole process of marketing collaboration in a destination- how it starts, what motivates firms to join the collaboration, what is the process of the collaboration, what are the outcomes of the collaboration through trade shows to the destination and what are the motivations and perceptions of the firms regarding their performance as exhibitors and visitors and the quality of the destination trade show. A mixed methods approach was felt to be the ideal approach as the study required a comprehensive approach – a qualitative study to explore in depth the process of collaboration at the destination level and subsequently a quantitative study for examining the motivations and performance at the participants' level – both exhibitors and visitors during the trade show. Only a mixed method study could bring out the various facets of such a unique collaborative venture.

The objectives for each phase of the study are as follows:

### **1.4.1 Specific Objectives of the Qualitative Research Study**

To understand the nature and dynamics of collaborative destination marketing involved in a tradeshow by examining

- a) The conditions which precede collaborative marketing of a destination through a destination trade show
- b) The motivations which encourage firms to collaborate in marketing a destination through a trade show
- c) The process of collaboration in a destination trade show and the different stages of the collaborative process, governance structure and conflict management
- d) The outcomes of the collaborative process in a destination trade show

#### **1.4.2 Specific Objectives of the Quantitative Research Study**

- a) To study exhibitors' motivations to exhibit in a destination trade show
- b) To study visitors' motivations to visit a destination trade show
- c) To assess the performance of exhibitors and visitors in a destination trade show
- d) To assess the relationship between the exhibitors' performance in a destination trade show and future exhibit intentions and positive word of mouth
- e) To assess the relationship between the visitors' performance in a destination trade show and future attendance intentions and positive word of mouth
- f) To assess service quality of a destination trade show as perceived by exhibitors and visitors.

A triangulation of results is attempted by using a sequential exploratory mixed method design with an initial stage of case study research of a single case study and a second part that involved four descriptive surveys. The objective was to corroborate the evidence and to strengthen the findings by complementary results.

### **1.5 Kerala Travel Mart as Case Study**

This study has taken Kerala Travel Mart (KTM) as the case study for studying the process of collaboration at a destination. KTM is a collaborative destination trade show held every two years in the city of Cochin in Kerala since 2000. Swanborn (2010) has stated that the selection of the case study as a research strategy is primarily guided by the character of the research question. “If it concerns descriptive and/or explanatory broad questions about a social process in a situation in which there is little knowledge of the phenomenon, and specifically if there is interest in the ways several individuals and groups of stakeholders interact with each other and interpret each other’s behavior , and the ways in which they cope with problems, then there is a need to explore one or more cases to clarify the intricate web of social relations, perceptions, opinions, attitudes and behavior.” (Swanborn, 2010) As KTM is a unique case in India, of a destination trade show which is collaborative in nature, the research study has chosen KTM as the case study for this research.

### **1.6 Significance of the Study**

This study will be of importance to the tourism industry as it explains the process of collaborative marketing and its prominent role in promoting a destination. Though the importance and value of collaboration among tourism

firms is well known and accepted in industry, it is not seen widely practiced in India and around the world. Trade shows as a collaborative venture have also not been widely used. Through this study of a collaborative process, it is hoped that more destinations will be encouraged to forge alliances among tourism partners and successfully promote a destination.

This research study gives indications of the different stages a collaborative venture may go through and the possible preconditions and outcomes these ventures can have. Other destinations in India can take this example from Kerala and start similar trade shows specific to the destination. It is also hoped that through this study, tourism firms in Kerala will get a comprehensive picture of the collaborative process of Kerala Travel Mart of which they have been a part for so many years.

## **1.7 Organization of the Study**

This research study is organized in eight chapters.

**Chapter 1** is the brief introduction to the study explaining the background of the study and provides an introduction to the research problem and lists the objectives of the study. The concept of destination collaboration through trade shows and Kerala Travel Mart as an example of destination collaboration is introduced. The significance of the study is also stated.

**Chapter 2** is the review of literature which is discussed under two sections – destination collaboration and trade shows. The drivers of collaboration, the emergence of collaborative destination marketing and the life cycle theories are discussed. The theoretical framework used as reference for this research study, is introduced. The four constructs – preconditions, motivations, process and outcomes of the destination collaboration – are explained. The importance



of trade shows in tourism, the structure of trade shows and important concepts like motivations, performance and trade show quality are also discussed.

**Chapter 3** introduces Kerala Travel Mart (KTM) which is the case study used for this study. The origins of KTM, its unique nature, its structure, its functioning etc. are explained in detail to give an idea of the background of the case.

**Chapter 4** explains the research design of mixed methods used in this study. The sequential exploratory mixed design has been used for this study and the reasons for choosing the same has been elaborated. As mixed methodology is a fairly recent concept, the concept has been explained in detail. The two strands of the study, case study research and the survey research are laid out describing the rationale and the details of both the methods. In designing the case study, the research paradigms and the philosophical orientation of the qualitative data analysis process used to analyze the case study is discussed. The methodology adopted for the qualitative phase of the study i.e. the process of depth interviews, the selection of the interviewees, the transcribing of interviews, the identification of key words and the coding philosophy used are explained. The process of the second quantitative phase i.e. conducting of four surveys, the process of selecting the samples during the Kerala Travel Mart is also explained in detail.

**Chapter 5** details the analysis of the qualitative data obtained in Strand 1 of the study – the qualitative phase of the study. The four constructs of pre-conditions, motivations, the process of collaboration which includes the stages of growth and the outcomes of the collaboration are discussed based on the theoretical framework and the findings from the qualitative data analysis. The findings which emerge from the interview data and which do not form part of the reference theoretical framework are also presented.

**Chapter 6** presents the survey results and the analysis of the quantitative phase of the study. The tools used like frequency analysis, the t test, the SEM analysis have been explained and the results interpreted.

**Chapter 7** is a synthesis of both the strands along with triangulation of data from other sources such as secondary data, archival data etc. The meta inferences from both the studies and the findings are presented.

**Chapter 8** concludes the research report discussing the findings and the implications of the findings for destinations. Future research directions and limitations of the study have also been stated.

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## Chapter 2

### REVIEW OF LITERATURE

#### Section 1

#### Collaborative Destination Marketing

2.1 *Destination*

2.2 *Collaboration as a Tourism Strategy*

2.3 *Collaborative Marketing for Destinations*

2.4 *Collaboration as a Process*

2.5 *Life Cycle Model used as a Framework for this Study*

2.6 *An Integrated Framework of Collaborative Destination Marketing*

#### Section 2

#### Trade Shows

2.7 *Trade Shows*

2.8 *Structure of Trade Shows*

2.9 *Exhibitors*

2.10 *Visitors*

2.11 *Degree of Fit between Exhibitors' and Visitors' Motivations*

2.12 *Summary*

This chapter presents a detailed review of the existing literature on the two areas that are foundation of this research study i.e. Collaborative marketing in tourism and the theoretical background for the wide usage of trade shows as a marketing tool.

This chapter has thus been structured into two sections:

#### Section 1 Collaborative Destination Marketing

#### Section 2 Trade Shows

**Section 1**

**COLLABORATIVE DESTINATION MARKETING**

**2.1 Destination**

The research study focuses on the destination Kerala, the southernmost State in India. The fundamental reason for the existence of the marketing collaborative venture Kerala Travel Mart, the focus of this study, is to promote the destination Kerala in India and in international markets. The WTO considers the destination to be the fundamental unit of analysis in tourism nations. The destination sits at the core of the wider tourism system in which it represents an amalgam of tourism products that collectively offer a destination ‘experience’ to visitors (WTO, 2002). Jin, Weber, Bauer (2009) states a destination is identified as an ‘experience supplier’ and regarded as a brand name of a place that binds the different products and services provided by a destination together.

Destination can be defined from two different angles:

***Supply side definition*** - Destination is a well-defined geographic area which is understood by its visitors as a unique entity, with a political and legislative framework for tourism marketing and planning (Buhalis, 2000).

***Demand side definition***- Buhalis (2000) describes destinations as places towards which people travel and where they choose to stay for a while in order to experience certain features or characteristics.

Management of a destination is often considered synonymous with tourism planning. However, Ritchie and Crouch (2003) differentiates between tourism policy and destination management: “Tourism policy focuses on

macro-level policies, is long term in orientation, and concentrates on how critical and limited resources can best respond to perceived needs and opportunities in a changing environment. Destination management, on the other hand, represents a more micro activity in which all the many resident and industry stakeholders carry out their individual and organizational responsibilities on a daily basis in their efforts to realize the macro-level vision contained in policy, planning and development”.

### **2.1.1 Destination Marketing**

Destinations, in the modern globalized world, have become a commodity like any other product in the marketplace and which needs to be promoted to attract tourists. Hence, the competitiveness of a destination refers to its ability to compete effectively and profitably in the market place, to maintain its market position and share and/or to improve upon them through time. In the contemporary environment, competition between destinations has become intense. Thus, the marketing of places has been turned into an increasingly professionalized, highly organized and specialized industry (Lichrou, O’ Malley and Patterson, 2008).

Taneja (2006), defines competitiveness as “the destination’s ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors”. The strategic planning of tourism destinations is a complex task due to the interdependence of multiple stakeholders and fragmented control over the destination's resources (Jamal and Getz, 1999). In the long term, the economic wellbeing of residents is of central concern to the notion of destination competitiveness. Enright and Newton (2005) states a destination is competitive if it can attract and satisfy potential tourists and this competitiveness is determined both by tourism-

specific factors and by a much wider range of factors that influence the tourism service providers.

As destination is a product, it is marketed like any other product. In many destinations, there is a specific body or organisation, usually a government body, often referred to as Destination Marketing Organization (DMO) or Convention and Visitors' Bureau (CVB) in US. There are many empirical studies on DMOs and their effectiveness in destination promotion. A case study of tourism destination marketing in the Nelson/Tasman Region, New Zealand by Blumberg (2005), examines the suitability of tourism destination marketing as a tool and of Destination Marketing Organizations (DMO) as a vehicle for tourism destination management and development. The author concludes that DMOs are unlikely to be able to claim too much responsibility for destination management but that they can play an important part in the management of the destination product.

Another study interestingly states that DMOs need to encourage tourism organizations to design and implement tourism marketing plans with a view to enhancing collaboration and partnerships in a destination. Pansiri's (2013) study explores the use of management activities (tourism planning and marketing) in explaining collaboration and partnership in Botswana. Study results indicate that tourism marketing has more influence than tourism planning in explaining and evaluating tourism collaboration and partnerships. The study found statistically significant differences between organizations which have tourism marketing activities and those which do not.

There is much debate in literature as to whether the growth of destinations is symbiotically linked to the marketing efforts of many organizations or whether

it is a coincidence. Prideaux and Cooper (2002) examine the relationship between destination growth and destination marketing by investigating the relationship between destination marketing organisations and local government authorities. A case study approach is adopted to explore this issue using two Queensland destinations in Australia, the Gold Coast and the Sunshine Coast. The findings of this research suggest that the manner in which private and public sector stakeholder organisations work together through a recognised destination marketing organisation will influence the overall rate of growth of destinations, particularly when origin markets are located in another state or overseas. In particular, the study supports previous research findings that the role of local government authorities is essential if destination marketing authorities are to operate effectively.

### **2.1.2 Challenges of Destination Marketing**

The marketing of a destination is fraught with many complexities which are peculiar to a tourism product. Palmer and Bejou (1995) has stated that the complex total product offer of a tourism destination has both tangible and intangible dimensions. Tangibility is provided by the physical stock of hotels, visitor attractions, means of access, parking facilities etc. Intangibility is provided by the image of an area, augmented for example with historical associations. The complexity of the marketing task is compounded by the fragmented nature of the stakeholders who are responsible for components of the total offer. Tourists may typically select among destinations on the basis of the total set of destination attributes, rendering individual firms' marketing planning of limited value.

Coupled with challenges in tourism, future scenarios paint a rather grim picture of greater segmentation of new customers, reduction in number of

intermediaries due to new technologies, limits to growth due to issues of environment sustainability etc. The digital revolution has created an open networked world wherein proprietary thinking, in sector after sector, has been proven to be an enormous blunder. Instead of competing against each other independently, tourism firms are ‘cast’ as actors in a tourism business network trying to ‘out-rival’ other destination networks. (D’ Angella, Go, 2009). All this calls for a paradigm change in marketing strategy for the tourism industry.

Only by improving competitiveness can development be sustained in the volatile economic conditions imposed by globalization, necessitating both economic efficiency and high environmental quality among the different actors involved in tourism activities. There are many situational conditions which may enhance or reduce destination competitiveness e.g. destination location, competitive (micro) environment (local tourism industry), capabilities of destination firms and organizations, specialization (e.g. differentiated new product strategies), innovation (investing in new information and communication technologies, new products and services), risk taking, productivity which increases the quantity and quality of output of tourism experiences, ethical business behavior, security and safety and alliance formation. As tourism companies become a part of the global economy, local collaborative actions that generate externalities for the companies increase in importance. (Ozturk, Eraydin, 2009).

Esu and Ebitu (2010), while conceptualizing a model for the development of promotional strategies for emerging tourism destination, also confirm collective and collaborative destination marketing as specific promotional strategies for emerging tourist destinations.



The importance of collaboration is reconfirmed by WTO which states, “It is increasingly difficult for businesses to survive alone. Regardless of the strategy adopted to respond to an increasingly competitive business environment, it is important to develop local partnerships to bring in complementary strengths and thereby offer an attractive product representative of the location” (WTO, 2002).

## **2.2 Collaboration as a Tourism Strategy**

With the accelerating pace of technological innovation and the ever hastening trend towards globalization, traditional adversarial relationships are increasingly being swept away and replaced by enduring collaborative arrangements. This trend is particularly apparent in the tourism industry, where the fragmented, multi-sectorial and interdependent nature of tourism provides a powerful catalytic focus for inter-organizational coordination and collective decision making. In tourism, organizational performance is critically dependent on establishing and maintaining effective relationships, with organizations working collaboratively to serve the customer, the tourist (Fyall and Garrod, 2006).

Alliance formation or collaboration is seen as a crucial determinant of enhancing a firm’s and a destination’s competitiveness. Strategic alliances can enhance the productivity and competitiveness of the member organizations. The WTTC (World Travel and Tourism Council) strongly advocates partnerships between the private and public sectors as the most effective means of achieving competitive travel and tourism development. The interdependence of business and mutual self interest in the success of the destination encourages inter-firm cooperation which results in various strategies to achieve both firm and destination competitiveness which can take the form of tourism networks,

cooperation, collaboration, partnerships or strategic alliances. What is common about these strategies is that they are partnership arrangements which enhance destination development and competitiveness while at the same time making businesses more competitive.

### **2.2.1 Defining Collaboration**

Collaboration means to work in association. Wood and Gray(1991) states, “Collaboration occurs when a group of autonomous stakeholders of a problem domain engage in an interactive process, using shared rules, norms and structures, to act or decide on issues related to that domain”.

Jamal and Getz (1995) outlines five key characteristics of the collaboration process: the stakeholders are independent; solutions emerge by dealing constructively with differences; joint ownership of decisions is involved; the stakeholders assume collective responsibility for the ongoing direction of the domain; and collaboration is an emergent process, where collaborative initiatives can be understood as “emergent organizational arrangements through which organizations collectively cope with the growing complexity of their environments”.

A similar definition for tourism partnership is given by Caffyn (2000): “The collaborative efforts of autonomous stakeholders from organizations in two or more sectors with interests in tourism development who engage in an interactive process using shared rules, norms and structures at an agreed organizational level and over a defined geographic area to act or decide on issues related to tourism development”.

The key components of this definition are thus identified as follows:

***Stakeholders of a problem domain*** - Organizations are interested in a problem such that they are willing to collaborate. Jamal and Getz (1995) defines stakeholders as actors with an interest in a common problem or issue and includes all groups and organizations directly influenced by the actions others take to solve a problem.

***Autonomy*** – The stakeholders retain their independence even though they participate in the collaborative process. Wood and Gray (1991), states that though decisions are made on a consensus basis, these stakeholders are autonomous since they retain their independent decision making powers while abiding by shared rules within the collaborative alliance.

***Interactive process*** – The relationship among the stakeholders is dynamic, with changes taking place in the relationships over a period of time.

***Shared rules, norms and structures*** – There exists a shared structure with shared rules and norms within which the collaborative process takes place.

***Action or decision*** – Collaboration should be directed towards some form of shared objective.

***Problem domain*** – A common area of concern. Jamal and Getz (1999), refers problem domain as a situation where the problems are complex and require an inter- or multi-organizational response, since they are beyond the capability of any single individual or group to solve single-handedly.

Fyall and Garrod (2006), presents a continuum of definitions, as shown in Table 2.1.

**Table 2.1: Spectrum of definitions of Collaboration**

	<b>Definition</b>	<b>Example</b>
Networking	‘Exchanging information for mutual benefit’	Two (or more) organizations meet to share information about their missions, goals etc.
Co-ordination	‘Exchanging information for mutual benefit <u>and altering activities for mutual benefit and to achieve a common purpose</u> ’	Two (or more) organizations meet to share information about their respective activities and then decide to change these in order to better serve their customers
Cooperation	‘Exchanging information for mutual benefit and altering activities <u>and sharing resources</u> for mutual benefit and to achieve a common purpose’	Two (or more) organizations meet to share information about their respective activities, decide to change these in order to better serve their common customers and shares physical space and transportation resources
Collaboration	‘Exchanging information for mutual benefit and altering activities and sharing resources <u>and enhancing capacity of one another</u> for mutual benefit and to achieve a common purpose’	Same as above and additionally, offer a series of staff training workshops to one another in areas in which the organization has special expertise related to their common purpose

Source: Fyall and Garrod, 2006 (*emphasis underlining is by researcher*)

Palmer and Bejou (1995), has suggested four essential features of an alliance: joint dependency, collaboration, an impact on competitive position, and longevity of the relationship. Based on this view, a strategic alliance is a joining together (by means of dependency and collaboration) of two or more organizations over a given time period in order to gain a competitive advantage.

Jamal and Getz (1995) suggested that collaboration, as a dynamic process-oriented strategy, may be suitable to manage planning and development at the local level of tourism destinations. They presented propositions for guiding collaborative initiatives and for investigating the application of collaboration theory to the planning and development of tourism destinations, from a community-involvement perspective. The authors recommended in-depth case studies, both qualitative and quantitative, and longitudinal research to trace the performance of collaborative planning processes and strategies over time.

Strategic alliances take many different forms, and operate with different objectives. Reid, Smith and McCloskey (2008) mentions six categories of objectives of collaboration.

- a) Product development, such as promoting sustainable development and responding to competition
- b) Research and technology, such as joint research on common markets
- c) Human resources, such as setting service and quality standards
- d) Marketing and sales, such as improving awareness of a destination and accessing new markets
- e) Infrastructure, such as promoting intermodal transportation linkages
- f) Improved access to financing

### **2.2.2 Drivers of Collaboration**

Today there are many factors which are conducive to collaboration. Fyall and Garrod (2006) have identified globalization, proliferation of trade agreements and inter-nation forms of political integration like ASEAN, EU etc., inequalities and inconsistencies of international shareholding restrictions,

growth of integration and value networks, explosive growth of internet, growth in tourism demand (as per WTO (2011) international tourist arrivals worldwide will increase by 3.3% a year from 2010 to 2030 to reach 1.8 billion by 2030), intense competition for 'leisure time spends', increasing customer expectations and a growing awareness that a collaborative approach is a very important method to build effective responses to the challenges of sustainable development. "The success of the destination depends on the seamless coordination of the players comprising the tourism value chain to provide wholesome and memorable experiences to tourists". (Zach, Racherla, 2011).

Fyall and Garrod (2006) point to tightening budgetary constraints, combined with political and public pressure for greater accountability, as key incentives for collaboration in the tourism industry.

### **2.3 Collaborative Marketing for Destinations**

Collaboration as a strategy is being increasingly used for destination promotion. Collaborative destination marketing activities are voluntary arrangements between tourism organizations involving marketing and promoting the destination in a collective way, and can occur as a result of a wide range of motives and goals, take a variety of forms and occur across vertical and horizontal boundaries (Wang, 2008). A key reason for collaboration is the belief that organizations and destination areas may be able to gain competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources (Kotler et al., 1999).

A number of problems can arise if there is no collaboration among stakeholders in a destination. Palmer and Bejou (1995) have identified them as follows:

First, individually, stakeholders could create less promotional impact on potential visitors than a promotional campaign in which resources were pooled (and thus also achieving economies of scale). In an increasingly competitive marketplace, the ability to create greater levels of awareness may give advantage to a poorly understood destination.

Second, market mechanisms fail to support and share the benefits of collective promotion of an area. If half of the tourism businesses in an area paid for a campaign to promote their area, there would be little possibility of excluding the non-contributing businesses from benefiting from the additional business which a promotion campaign generated.

Three, in the marketing planning process, stakeholders can achieve their objectives more effectively by recognizing their interdependencies. Alliances between the private and public sectors are particularly attractive in destination marketing, because there is usually a congruence of objectives between the two sectors- attracting more tourists.

The advantages of collaborative working are well known. Avoidance of costs associated with adversarial conflicts among stakeholders, shared ownership of the policies through joint decision making, and thereby more effective joint implementation, more efficient and sustainable outcomes, addition of value by building on the store of knowledge, insights, and capabilities of stakeholders in the destination (Bramwell and Sherman, 1999).

Wood and Gray (1991) states “All organizational theories acknowledge that environmental complexity, uncertainty and turbulence are among the central problems facing the organization, and that a chief task of organizations is to reduce this complexity, uncertainty and turbulence to manageable proportions.

Some have suggested that organizations collaborate to reduce and control environmental uncertainty and turbulence”.

However, there are also contrary views regarding the advantages of collaboration. For example, Zach and Racherla (2011) tested their theoretical model of perceived value using a cross section of tourism organizations operating within Elkhart County, Indiana, US. The results indicated that a significant positive value of collaboration is achieved from dyadic relationships which decrease once an organization collaborates with several other organizations.

### **2.3.1 Types of Collaborative Destination Marketing**

There are a diverse range of collaborative alliances. To study the diversity of tourism alliances, Palmer and Bejou (1995) has identified four distinguishing characteristics of an alliance: coverage, form, mode, and motive. By analyzing these four dimensions of an alliance, a measure of the collaboration’s maturity can be established.

**Table 2.2: Characteristics of an Alliance**

<b>COVERAGE</b>	The extensiveness of an alliance with regard to its functional competencies and geographical coverage. The range includes simple alliances with narrow scope to a mature alliance whose members have a great control over their environment.
<b>FORM</b>	The constitutional characteristics of an alliance. This can range from a loosely formed non-equity alliance to a formal agreement.
<b>MODE</b>	The intrinsic nature of the relationship among alliance members. Legislation and/or popular opinion to initiate the process of coalition formation and continuous commitment of the senior management of collaborators are some of the important factors.
<b>MOTIVE</b>	The underlying reason for the creation of an alliance e.g achieving economies in advertising and intelligence gathering, a legal mandate, a perceived crisis, visionary leadership of individuals and opportunities.

*Adapted from Palmer and Bejou, 1995*



The authors compared tourism alliances in UK and USA based on the above constructs. The most important conclusion from the study was that no one unique approach for creating marketing collaborative is applicable in all business environments. There must initially be a motivation for creating a collaborative, and a champion to promote the cause of collaboration. The subsequent coverage, mode, and form of a collaborative will reflect the environment in which stakeholders operate

Other authors have mentioned other aspects based on which collaborations can be differentiated, which are summarized as follows.

- a) Scope, number of participants and the legal nature of the collaboration
- b) Direction of the collaboration e.g. horizontal (between competing companies), vertical (between suppliers and its buyers) or diagonal (between companies in different industries)
- c) Outcome of the collaboration
- d) Period of the collaboration i.e. short term, medium or long term
- e) Risk as the distinguishing feature - a continuum from high risk , high cost to low risk, low cost
- f) Geographical scale – Selin (1999) presents a series of two dimensional grids with geographical scale identified as having the potential to bring out contrasts with other dimensions such as legal basis, locus of control, organizational diversity and size, and time frame.

- g) Fyall and Garrod (2006) suggests eight dimensions along which collaboration may vary which are divided into three groups: Degrees of ambitiousness, relationship/ substantive rationale contrasts, relationship oriented contrasts.

### **2.3.2 Inter Regional Collaboration between Destinations**

Studies on collaborative destination marketing mainly focus on two levels: the intra destination collaboration at the local level (e.g., Wang & Fesenmaier, 2007), and the inter-destination collaboration at the regional level (e.g., Naipaul, Wang and Okumus, 2009). For example, Naipaul. Wang and Okumus (2009) explore how small neighbouring destinations with limited tourism products and resources can collaborate in marketing their destinations. The findings suggest that forming partnerships among neighbouring destinations is beneficial for all participating Convention and Visitors Bureaus in terms of enhancing product portfolio, cost reduction, and efficiency. However, there can be major challenges in developing and sustaining such long-term partnerships which include differing priorities, different marketing directions, and limited resources. The research findings further suggest that achieving results from such a partnership may take a considerable amount of effort and time.

As this research study is on collaboration within a destination i.e. Kerala, the researcher has reviewed literature mainly in this area.

### **2.3.3 Effectiveness of Collaborations**

The performance of collaborative arrangements has to be constantly evaluated to assess their effectiveness.

Bramwell and Sharman (1999) present an analytical framework to assess whether local collaborative arrangements are inclusionary and involve collective learning and consensus-building. Three sets of issues are considered in the framework.

- 1) **Scope of the collaboration** – These include, among other things, the extent to which the range of participating stakeholders is representative of all relevant stakeholders and the extent to which there is initial agreement among participants about the intended general scope of the collaboration.
- 2) **Intensity of the collaboration** – The degree to which participants accept that collaboration is likely to produce qualitatively different outcomes and that they are likely to have to modify their own approach and the degree to which the dialogue among participants reflects openness, honesty, tolerant and respectful speaking and listening, confidence, and trust.
- 3) **Degree to which consensus emerges**– Extent to which there is consensus among the stakeholders about the issues, the policies, the purposes of policies, and how the consequences of the policies are assessed and reviewed and whether the stakeholders appear willing to implement the resulting policies.

The authors assessed stakeholder collaboration in the Hope Valley and Edale, UK, with this framework. It was found, through qualitative interviews, that several aspects of the Hope Valley collaboration were quite successful in being inclusionary like wide representation of the representatives of many relevant stakeholder groups and broad support to the visitor management plan. But there were aspects which made the collaboration less inclusionary

e.g. lesser consultation among working group members and the stakeholder groups they represented, lack of resources needed for more extensive use of participation techniques and unequal power relations among the stakeholders.

Selin and Myers (1998), examined one regional alliance in US and suggested that effective collaborative planning efforts require more than strong leaders and administrative support. A number of internal factors including adequate representation of interests, a shared vision, goal accomplishment, good working relationships, and open communication between members will contribute to effective collaboration and member satisfaction.

Beritelli (2011) contrasts the contract-based approach to cooperation with a relation based approach. Empirical results of in-depth interviews in a European Alpine tourism destination show that only relation-based items, in combination with communication variables, strongly positively influence cooperative behaviour. He states “Whereas the relationship based approach shows a strong effect on cooperative behaviour, the contract-based one is not influential. Hence, in the tourism destination, relevant actors cooperate with one another on the basis of mutual trust and understanding reinforced by efficient and frequent communication”.

Too often, though, alliances are created without realistic expectations, clear operating procedures, or objective evaluation criteria. Reid, Smith and McCloskey (2008), reviews a tourism marketing alliance that has been successfully created and operated for a number of years, the Atlantic Canada Tourism Partnership. The partnership brings together the tourism ministries of four Canadian provinces, four industry associations, and the federal government. The basic role of the partnership is to promote Atlantic Canada in the US and selected overseas markets. This case study concluded that an alliance can be negotiated among

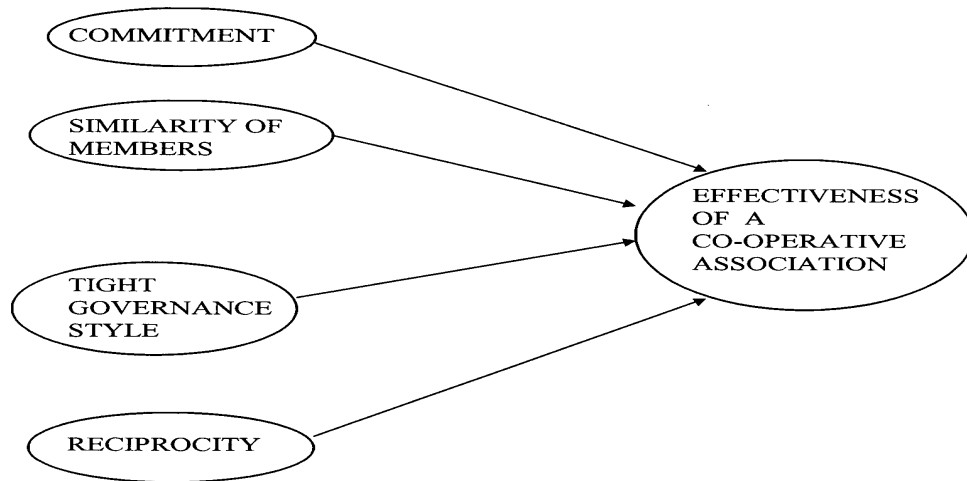
potential competitors and operated successfully through multiple agreement periods. It was found that the partnership has been successful in achieving its main measurable marketing objectives and in creating a sustainable alliance among industry, provincial governments, and the federal government.

Augustyn and Knowles (2000) identify critical success factors for assessing the performance of partnerships between the public and the private sectors at tourism. The factors are expert preparation, right underlying objectives, developmental structure of the partnership, and effective and efficient actions of the partnership and sustainable nature of the partnerships. Using a case study approach, they evaluated a tourism partnership at York and stressed the importance of continuous evaluation of a partnership against the critical success factors.

#### **2.3.3.1 Antecedents of Effectiveness among Collaborations**

Palmer (2002) reports on a study of the antecedents of effectiveness among a sample of UK cooperative tourism marketing associations. A combination of qualitative and quantitative research methods was used for testing a model of four antecedents of effectiveness: commitment, similarity, reciprocity and governance style.

The model in Figure 2.1 has four antecedents of effectiveness: commitment, similarity, reciprocity and governance style. Using a LISREL model, the most significant influence on effectiveness was found to be a formal governance style, followed by high levels of commitment from members and a diverse membership.



Source: Palmer, 2002

**Figure 2.1: Model of antecedents of effectiveness of collaboration**

Czernek (2013) identifies determinants of cooperation in tourism under Polish conditions and presents how—positively or negatively—they might impact this cooperation. The author builds a conceptual framework of classifying cooperation determinants in a tourist region. Within this framework, and using a case study approach (the example of a mountain tourist region in southern Poland), two broad groups of cooperation determinants are distinguished: exogenous and endogenous. These are further divided into economic, socio-cultural, demographic, legal, political and spatial factors. The study brings out the importance of social and cultural determinants. The author also finds that, within a Polish context, certain determinants are hindering rather than fostering stakeholder cooperation in a tourist region.

Laing et al. (2008) focusses on the use of partnerships as a management tool for urban fringe parks and the factors that contribute to partnership success. They describe two current partnerships in Australia where the managers of urban fringe parks and other government agencies, the tourism

industry, and community groups share management responsibility. The findings reveal that, for both partnerships, important features were support and leadership provided by the park agency, a commitment to power sharing and the willingness to adapt to changing conditions.

Collaboration has a very direct influence on sustainable and environmentally sensitive tourism which have been at the forefront of central policy issues in global tourism development. Erkus - Ozturk and Eraydin (2009) provides empirical findings that highlight the importance on the networks of environmental governance among different types of tourism organisations based on a company-level survey, which reveals an increase in local collaboration and self-help networking based on local concerns and endogenous dynamics among the different actors in tourism. Unfortunately, the findings show that environmental motivations fall far behind economic considerations in networking practices.

#### **2.3.4 Challenges to Collaboration**

There are many challenges which can inhibit collaboration. Beritelli (2011) concludes, based on various research studies, that three phenomena constrain cooperative behavior among stakeholders and their institutions.

- a) The tragedy of the commons - no incentive for institutions to avoid the overexploitation of common resources (e.g. natural landscape, cultural assets) and therefore there is absence of pricing of public goods.
- b) The prisoner's dilemma - no inducement for the actors to cooperate under the conditions of limited information and non-repeated rounds, even though they would be better off if they cooperated

- c) Challenge of collective action - collective failure and the individual's inability to acknowledge the importance of collective goods increases with the size of the groups, their homogeneity, and the lack of institutional structures that promote collective action.

## **2.4 Collaboration as a Process**

Collaboration is basically a process where individuals or firms come together to achieve a common purpose. The key to building collaborative relationships is an understanding of the processes by which those relationships can be nurtured and managed.

### **2.4.1 Life Cycle of Collaborations**

Life cycle models have often been seen as an apt metaphor to understand the process of collaborative process. Caffyn (2007) quotes thus “Use of biological metaphors, imperfect though they most certainly are, can serve a very useful purpose in the study of organizations. By forcing theorists to think through carefully where the metaphors are appropriate and inappropriate, their use can lead to the raising of important new questions”.

It was Selin and Chavez (1995) who introduced the concept of life cycle to tourism with their study of tourism related partnerships in US forests. Subsequently several authors have proposed models of the collaboration life cycle focusing on the various stages through which collaborations typically pass as they move from their conception to their ultimate demise. The stages are normally distinguished from one another by the nature of the tasks that are required of participants at that point in time. It is argued that identifying these key tasks and understanding how they might be performed more effectively will enable participants in the collaboration to make it more successful.



Various internal and external environmental factors can interrupt, impede or even enhance the cycle, and these need to be identified and addressed for optimum performance of the collaboration.

Some of the well-known life cycle models for collaborations are described below:

**Gray's three stage model** – Gray sets out a three stage model in 1985 through which collaborations typically develop i.e. Problem setting phase, Direction setting phase and Implementation phase.

**Waddock** developed an evolutionary model in 1989 outlining four stages: first, the context from which a partnership grows; second, the initiation phase; third, establishment; and fourth stage, maturity. She emphasizes the importance of the three processes within the complex relationship i.e. Issue crystallization, Coalition building and Purpose formulation. Her model has a feedback loop of 'purpose reformulation' by which a partnership in maturity can cyclically reevaluate its purpose in the context of a changing environment.

**Selin and Chavez's** evolutionary model (1995) - added two more stages and added a feedback loop. i.e. Antecedents, Problem setting, Direction setting, Structuring and Outcomes.

**Caffyn (2000)** developed a series of five summary phases containing characteristics from 11 lifecycle models which would appear to have the most relevance to organizations such as tourism partnerships. These are presented in the table below.

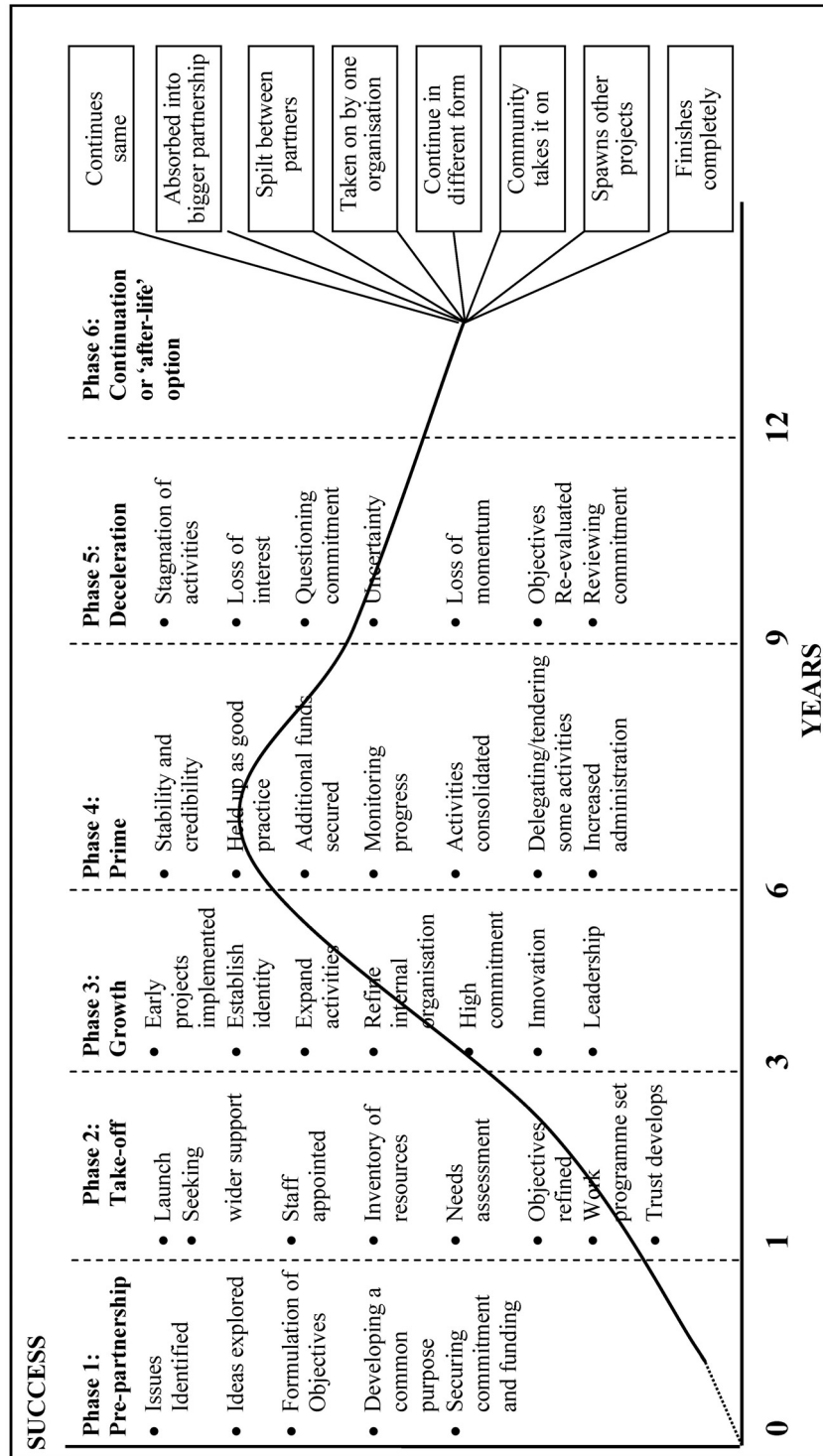
**Table 2.3: Summary life cycle phases and characteristics**

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Responding to external environment	Problem definition	Development of identity	Full implementation	Stagnation
Exploration of ideas	Coalition building	Formulation of procedures	Stability	Commitment questioned
Vision Formulation	Development of trust	Pursuit of mission	Monitoring	Uncertainty
Networking	Inventory	Explore options	Consolidation	Fewer options for innovation
Marshalling commitment	Assessment of needs	Form subgroups	Coordination and administration	Loss of relevance
Creating a mandate	Choice of leader and staff	Personalized leadership	Decentralization	Re evaluation
Marshalling resources	Innovation	Build momentum	Tendering out contracts	Purpose reformulation
Developing a common purpose	Sense of mission	Expansion of activities		Adaption and renewal
	Seeking legitimacy	High commitment		Domain expansion

Source: Caffyn, 2000

### **Caffyn's composite life cycle model**

Based on the above analysis and an in depth case study of the North Pennines Tourism Partnership in England and comparative cases, Caffyn develops a composite tourism partnership life-cycle model which comprises six phases viz. Pre Partnership, Take – off phase, Growth phase, Prime phase, Deceleration phase, Continuation/after life. Caffyn suggests eight ‘after-life’ options for the collaboration. The six phases have been presented in the Figure 2.2.



Source: Caffyn, 2000

Figure 2.2: Composite Life-Cycle Model

The studies on partnerships and collaboration have taken very narrow perspectives of cooperation relationships and therefore, none of them individually can explain the nature of marketing alliances and networks among tourism organizations. Based upon the results of previous research and a case study of Elkhart County, Indiana, Youcheng Wang and Zheng Xiang proposed an integrative theoretical framework in an attempt to better describe and explain the nature and dynamism of collaborative destination marketing.

## **2.5 Life Cycle Model used as a Framework for this Study**

Youcheng Wang and Zheng Xiang developed a theoretical framework in 2007 to understand the processes of collaboration in a destination. In their article “**Toward a Theoretical Framework of Collaborative Destination Marketing**”, published in Journal of Travel Research in 2007, they presented a model of collaborative marketing that integrates the preconditions, motivations, processes, and outcomes of destination marketing alliances and networks based upon theories of inter-organizational relations. This model of collaborative marketing has been chosen as the framework for this research study as:

- a) This article is frequently cited in recent discussions and articles on collaborations in tourism.
- b) This model includes an additional construct ‘motivations’ which is not found in the earlier life cycle models.

### **2.5.1 Theories of Organization Relations**

The theoretical framework developed by Wang and Xiang (2007) is an integrated framework based on the well-known theories of organizational relations. The various theories are reviewed by the authors before introducing their framework.

### 2.5.1.1 Resource Dependency Theory

This theory is based fundamentally on the view that interdependence exists among organizations because individual stakeholders in the domain own or have control over vital resources (be these material, human, political, structural or symbolic). This theory was formalized with the publication of *The External Control of Organizations: A Resource Dependence Perspective* by Pfeffer and Salancik in 1978.

The main features of this theory are:

Organizations depend on resources which ultimately originate from an organization's environment. The environment, to a considerable extent, contains other organizations. The resources one organization needs are thus often in the hands of other organizations. Resources are a basis of power which is relational, situational and potentially mutual. Collaboration is one means to gain resources from other organizations.

The theory views collaboration as a response to the uncertainties inherent in a turbulent environment. Hence, switching costs are considered to be a key consideration in assessing collaborative relationships, according to the theory. A key feature of the resource dependency theory is the recognition that collaboration can be a valuable resource. Through collaborative relationships, organizations gain access to a wider stock of knowledge, more experience and additional business opportunities (Zach, Racherla, 2011).

Wang and Xiang (2007) point out that resource dependency theory has its limitations in explaining the relationships between tourism partners in the context of destination marketing. The theory focuses exclusively on the dyadic relationships between the alliance partners. In reality, the relationship between

tourism organizations in most collaborative destination marketing efforts is usually multiparty, multifaceted and is substantially influenced by other ties existing within the web of relationships.

### **2.5.1.2 Transaction Cost Theory**

This theory was first propounded by Williamson in 1975. This theory suggests that organizations develop collaborations to minimize the sum of production and transaction costs based on the fundamental assumption that markets are inefficient platforms for knowledge and resource exchange, given the uncertainties over appropriability and valuation. Therefore, organizations tend to vertically integrate the supply chain to gain control over the actions of other organizations. In this regard, strategic collaborations are considered effective tools to overcome the inefficiencies of the market and to increase reliance on partners (Zach, Racheria, 2011).

Transaction costs associated with a particular activity depends on three dimensions i.e. asset specificity, uncertainty and frequency. For transaction cost theorists, collaboration is a structure that minimizes transaction costs for a given combination of asset specificity, level of uncertainty/complexity and frequency of transactions.

Wang and Xiang (2007) points out the following limitations:

- a) The theory treats each transaction as being independent from all other previous transactions.
- b) The theory places too much emphasis on the potential costs of collaboration and too little on the potential benefits. Tourism marketing alliances are not only about cost minimization but also about joint value maximization.

- c) The theory neglects the dynamic nature of a collaborative process by neglecting the interdependencies between exchange partners. Collaborative networks involve inherently dyadic and multiparty exchanges which entails continuing exchanges and adjustments.
- d) There are other costs too like coordinating costs which have been ignored.

#### **2.5.1.3 Strategic Management Theory**

Strategy includes the determination and evaluation of alternative paths to an already established mission or objectives and eventually, choice of an alternative to be adopted. Strategy is the product of the strategic management process. This theory views collaboration as a strategic method to achieve competitive advantage. Basically strategic management perspective views the motivations which prompt firms to enter into strategic collaborative arrangements.

Wang and Xiang (2007) point out that the theory ignores the dynamic and developmental process of collaboration which is essential to understand the effectiveness and outcomes of such alliances and to develop more effective management structures to ensure the success of the alliances.

#### **2.5.1.4 Network Theory /Relational Exchange Theory**

This theory states that organizations operating within an increasingly complex problem domain are expected to develop inter organizational relationships that will help them to solve their problems by working together i.e. engage in a process of collaboration. The focus is on relationships rather than transactions. Network methods have helped to explain the formation of organizational ties and how organizational relations, conceptualized as social networks, can explain organizational power as well as the strategies decision makers pursue. Tremblay, Pascal (1998) proposes that tourism firms coordinate

their activities through a web of cooperative and competitive linkages fashioned by the nature of their capabilities they possess and the available complementary inputs available in the market.

The main features of relational exchange theory stated by Fyall and Garrod (2006) are as follows:

- a) Relational exchange theory accepts self-interest as the underlying motivation for collaboration but argues that collaboration typically involves cases in which this self-interest is best served by the adoption of joint working strategies.
- b) The exchange is achieved through a process of relational contracting where the boundaries between organizations become blurred, so that organizations progressively become linked to others in the form of a network with trust and commitment being the key forces driving the exchanges.

Wang and Xiang (2007) points out the following limitations:

- a) Network analysis gives limited attention to the interactions between organizations while emphasizing the structure of ties.
- b) Using the network approach, any relationship has to be analyzed in relation to the whole set of relationships in which each of the partners is engaged but it is difficult to delineate the boundaries.
- c) This approach mainly focuses on the uncertainty of the process. That is, tourism alliances and networks evolve more as a result of what is happening rather than from the businesses' initial ambitions and strategic goals.

The theories are compared in the Table 2.4 below:



Table 2.4 Major Theoretical Paradigms related to Inter organizational Relations

Theoretical Paradigms	Authors' References (as cited by Wang and Xiang, 2007)	Main Features	Strengths	Weaknesses
Resource Dependency Theory	Pfeffer and Salancik, 1978, Aldrich, 1979 Oliver, 1988	Dependency of resources on other organizations resources are a basis of power collaboration is one means to gain resources switching costs are considered to be a key consideration in assessing collaborative relationships	Useful for explaining how and why organizations act to protect a commons or to enhance collective interests	Focuses on the dyadic relationships exchange relationships with other organizations are often ignored
Transaction cost theory	Williamson, 1975, 1985 Hennart, 1988 Pisano and Teece (1987)	To minimize transaction costs	Focused relationships and clear boundaries	Focuses on single party analysis for cost minimization neglects joint value maximization
Strategic Management Theory	Porter, 1985; Prahalad and Hamel (1990); Gulati (1998)	To search for competitive advantage	Instrumental aspects of the alliance formation stressed. Explores the motivations why firms enter into collaborative arrangements	Ignores the processes of collaboration and its attendant aspects like power centers and conflicts
Network Theory	Wasserman and Faust (1994) Granovetter (1985); Provan and Milward (1995)	Network structure and governance	Focus on relational systems focus on interdependence of the actors and their interdependence	Focus on the structure of ties difficult to identify boundaries uncertainty of developmental process

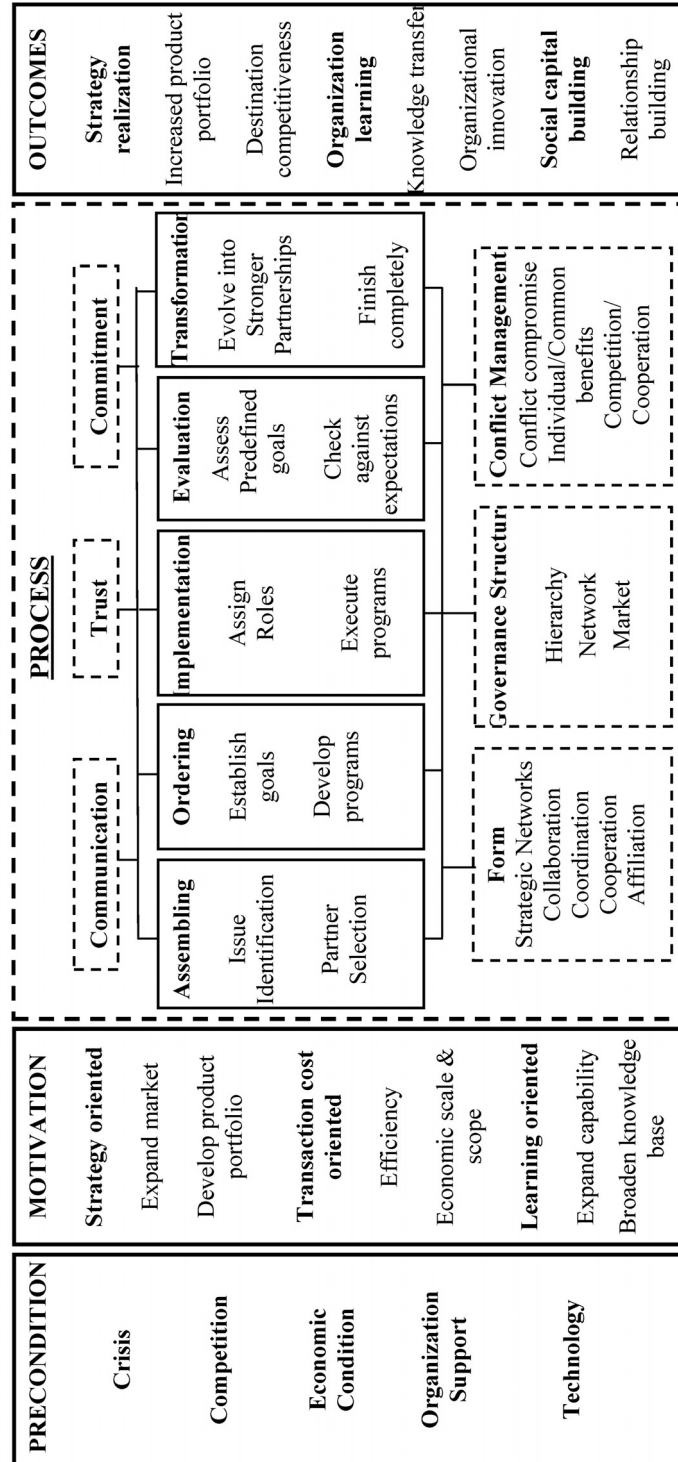
Source : Wang And Xiang, 2007

## **2.6 An Integrated Framework of Collaborative Destination Marketing**

The conceptual framework used as a reference to guide this research is shown in Figure 2.4. This integrative theoretical framework explores the nature and dynamism of collaborative marketing efforts at the destination level. Through this model of collaborative marketing, the authors, Youcheng Wang and Zheng Xiang, integrate the preconditions, motivations, processes, and outcomes of destination marketing alliances and networks based upon theories of interorganizational relations. Hence, this framework has formed the basis of the research questions for this study and has guided the analysis and organization of the research.

The framework shows collaboration as a process which the collaboration typically goes through as it moves from its conception to its ultimate demise or transformation and the final results from the collaboration. As is evident from the figure, the framework is defined by four major constructs that describes the nature and dynamics of the collaborative marketing of destinations. These constructs are:

- a) Precondition Construct which indicates the environmental conditions for formation of a collaboration.
- b) Motivation Construct which explains why firms enter into a collaboration.
- c) Process Construct which highlights the dynamics of the collaboration process including major issues of stages of alliance, forms, governance mode and conflict management.
- d) Outcome Construct which outlines the results of the collaborative marketing efforts.



Source: Youcheng Wang & Zheng Xiang, 2007

**Figure 2.3: Framework for Collaborative Destination Marketing Formation**

### 2.6.1 Preconditions for Marketing Collaboration

Collaborations do not form in a vacuum. Wang and Xiang state that environmental forces (i.e., social, economic, organizational and technological) influence the decisions of tourism organizations to collaborate with each other. Some of the environmental forces identified are crises, competition, economic condition, organization support and technology. In literature, preconditions are also seen as one of the four approaches to analyse determinants of cooperation (Czernek, 2013). Czernek also notes that in their role as preconditions, determinants of cooperation are construed as certain competitive, technological, socio-cultural, economic, task-related, or political, forces that work towards cooperative interaction among independent entities.

**Crises:** An unexpected crisis sometimes galvanizes the tourism industry to collaborate to neutralize the negative effects on a destination. Selin and Chavez (1995), while developing their evolutionary model of tourism partnerships, has stated that crises is often the catalyst for collective action through partnerships. They gave the example of the Los Angeles earthquake in the nineties which prompted an inter-agency campaign to repair structural damage and allay prospective tourists' fears regarding future catastrophe.

**Competition** – Competition refers to the market forces which influence the formation of a regional collaboration. Czernek (2013) mentions tourism trends, like for example, growth in tourism demand.

**Economic condition** – The economic environment has a great influence on the collaborative efforts. Czernek (2013) states economic determinants include a wide range of macro and microeconomic factors which are directly related to economic activities and their outcomes. These determinants are usually

measurable and can often be expressed in monetary terms—examples include level of economic development, or financial resources.

**Organization support** - Organizational support includes such factors as leadership, convener attitudes, communication within the organization, human and financial resources and competency (Czernek, 2013). Existing networks help members focus on common issues.

**Technological** – Technology, especially the growth of internet, has a great impact on growth of tourism worldwide. Wang and Xiang (2007) refer to technological changes which compel individual organizations to collaborate to compete successfully in international markets.

## **2.6.2 Motivations for entering into Marketing Collaboration**

Why do tourism firms enter marketing alliances? Firms have different reasons why they decide to join a collaborative effort. Wang and Xiang (2007) has classified these motivations into three broad categories: strategy oriented, transaction cost oriented, and organizational learning oriented.

**Strategy Oriented:** Firms may join collaboration for marketing strategy reasons that have an effect on the long run competitiveness of a corporation. Wang and Xiang (2007) focuses on the consequences for the competitive positioning of the organization. Fyall and Garrod (2006) identified market- related motives as dominating collaborative agreements. These motives relate to issues such as building the customer base, gaining access to new markets, defending existing markets, and conducting marketing strategies.

**Transaction cost oriented:** Efficient operations and cost reduction also is a strong motivation for firms. From the transaction cost perspective, organizations entering into alliances and networks are driven by the need for efficiency with the

emphasis on providing incentives for efficient transactions and economizing on transaction costs (Wang and Xiang, 2007). Collaboration minimises transaction costs for a given combination of asset specificity, level of uncertainty/complexity and frequency of transactions. The transaction costs involved in a collaborative relationship might be less than those implied by establishing an internal hierarchy to substitute for the transaction (Fyall and Garrod, 2006).

**Organization learning oriented:** The organizational learning perspective focuses on the ability of organizations to extract new knowledge and skills or to protect core competences from competitors (Wang and Xiang, 2007). The knowledge-based paradigm postulates that through the generation and intelligent application of knowledge (on customer needs, collaborating suppliers, environmental, and human and cultural resources) information asymmetries between stakeholders can be reduced. This leads to an enhanced innovation and collaboration capacity, which, in turn fosters market cultivation and improves service effectiveness by using destination resources in a more sustainable way (Fuchs et al., 2013).

## **2.6.3 Process of Marketing Collaboration Formation**

### **2.6.3.1 Stages of Collaboration**

Understanding the processes or stages through which an alliance evolves is crucial to identify the important issues at each stage of development. The framework highlights the various issues involved and proposes that the tourism marketing collaboration process is dynamic and cyclical and usually contains five stages:

- 1) The assembling stage
- 2) The ordering stage

- 3) The implementation stage
- 4) The evaluation stage and
- 5) The transformation stage.

**The assembling stage** is the first stage when firms meet, ideate and decide to form a collaboration as a solution to an issue. The process of issue identification and partner selection is initiated so that understanding can be built around it. A consensus on the key issues and goal similarity and partner fit are integral to this stage. Issue identification reflects the partner's need to find the problems they can work collectively. Partner selection is who should be included in the partnership relationship to carry on the project (Wang, Fesenmaier, 2007).

The purpose of **the ordering stage** is to ensure all the resources are available and that everything is working toward the success of the collaborative project. Efforts are aimed at fostering a shared vision. Steps are initiated to ensure the 'ball is set rolling'. After the opportunities have been examined and shared vision has been reached, the next step is to formalize the relationships, identify possible solutions and develop executable programs (Wang, Fesenmaier, 2007).

**The implementation stage** is where ideas and thoughts are put into action, and plans and strategies are operationalized. Roles have to be assigned both with the organization and between the partners so that responsibilities are clear and expectations are well defined. All parties have to make commitments to direct all the possible resources and other means so that the collaboration efforts are carried out successfully (Wang, Fesenmaier, 2007). A suitable structure to ensure effective communication among members is also vital at this stage since everyone involved needs to understand what to do and how

to do it. Trust and commitment are very essential for the success of any collaboration and a good structure for the collaboration helps in effective coordination among members.

The **evaluation stage** involves a number of activities such as reviewing individual projects and making decisions with respect to continuing the current projects, revising the project plans, planning and executing other similar projects, and ensuring accountability in operations. Lessons are drawn and recommendations made through analyses of the factors affecting the project results and utilize them for improvements in the process. Evaluation takes a retrospective perspective and assesses whether the predefined plans or goals have been reached (Wang, Fesenmaier, 2007).

In **the transformation stage**, members in an alliance determine the future direction of their relationships at some point in the life cycle of a tourism collaborative marketing project (Wang, Fesenmaier, 2007). The individual tourism stakeholders will assess whether the marketing alliance's purpose and activities are still consistent with their own goals and resources. The stage may offer several possibilities for the future direction of the tourism marketing alliance - stronger partnerships, generation of more projects, or even finishing completely if the objectives have been met.

### **2.6.3.2 Forms of Tourism Marketing Alliances**

The 'form' of collaboration refers to the constitutional characteristics of the collaboration (Fyall and Garrod, 2006). Collaborative marketing relationships among tourism organizations in a destination can be placed in a continuum of affiliation, cooperation, coordination, collaboration, and strategic networks depending upon the levels of formality, integration, and structural complexity in the project. Affiliation represents an informal loose connection between two or



more organizations, in cooperation information is shared among autonomous organizations, in coordination autonomous organizations align activities in pursuit of common goals, in collaboration firms work collectively through common strategies while strategic networks represent the highest level of formality, integration, and structural complexity along the continuum.

#### **2.6.3.3 Governance Mode within Marketing Alliances**

The ‘mode’ of collaboration refers to the intrinsic nature of relationships among the members involved (Fyall and Garodd, 2006). The governance mode/ structure reflects the forms of the social coordination within the alliance and the way governance is achieved through multi-organizational partnerships. Each of the five stages of marketing alliance formation is dominated by one of the following modes of governance: market, hierarchy, and networks. Market mode of governance revolves around contractual relationships. Hierarchical mode incorporates a supervisory structure which enables bureaucratic routines to be established while network mode is characterized by interdependent relationships. The assembling and the transformation stages are predominated by the network mode, ordering stage by the hierarchical mode and the evaluation stage by the market mode with networks serving as the supporting mode of governance at all stages of marketing alliance formation.

#### **2.6.3.4 Conflict Management within Marketing Alliances**

Conflicts are present among tourism organizations throughout their collaborative marketing activities. These conflicts are reflected mainly by their efforts to make a balance between their individual organization’s benefits and the common benefits to the entire destination, as well as their resultant strategies of cooperation versus competition. The resolution of conflicts generally follows

repetitive sequences of cooperation–conflict–compromise mechanisms. In the cooperation mode, the parties develop joint expectations about market opportunities which may lead to conflicts as common rules are being framed for the collaboration. Eventually parties come to a compromise so that the shared vision can be implemented. Trust among collaboration partners becomes an essential ingredient in conflict management.

#### **2.6.4 Outcomes of Marketing Collaboration**

Collaborative marketing efforts in a destination generate specific outcomes for tourism organizations involved, and the results can be reflected in three major areas: Strategy realization, Organization learning and Social capital building.

##### **Strategy Realization**

The enhanced competitive advantage which organizations get may include sharing marketing cost, effective use of pooled resources, increased destination competitiveness, competitive branding and image building, and improved product portfolio. Strategy-oriented outcomes are achieved through different means, some of them are reflected from economical and efficient perspective such as sharing destination marketing costs, more effective use of the pooled resources of tourism stakeholders, while others are reflected from gaining destination competitiveness through cooperative branding and image building, increased and integrative tourism products portfolio development, and providing better customer service (Fyall and Garrod, 2006)

##### **Organizational Learning**

Organizational learning related outcomes for tourism organizations are manifested in knowledge transfer, organization change and innovation, and

improvement in various types of skills required for collaboration, such as people skills, communication skills, and problem solving skills. Collaborative destination marketing usually involves a range of stakeholders, and the parties who are directly affected by the issues bring their knowledge, expertise and other capacities to the collaborative marketing efforts, which in turn introduce change, improvement, and innovation through learning process (Parkhe, 1993).

### **Social Capital Building**

Social capital refers to the resources available in and through personal and business networks. (Wang, Fesenmaier, 2007). Social capital built through collaborative destination marketing mainly lies in the benefits of relationships and trust established among the various sectors of the tourism industry as well as individual organizations in the destination, which may be leveraged as high quality information, future project opportunities, and the spirit of collaboration within the destination.

Wang and Xiang (2007) have noted that further research supported by both qualitative and quantitative data is required to confirm or challenge the various aspects of the framework. They have also noted that this can be achieved by applying the framework at different destinations with different market structures in order to refine existing categories and dimensions, and by examining in detail the situational characteristics and dynamics in the perceptions of the tourism industry. The authors have also stated there is a need for longitudinal and case study research examining the internal processes of inter-organizational partnerships.

**Section 2**

**TRADE SHOWS**

**2.7 Trade Shows**

The research literature on trade shows falls into four main areas:

- a. objective setting/motivations for exhibitors
- b. assessment of outcomes for exhibitors
- c. organising and staffing
- d. visitor profiling

The review of literature is concentrated on sl. Nos. a, b and d as these areas relate to the research topic.

**2.7.1 Definitions of Trade Shows**

Literature on the subject devotes considerable attention to defining trade shows. In many cases, the term ‘trade show’ is regarded as a synonym for fairs, trade fairs and expositions which can be defined as ‘regularly scheduled events at which manufacturers display their products and take order’ (Kirchgeorg et al., 2010). If we follow the Global Association of the Exhibition Industry (UFI, 2010), the definition becomes more detailed in terms of period, coverage and focus. “Trade Shows or B2B shows do have certain distinguishing characteristics that set them apart from consumer or combined shows. The exhibitor is typically a manufacturer or distributor of products or services specific or complementary to those industries authorized to the show. The typical buyer is an industrial end user, or another distributor, within the industry segment hosting the exposition. Attendance is restricted to these buyers and is often by invitation only. Business credentials or pre-registration are usually required to qualify the buyer as a legitimate member of the trade or

industry. Trade show events may be as short as a single day or as long as 7 to 10 days depending on the markets being served. Some are held semi-annually. Most are held annually, a few biennially. Some large-scale industrial expositions are held once every three to seven years”.

Trade shows traditionally are classified as vertical or horizontal on the basis of their market coverage. The former have a fairly narrow focus and attract a specific type of visitor (e.g. Trade fair on the mining industry). Horizontal shows feature a variety of products and hence attract a much wider audience, therefore, less focused.

Throughout the study, the words ‘trade show’ and ‘trade fair’ have been used interchangeably. Munuera and Ruiz (1999) views trade fairs as “that operate in industrial markets offering services in the form of facilities to perform displays (for exhibitor companies) and the exhibitions themselves (for visitor companies)”.

Trade fair activities include a combination of communication instruments, ranging from advertising and public relations to direct selling.

From the definitions, the main attributes of trade shows can be summarized as follows: they have a specific duration and are designed to promote sales and/or to build or strengthen relationships. Their visitors – predominantly trade visitors (commercial resellers) – become actively involved in events. Besides gathering information, they normally also use visits to trade shows as a chance to prepare for and/or conclude business transactions (AUMA, 2006; Stevens, 2006). This principle is valid irrespective of whether contracts are actually signed during the trade show or whether the event is “merely” used for talks and negotiations to prepare for contracts.

The organizational requirements for a successful trade show are manifold. Managing a trade show demands the support of the whole industry, whose players must be willing to accept the show as a valid forum for establishing and cultivating business relationships. The success of an exhibition from a TFO (Trade Fair Organizer) perspective depends, among others, on the number of attendees, both visitors and exhibitors.

### **2.7.2 Importance of Trade Shows**

Trade shows are an integral part of the marketing strategy for many products and services, especially in industrial/organizational markets. Indeed trade shows are the second most important promotional factor influencing buying decisions of industrial purchases, after personal selling. Spending on trade shows was forecasted to increase by 21% in 2014, compared to 2011. Since 2009, trade shows and exhibitions have outperformed traditional B2B magazines for marketing spend. The importance of trade shows in the promotion mix is increasing (Kerin & Cron, 1987).

According to the results of Exhibit Surveys Inc.'s Annual Report 2012 (Exhibitors, 2013), which is based on audience surveys conducted at more than 30 trade shows in US.(Each survey was administered online or mail shortly after the trade show):

- 84 per cent of trade show attendees have the power to recommend, specify, and/or make final purchasing decisions.
- 49 per cent came to 2012 shows with real purchasing intent.
- 38 per cent of attendees, on average, are first timers
- 45 per cent of audience members at any given trade show attend no other exhibitions in their respective industries

- Less than three out of 10 attendees can be considered 'regulars' at a typical show, meaning they've walked the aisles at three or more of the past four events. That translates into a vital show-floor marketplace full of new buyers that exhibitors wouldn't otherwise interact with if they had not chosen to participate.
- 32 per cent of attendees reported that their purchase intentions were more favorable after visiting companies' exhibits on the show floor. Considering that most exhibitors are looking to inch attendees toward a purchase, this metric proves that trade shows have the potential to deliver measurable bottom-line results companies are after.

Herbig et al. (1998) cites research studies to stress the importance of trade fairs. "Trade shows rank second behind only on-site selling in influencing buying decisions of industrial purchases. Nearly 44 per cent of trade show visitors travel more than 400 miles to shows and spend more than \$300 per person in transportation costs alone to attend the show. The average delegate expenditures nearly \$1,000 per visit. A total of 85 per cent of attendees have buying influence. The cost per visitor is one-third of a personal sales call. It takes approximately 0.8 sales calls on average to close a sale initiated by a trade show lead while most estimates place the number required by a field salesperson to be five. The differential is about 3.5:1 in favour of trade shows. The advantages of using a trade show include: a message delivered to a large number of qualified interested people; introduction of new products to a large number of people; uncovering potential customers; enhancing goodwill; and gaining free company publicity. Trade shows provide the opportunity to affect multiple phases of the industrial buying process in one location; they can create awareness in new prospects, reinforce existing

customer relationships, provide product demonstrations for evaluation, establish relationships between vendors and prospects, and allow sales of products on the spot. Trade shows significantly influence the industrial buying process during the need recognition and vendor evaluation stages of the purchase process”.

In a study (Exhibitor, 2013) conducted on trade shows, six out of 10 executives identify ‘ability to see a large number of prospects and customers over a short period of time;’ while roughly one-half select ‘face-to-face meetings with prospects and customers’ (51 per cent) or ‘ability to meet with a wide variety of players face-to-face: customers, suppliers, etc.’ (47 per cent). In a global online survey (HBRAS Report, 2009) of 2,300 HBR subscribers, 79% said that face-to-face meetings are the most effective way to “meet new clients to sell business”. Trade fairs are the most effective tool for face-to-face meetings.

Smith, Gopalakrishna, Smith (2004) investigates the complementarity between two dominant elements of the business marketing communications mix—personal selling and trade shows—from an integrated marketing communications (IMC) perspective.

Through a field study with a group of industrial distributors, they demonstrate that follow-up sales efforts generate higher sales productivity when customers have already been exposed to the firm’s product at a trade show. Overall profits are shown to be greater when the trade show is used in conjunction with optimal levels of sales effort. The study also suggests that return-on sales figures are higher among show attendees than non-attendees and that the trade show generates positive effects on customer purchase intentions. These results highlight the valuable leverage trade shows offer towards improving selling efficiency.



Evers, Knight's (2008) study provides evidence that trade shows can be effective networking forums for small exporters. Using qualitative data from exporting firms in Ireland and New Zealand, this study presents a rich conceptualisation of trade shows as effective networking platforms and provides a theoretical underpinning using the network perspective on small firm internationalization to explain trade show activity and the intangible benefits accruing to participants.

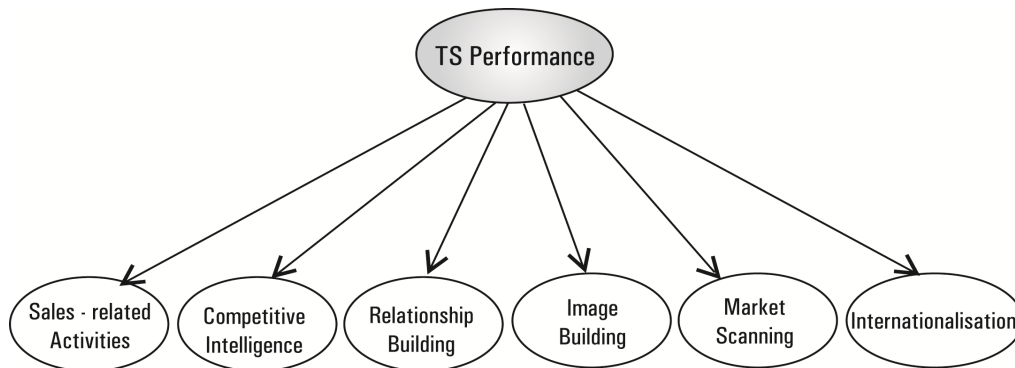
### **2.7.3 Multidimensional Role of Trade Shows**

Trade shows have multiple roles. Various studies have highlighted the multidimensionality of trade shows. In his seminal work, Thomas V. Bonoma (1983) broadly groups trade show benefits into selling and non-selling categories. The selling opportunities involve access to key decision makers, contact with prospects and the opportunity to service customers. Their non-selling aspects include the availability of intelligence about competitors, the opportunity to upgrade employee morale and the chance to test new products.

Tafesse and Korneliussen (2006), in their study, based on empirical findings in Ethiopia, showed that trade show performance, in an emerging market context, is multidimensional. They identified four major dimensions of trade shows. Kare Hansen (2004) has evolved a measure of trade show performance that includes five different dimensions. As per the survey conducted by ITB during ITB Berlin in 2014, the biggest tourism trade show in the world, held in Berlin in March every year, 86.9 % of the exhibiting companies expect positive follow up business after the fair. New contacts to the tourism industry were achieved by 81.8 % of the exhibitors. 84.1 % of the exhibitors rated the resulting business performance of their participation as

clearly favourable. This shows the increasing importance of trade shows in the industry and the multifaceted nature of the trade shows.

Based on the literature survey, six different dimensions have been identified:



*Adapted from Hansen, 2004*

**Figure 2.4: Multidimensionality of Trade Shows**

### **Competitive intelligence dimension**

This dimension includes collecting information about competitors' products, exchange information with competitors, evaluate displayed products by competitors and benchmark competitive position. Tafesse and Korneliussen (2006) defined competitive intelligence as a systematic, targeted, timely and ethical effort to analyze competitors in order to produce actionable insights for decision making. Sharland and Balogh (1996) note that by drawing together competing firms at one place for a short time, trade shows present participants a potential gold mine of low cost access to competitive information. This suggests that exhibitors utilize trade shows as a means to collect competitive information.

### **Market-scanning dimension**

This dimension includes gathering information on new product ideas, exploring market opportunities in new regions/segments introduce new products

at the show and explore export opportunities. Gathering information on new product ideas gives information about new product technologies which subsequently underpins research and development efforts (Evers and Knight, 2008). The study explains that by introducing new products at the show the firms can learn about customers' reaction to new products and can gauge the commercial potency of new products. Hansen (1999) noted that information exchange at trade shows helps companies choose better trading partners, reduces legal and contracting costs, and helps to decide which parts of the business can be spun-off or kept in-house. Tafesse and Korneliussen (2006) view market scanning, within the context of environmental scanning, as the process of seeking and collecting information about suppliers, buyers, competitors and technological trends. For Olsen and Sallis (2006), market scanning involves generating tactical market information pertinent to short term customer needs and strategic market information related to potential markets and products pertinent to the long term strategic focus of the firm.

### **The image-building dimension**

Herbig et al., (1998) identified three important image-building motives for exhibiting at trade shows.

- a) A firm's need to exhibit because of its competitors' participation in the trade show.
- b) Customers' expectation of a firm's participation and the possibility that they might interpret the firm's failure to appear as a sign of trouble.
- c) A firm's use of trade shows as a vehicle to create or solidify an image to participants in the marketplace.

Tafesse and Korneliussen's (2006) study identifies getting publicity in the media, meeting key decision makers and demonstrating company capability to customers as important reasons. The study has classified meeting key decision makers as an image building activity as there is a tendency among emerging market exhibitors to consider establishing contacts with decision makers (often government officials and policy makers) as more of an image building rather than a selling activity. This has been explained as a precautionary step for facing future bureaucratic hurdles, which are common in emerging economies. Hansen (1999) noted that the conceptual domain of the image-building dimension includes all activities related to building corporate image and reputation at the trade show. International trade shows are large industry gatherings where one of the primary objectives for exhibiting is to create product interest and awareness.

### **Relationship building dimension**

Building new relationships and strengthening existing relationships is one of the basic advantages of participation in a trade show. This is of great importance when the cultural and special distances between the firm and the customers are very high. This characterises especially the buyers and sellers at international trade shows. Many booths at European international trade shows have their own conference rooms and lounges, and drinks and snacks are often served to visitors, which encourage visitors to spend significant amount of time in the booths they visit, thus lengthening interactions (Hansen, 2004). Citing many studies, Hansen (2004) further states the other important aspects of this dimension is the opportunity to meet key decision makers who are otherwise inaccessible, and, accomplishing personal contact with customers and thus achieving a high degree of success in building relationships at the show.

Geigenmuller (2010) provides a framework for understanding the role and contributions of virtual trade fairs in developing relationships. Using a relationship communication model, he explores the determinants of value creation through virtual trade fairs, emphasizing the impact of advanced information and communication technologies on contemporary marketing. The exhibitor firm's understanding of the importance of information, network orientation, capability of customer integration, and relationship attributes are proposed as influences on the effectiveness of virtual trade fairs.

### **The sales dimension**

The conceptual domain of sales-related dimension includes all activities related to on-site sales and sales immediately after the trade show. Cavanaugh (1976) listed several sales-related activities. This dimension represents exhibitors' efforts to generate revenue using the trade show as a selling occasion. (Bonoma, 1983; Tanner, 2002). Kerin and Cron (1987) identified selling activities, such as introduction of new products, selling at the show, and new product testing, all of which reflect the selling dimension. Gopala Krishna et al. (1995) reports on the effects of a trade show on incremental sales and profits for a manufacturer of gas chromatographic equipment. Their analysis indicates that the show provided positive economic returns to the firm and provided evidence that the show had positive effects on generating product awareness and interest.

### **The Internationalization dimension**

Various studies have stressed that trade shows are also an important quick way for firms to gather information about export markets and the procedures and other information relating to the export process. Through trade shows, representatives of companies which are export-ready can gain customers,

disseminate information, identify prospects, gather intelligence, and reinforce firm's employee morale (Bonoma, 1983; Seringhaus & Rosson, 1998). The study by Wilkinson and Brouthers (2006) found that greater use of trade shows and programs that identified agents and distributors was associated with firms reporting higher export performance satisfaction. The findings suggest that SME firms using trade shows sponsored by state governments are also likely to have positive export performance outcomes.

#### **2.7.4 Tourism and Trade Shows**

The immense potential of the tourism sector to act as a catalyst of economic and social development has been acknowledged in national and international forums. Tourism is expected to be world's largest industry very soon. Hence, promoting tourism is a critical issue for both countries and firms. Fayos –Sola, Marin and Meffert (1994) have highlighted the following features of tourism:

- a) Great geographical dispersion which fundamentally sells services
- b) The act of acquisition, whether by the final buyer or an intermediary, is carried out in a climate of uncertainty, which is greater than in the case of tangible goods.

As the tourism industry experiences exponential growth worldwide, firms have increasingly adopted participation in international travel trade shows as a critical marketing strategy (Yuksel and Voola, 2010). Participation in trade shows is one of the main promotion strategies adopted by tourism firms the world over. Trade shows stimulate the creation of a trusting relationship between suppliers and their potential clients, which reduces uncertainty. The general trend in Travel Trade Fairs over the last few years has been one of continued growth. It is no

longer a case of achieving merely an incremental rise in a concrete function, such as sales, but rather one of reinforcing, simultaneously and synergically, all of those functions which confer upon the company or tourism destination a competitive advantage (Fayos–Sola, Marin and Meffert, 1994).

Travel trade shows are different from other trade shows as the products are intangible in nature, heterogeneous and perishable. These characteristics make them high in experience and credence qualities. The customer evaluation process is thus very different from a products trade show. Yuksel and Voola (2010) highlight the complexities and difficulties associated with planning for a travel trade fair. They state that the exhibitors have to be more qualified than in fairs for physical products, must ensure consistency in the delivery of quality image and mandates the top managers to exhibit ownership and decision making power.

The following table highlights the relevance of trade shows to tourism:

**Table 2.5: Relevance of Trade Shows in Tourism**

<b>Tourism</b>	<b>Trade shows</b>
Great geographical dispersion which fundamentally sells services	Events that bring together, in a single location, for a specific period of few days, sellers and buyers of tourism services
The act of acquisition, whether by the final buyer or an intermediary, is carried out in a climate of uncertainty	Stimulate the creation of a trusting relationship between suppliers and their potential clients, which reduces this uncertainty
The experience and credence qualities	Representatives at the travel trade fairs have to be very informed, experienced and qualified
Simultaneity and inseparability of production and consumption of tourism products	Mandates top managers to exhibit ownership and decision making powers

(Adapted from Yuksel, Voola (2010); Fayos –Sola, Marin and Meffert (1994))

#### **2.7.4.1 Major Tourism International Tourism Trade Shows**

Some of the major tourism trade shows are:

- a) International Tourism Bourse (ITB) – The ITB as it is popularly known in the Travel trade was held for the first time in 1967 in Berlin in Germany. It is the world's largest travel and tourism fair. It is held annually every year in March. An Asian edition was started in 2008 in Singapore.
- b) World Travel Mart – Popularly known as the WTM, the World Travel Mart is an annual event held in London every year in the month of November. It was started in 1980.
- c) International Brussels Travel Fair – Popularly known as BTF, this fair is held every year in the month of November in the city of Brussels in Belgium. Started in the year 1975, BTF is more of a technical than a promotional event.
- d) Feria Internacional Turismo (FITUR) – Spain's international tourism fair was started in 1980 in Madrid. This fair is held for six days out of which the first three days are exclusively devoted to trade and places major emphasis on Spanish speaking markets.
- e) PATA Travel Mart – This is organized by Pacific Asia Travel Association and is held in rotation in different countries. The core of the Mart is the appointments system whereby meetings are held during private scheduled business appointments.
- f) The other well-known international Marts are the Arabian Travel Mart held in Dubai, GIBTM in Abu Dhabi, BIT in Milan Italy etc.



- g) The well-known Indian tourism trade shows are SATTE held in Delhi, TTF (Travel Tourism Fair) and ITM (India Travel Mart) held in different cities in India.

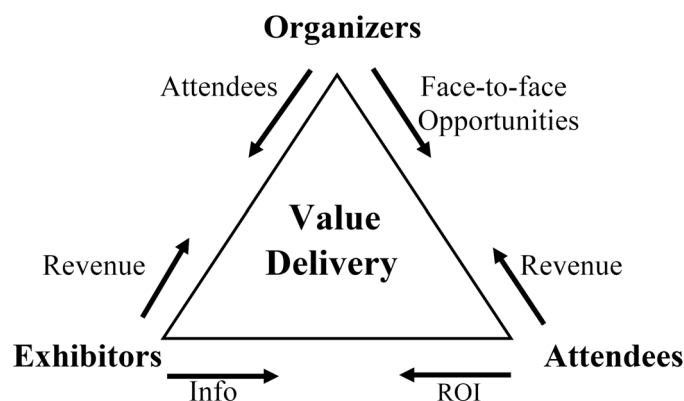
### **2.7.5 Destination Trade Shows**

The operational definition of Destination trade shows is “Tourism Destination Trade Shows are market events of a specific duration, held at intervals, at which a large number of tourism companies of a specific destination present the main product range of the destination and where visitors to the trade show are also tourism companies/firms interested in the specific destination’s products”.

## **2.8 Structure of Trade Shows**

There are multiple layers of markets and business relationships involved in the context of trade fairs. Yuksel and Voola (2010) have described these layers in the context of a travel trade fair. “The first one is the trade organizer’s relationship with participant’s firms as exhibitors (B2B). The organization’s name (reputation), quality, venue, invited visitors list, other exhibitors, and additional quality factors in relation to the exhibition, play an important role in participant firms’ attendance as an exhibitor; including exhibition installations, decorations, product displays in the stand, maintenance, and removals. The second layer of relationship revolves around participant firms’ (exhibitors’) relations to other travel organizers (retailers) who are visitors of the fair and buy services in order to resell them to their own customers (B2B). A third level of business relationship of services firms is between the exhibitors. For example, a tour operator as an exhibitor of a stand may visit another exhibitor of another stand in the same fair, say an airline company of a specific

destination to book its travel business, or a hotel may make new business deals with a new tour operator or with an airline company to accommodate their stop-over passengers or overnight crew. These examples highlight that a buyer seller relationship or a marketing function occurs. Another level of relationship may ensue, for example, between investors, construction firms, headhunters and hotel management companies. Finally, the last group of buyers may represent end-consumers who would visit exhibitors' stands to decide on their travel destination for next year, in the case of a consumer travel trade fair. Specifically, this represents a B2C context." Figure 2.5 below summarises the main participants of a trade show.



**Figure 2.5: Structure of a Trade Show**

The organisers of the trade shows give the platform to exhibitors for meeting attendees and to visitors, face to face opportunities with exhibitors . In return, the organisers of trade shows get revenue from exhibitors as stall fees and, in some cases, income from visitors in terms of passes or entry fees. For exhibitors, opportunities to meet visitors will give leads for future business which is a return on investment. For visitors, getting information on products from the exhibitors is their return on investment.

## **2.9 Exhibitors**

Literature related to exhibitors broadly covers the following three areas:

### **2.9.1 Motivations of Exhibitors**

The dictionary meaning of motivation is the set of reasons that determines one to engage in a particular behavior whereas objectives are specific targets set for a short term. In the literature, it was found that the two words have been used interchangeably. This may be because it was noticed that very few firms had formal objectives while participating in a trade show. However, they were well aware of the reasons of why they were there.

The exorbitant cost of exhibiting has forced today's management to set objectives and to evaluate the effectiveness of their objectives. If the exhibit is not effectively planned by a thorough analysis of objectives, the exhibit will not prove cost-effective - will not provide the necessary return-on-investment. Too often, the trade participation will become just a waste of scarce resources. Research consistently indicates that firms with stated objectives experience superior trade show performance and report higher levels of satisfaction than participants who do not have clearly delineated objectives. Interestingly, despite their importance, only 56 per cent of the firms surveyed by the Trade Show Bureau some years ago reported that they regularly establish objectives prior to trade show participation. One out of three exhibitors does not set quantifiable objectives. (Herbig et al., 1983). Kerin & Cron (1987) has stated that for a successful trade show programme, written objectives for the overall trade show program should be prepared. Objectives would not only aid in defining the role of trade shows in the firms' marketing programs, but also

lead to more thoughtful construction of appropriate evaluation procedures and measures.

Cavanaugh (1976) was one of the earliest writers to have spelt out the six areas which the management needs to examine to set objectives, which includes the company's purpose in exhibiting, the prime target audience to be reached, the advantages to exhibiting, the efficiency/effectiveness balance, competition's approach to exhibiting and the budget and projecting the cost ratio per sales lead obtained.

Bonoma (1983) was one of the earliest writers who highlighted the selling objectives of companies to participate in trade shows. He has classified exhibitors' objectives as selling and non-selling. Selling objectives have been identified as identification of prospects, gaining access to key decision makers in current or potential customer companies, disseminating facts about vendor products, services and personnel, actually selling products and servicing current accounts' problems through contacts made

Non selling objectives were maintaining the company image with competitors, customers and the industry, gathering intelligence on competitor's products, prices and other marketing variables, maintaining and enhancing corporate morale and product testing –evaluation function

Kerin & Cron (1987) empirically demonstrated the selling and non-selling functions of trade show. However, marketing executives' higher overall ratings for non-selling functions do not support Bonoma's contention that marketing executives have a limited perspective on the role trade shows can perform.

The findings presented from a study (Rosson and Seringhaus, 1996) of Canadian participation at an international trade show in Germany demonstrates that trade shows are events at which companies and organizations exhibit both similar and differing behaviors. Beyond the basic functions of permitting business contacts to be made and gathering information/intelligence, the leading objectives of companies vary and the authors have hypothesized that the stage of internationalization, in part, explains this situation. Independent company exhibitors (the most established overseas) look to trade shows to maintain a market position. Company exhibitors (on the national stand) are less established and therefore more inclined to test the market and look for distribution partners. Canadian companies attending the trade show as part of an organized trade mission have the least international experience and expect trade show participation to permit checking out the market, competition and trends.

A mail survey of exhibitors at two UK exhibitions (Blythe, 2002) confirmed the following as the three most important reasons for exhibiting:

- a) Meeting new customers.
- b) Launching new products.
- c) Take sales orders.

It was found that in most cases, the reasons which are accorded the greatest importance are also the ones most likely to be formally assessed, so there is clear evidence that exhibitors know why they are exhibiting. Exhibitors were able to ascribe importance scores to the reasons for exhibiting even when they did not set formal objectives for the exhibition.

Rice and Almossawi (2002) did a study of exhibitor firms at an Arabian Gulf Trade Show. They found that there were only few differences in the motivations between Gulf firms and firms previously studied in USA, Canada and the UK. The most important exhibit goals for the Gulf firms were enhancing image and identifying sales prospects. The least important goal was selling. Three dimensions were found underlying the purpose of exhibiting viz. Competitive/Informational Activities, Market Development, and Selling.

Kozak (2005) examines the differences among the underlying dimensions regarding exhibit objectives of the exhibitors in an East Mediterranean Tourism and Travel Exhibition in Turkey. Factor analysis gave four underlying factors viz. strategic benefit-related activities, selling-related activities, promotion-related activities, and research-related activities. The results showed that exhibitors generally tend to join the exhibition for “enhancing morale of company’s personnel,” “comparison of a product and/or service with the competition,” and “collect information for marketing activities”.

Ulka Yuksel and Ranjit Voola (2010) investigated the motivations for participating in international travel trade shows by adopting a multiple methodology approach. (Two sets of interviews). It was found that the key motivation for participating in the promotional strategy of travel trade shows was to improve relationships with customers and to understand their requirements, to influence demand (persuasion) via personalized and direct communication and to create and/or maintain a product/service/country image.

Hansen (1996) brought an interesting dimension by developing a framework which reveals that visitors and exhibitors may have dual motives as buyers and sellers in their participation at International Trade Shows (ITS). He

reports on a study of Norwegian seafood sellers attending international trade shows in which the developed framework of participation modes was used to identify potential differences in firm characteristics, participation motives, trade show effectiveness and use of ITS assistance programmes. The framework gave new insights into the role of ITS.

### **2.9.2 Trade Show Performance**

Although exhibitors often state that exhibitions are effective, the majority have no accurate way of evaluating the return on their trade show investments. (Blythe, 1999). Definition of trade show performance at a theoretical level and development of valid empirical measures of trade show performance have been scarce in the trade show literature. Observational indicators, such as actual sales at the show, number of leads and attraction efficiency (i.e. percentages of a firm's target audience attracted to its booth) (Kerin and Cron, 1987; Gopalakrishna and Lilien, 1995; Dekimpe et al., 1997) have often been used to measure tradeshow performance. However, trade shows have also been conceived of as vehicles of communication with company exhibits fulfilling an advertising and display function. Several researchers argued that companies use trade shows to pursue multiple objectives beyond communications and selling (Bonoma, 1983; Hansen, 2004; Seringhaus and Rosson, 2004).

In his seminal work, Thomas V. Bonoma (1983) broadly groups trade show benefits into selling and non-selling categories. The selling opportunities involve access to key decision makers, contact with prospects and the opportunity to service customers. Their non-selling aspects include the availability of intelligence about competitors, the opportunity to upgrade employee morale and the chance to test new products.

Kerin and Cron (1987) described performance as having two dimensions, as defined by Bonoma (1983) - selling and non-selling. The results of their study suggest that though the selling and non-selling functions are perceived as distinct dimensions to performance, marketing executives tend to rate their performance as successful or unsuccessful on both dimensions.

Seringhaus and Rosson (1998) developed a discriminant model of multidimensional international trade show criteria, consisting of a quantitative and qualitative multi-measure approach, including real time and delayed performance and impact variables, which they used to classify exhibitors of government stands vs. Independent stands.

Shoham, Aviv (1999) has proposed a model of trade show performance, which is based on a synthesis of previous research. The model utilizes five concepts: environmental influences, company influences, trade show selection, booth management and trade show performance. However, no measures of the variables are given.

Kare Hansen (2004) developed a 16-item instrument for assessing exhibitors' perceptions of their TS performance. The paper presented evidence of the scale's reliability, factor structure and validity on the basis of analyzing data from independent samples of exhibitors at two international trade shows.

Tafesse and Korneliussen (2006) investigated the underlying dimensions of trade show performance in an emerging market context. The findings suggest that emerging market exhibitors utilize trade shows as multidimensional marketing and promotional tools. They found four main dimensions representing the competitive-intelligence, the market-scanning, the image building and the relational-sales aspects of the trade show performance. The study revealed



that emerging market exhibitors tend to utilize the trade shows as platforms to collect competitive information and to scan market opportunities.

Skallerud (2010) examined the differences at international trade shows between exhibitors who participate in joint booths and those who participate in individual booths. In an empirical study of 208 exhibitors at an international food and beverage show, he found that individual exhibitors place more personnel and products at their booths and they allocate more resources, top management commitment and planning. However, exhibitors at joint booths have more formalised planning and objective setting. On comparing performance, individual exhibitors perform significantly better on image-building activities at the show.

The empirical study of Yuksel and Voola (2010) suggest that exhibitors value efficient and effective products/ services displayed on the stand as the most important factor for success. That is, they believe in the significance of the product(s) itself. In other words, if the property, product, packages are appealing, there is a higher likelihood of success. The second significant and equally important factors relate to the quality of staff manning the stand (i.e. having very professional and trained stand staff), and effective printed materials (i.e. brochures, photos, etc.). The other issues of importance are the decoration and design of the stand (having an appealing appearance of the stand).

### **2.9.3 Quality of Trade Show**

The quality and reputation of the trade show has a great influence on the firms' decision to participate.

Yuksel and Voola (2010), in their empirical study found that the main motivations for exhibitors to participate in a particular trade show were reputation of the fair, the profile of the visitors, whether the fair fits the firms'

(marketing) objectives and the nature of the competition attending the fair and their past performances at the fair.

Kim, Namsu (2008) demonstrated that a correlation exists between exhibitors' performance and quality of trade shows. By an empirical survey at an international trade show held in Korea, he validated nine dimensions of trade shows' service quality and identified five dimensions of the performance of participants. Among the factors representing trade show service quality, exhibition program was rated the most important factor for exhibitors' show performance, followed by customer service, host and public promotions, reliability, security, attendance cost, guidance and convenience facilities, physical facilities, and access.

## **2.10 Visitors**

It is important to investigate the trade show from the perspective of the visitors also as visitors are the main target audience of the exhibitors at trade shows. Nicholson and Pearce (2001), citing Crompton and McKay, states that research on motivations of visitors is important as it is a key to designing better products and services, it is closely linked to satisfaction and it is a crucial ingredient in understanding the visitors 'decision making process'.

Visitors or buyers or attendees are firms that participate in a trade show to buy or gather information or to check out products/services displayed or exhibited.

Rinallo et al. (2010) reports an ethnographic study conducted in the context of ten international trade shows in the textile apparel industry in Europe. They investigated business visitor behavior at trade shows and shed light on the nature of the experience provided by trade show exhibitors and organizers and on visitors' lived experiences.

Trade shows immerse industrial buyers in a physical and cognitive experience that requires their active participation. Under such circumstances, industrial marketers who employ experiential marketing techniques are likely to increase their trade show performances.

Literature related to visitors also deal mainly with:

- a) Motivations/objectives of visitors to visit trade shows
- b) Evaluation of performance (with respect to meeting their objectives in attending the show).

### **2.10.1 Motivations of Visitors**

The five key factors behind the go-no-go decision to attend a trade show were: attendance/lead performance, marketing synergy, show environment, participation costs, and staffing capabilities (Kijewski et al., 1993). “The average attendee spends two days at the exhibits, viewing them for a total of eight hours. Of a typical show’s audience, 62 per cent do not attend any competitive show in the same field. Other categories include general interest in subject area (15 per cent), to see specific product or company (10 per cent), to attend technical/educational sessions (8 per cent), and to obtain technical or product information (7 per cent)” (Herbig et al., 1983). Citing a study by Incomm International, in Chicago, called Why Visitors Attend Exhibits, Herbig et al. (1983) gives these reasons:

- To find solutions to known problems
- To decide on or finalize vendor selection for post-show purchases
- To identify new methods, to meet with technical experts
- To assess technical directions

Bello and Lohtia (1993) suggest that analyzing the job roles of attendees is a necessary first step in selling to the typical show audience. A mail survey demonstrated that the attending job roles are related to an attendee's rank and firm size. The study recommended that salespeople at the trade show must sell to those attendees who participate in the buying decisions and avoid focusing their efforts on attendees who lack buying authority.

Munuera and Ruiz (1999) have stated that the success of a trade show depends to a great extent on the attendees. Based on personal interviews, the authors found that discovering new lines or new products, contacting potential suppliers and market research are the most important objectives for trade show visitors.

Blythe, Jim (1999) examines the relationship between visitor expectations and exhibitor objectives at trade exhibitions. Drawing on research conducted at four UK exhibitions, the author provides evidence that exhibitors and visitors not only have differing expectations of exhibitions and trade fairs, but that these differing expectations are incompatible in many cases. He concludes that even those exhibitors who exhibit frequently or commit large sums to the activity take scant account of visitor needs.

The study of Munuera and Ruiz (1999) considers Trade Fair Organization (TFOs) as organizations that operate in industrial markets offering services in the form of facilities to perform displays (for exhibitor companies) and the exhibitions themselves (for visitor companies). The success of an exhibition from a TFO perspective depends, among others, on the number of attendees, both visitors and exhibitors. Identifying visitors' objectives, TFOs can develop trade fair exhibitions with greater attraction capacity. The study found that

objectives as gathering information about the market and new products, as well as contacting potential suppliers, are the most important for the companies visiting a trade show.

Godar and O'Connor (2001) have presented a model of industrial buyer attendance motives at trade shows. Confirm decision, reinforce contract, become advocate, develop contact, receive reward and support industry are the motives identified for the various categories.

Trade shows are events which are a distinctive phenomenon. Nicholson and Pearce (2001) did a comparative analysis of the motivations of visitors at four events in New Zealand and highlighted the diversity in motives that are to be found from event to event. Event specific factors are found to be important and there is little evidence of generic event motivations.

Smith, Hama and Smith (2003) finds a strong relationship between a successful trade show visit and future attendance motivations by examining the attendance objectives of Japanese visitors for both a domestic (Japanese) and offshore (US) trade show.

The information-processing situations faced by visitors to a trade show are radically different from those regarding other communication instruments, as they are characterized by: sensorial overwhelming; information over-load; and physical fatigue (Rinallo, Borghini, Golfetto, 2010).

### **2.10.2 Performance of Visitors**

The success achieved by trade show visitors has a great influence in future participation in trade shows. Hence, the importance in assessing the perception of visitors regarding their participation.

Smith, Hama, Smith (2003) had used a 11 point scale to assess visitors' rating of success achieved in meeting their objectives and found four main underlying dimensions viz., supplier interaction, to see products and trends, to gather buying information and employee education.

Berne, Garcia-Uceda (2005) has proposed and estimated a Trade Show Evaluation measurement model which indicates the three major criteria found in the literature about Trade Show evaluation and selection. The model shows their relative roles in the Trade Show evaluation process: perception/information about the basic features of Trade Show, the marketing objectives to be attained by visitors at and after Trade Show, and the perceived costs relative to Trade Show attendance planning and budgeting.

### **2.11 Degree of Fit between Exhibitors' and Visitors' Motivations**

The essential element for communication to be effective is that the aims and objectives of exhibitors and visitors are compatible. Blythe (1999) has stated there is little research into the degree of fit between the messages the exhibitors wish to convey and the receptiveness of the exhibition's visitors towards those messages.

Blythe, Jim (2010) described a new model of communication against which trade fair activities of both visitors and exhibitors are mapped. The model includes the concept that communication is a co-creation of meaning as is shown in Fig. 2.6 below. Trade fairs are regarded as a communication tool and the interactive nature of the communication is taken into account. What the overall concept demonstrates is that trade fairs could be very effective as communication tool.



Source: Blythe, 2010

**Figure 2.6: Trade Shows as Communication**

## 2.12 Summary

This chapter provides a detailed review of literature in two major domains: collaborative marketing of destinations and trade shows. Literature in the above domains was extensively reviewed and presented thematically in the chapter. The chapter provides an insight into the importance of collaborative marketing as a strategy for destinations, the antecedents for effectiveness of collaborations and the importance of life cycle theories to understand the collaboration process. The chapter introduces the well cited Wang and Xiang's theoretical framework which has been used as the reference framework for this study to explore in depth the issues related to a destination collaboration. The inter organizational theories underlying this framework is briefly discussed before describing in detail the four constructs of this framework viz. preconditions for marketing alliances, motivations for entering collaborations, process for marketing collaboration formation (including the stages of collaboration, forms, governance mode, conflict management) and outcomes. Studies on the multidimensional role of trade shows in tourism, motivations of the main constituents, the exhibitors and the visitors, and their evaluation of trade show performance and trade show quality are also reviewed. This chapter thus gives an overview of the literature important to the critical domains of destination collaboration and trade shows.

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# Chapter 3

## KERALA TRAVEL MART

<i>Contents</i>	3.1	<i>Introduction</i>
	3.2	<i>Growth of Kerala Tourism</i>
	3.3	<i>Building the Brand Kerala</i>
	3.4	<i>Kerala Travel Mart (KTM)</i>
	3.5	<i>Conduct of the Mart</i>
	3.6	<i>Visitors to KTM</i>
	3.7	<i>Government's Role</i>
	3.8	<i>Summary</i>

### 3.1 Introduction

Kerala is often cited as one of the best success stories of tourism in the world. Amitab Kant, former Tourism Secretary of Kerala (2009) describes thus: “Kerala’s luxuriant landscape is undiluted nature, and its magic lies in the fact that almost the entire state is a tourist destination, with the life of the people very much a part of its allure”. The state has created tourism products purely out of its natural and traditional strengths that compete with international destinations in marketing. Today, Kerala’s ‘backwaters’ and ‘Ayurveda’ are globally identified and uniquely positioned. Kerala as a destination is mentioned in international travel magazines like the *National Geographic*, *Conde’ Nast Traveller*, *Geo Saison* and *Newsweek*. Kerala has been acclaimed as ‘one of the 10 paradises found’ by the National Geographic Traveller. Kerala’s tourism brand is listed among the top 100 brands of India and has been accorded the

highly coveted ‘Super Brand’ status. Kerala is cited as one of the 50 destinations of a lifetime by *National Geographic Traveller*, and was also a ‘partner state’ to the World Tourism and Travel Council. Conde Nast Traveler, the well-known travel magazine has listed Kerala the most acclaimed destination of the millennium (kerala.tourism.org).

### 3.2 Growth of Kerala Tourism

While initiatives in tourism in Kerala date back to the late 1980s, it was only since 1995 that focussed efforts in tourism development were launched by the state government of Kerala. A comprehensive tourism policy was announced in 1995, which was followed by several tourism planning and developmental initiatives. Some highlights in the growth of tourism in Kerala is shown in the box below:

A 100% per cent increase in its domestic tourist arrivals, from 5.013 million in 2000 to 10.857 million in 2014. Earned for the state the ‘Award for Excellence in Tourism’ from the Government of India for four years between 1999 and 2003.

A 308% increase in its international tourist arrivals, from 2.09 lakhs in 2000 to 8.58 lakhs in 2014

A rise in its share of India’s international visitors, from 5.5 per cent in 1994 to 10.98 per cent in 2003

A 747 per cent increase in its tourism receipts, from ₹ 116 crore in 1994 (1.63 per cent of India’s receipts) to ₹ 983 crore in 2003 (4.97 per cent of India’s receipts)

An increase in the average duration of stay of an international traveller to Kerala from a mere 1.5 days in 1994 to 17.6 days in 2013.

Source: GOK(2014)

### 3.2.1 Increase in Tourist Arrivals

In the ten years from 1995 to 2001, domestic tourist arrivals in Kerala increased at an average annual rate of more than 18 per cent, while foreign tourist arrivals rose by 12 per cent per annum, as shown in Table 3.1 below. Kerala has been the one of the world's 'fastest-growing tourism regions', with growth rates well above the world average.

**Table 3.1: Tourist Arrivals to Kerala**

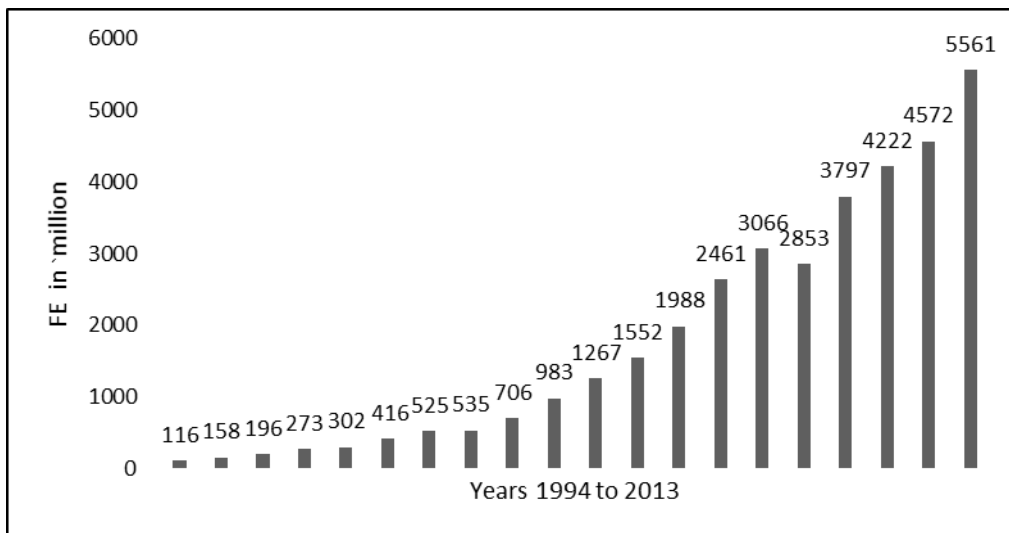
Year	Domestic Arrivals (in millions)	% change over prev. year	International arrivals	% change over prev. year
1999	4888287	9.07%	202173	6.44%
2000	5013221	2.55%	209933	3.80%
2001	5239692	4.52%	208830	-0.53%
2002	5568256	6.27%	232564	11.37%
2003	5871228	5.44%	294621	26.68%
2004	5972182	1.72%	345546	17.28%
2005	5946423	-4.3%	346499	0.27%
2006	6271724	5.47%	428534	23.7%
2007	6642941	5.92%	515808	20.37%
2008	7591250	14.28%	598929	16.11%
2009	7913537	4.25%	557258	-6.96%
2010	8595075	8.61%	659265	18.31%
2011	9381455	9.15%	732935	11.18%
2012	10076854	7.41%	793696	8.28%
2013	10857811	7.75%	858143	8.12%

Source: GOK (2014)

### 3.2.2 Increase in Foreign Earnings

There has been a substantial increase in foreign earnings due to increase in tourism as shown below in Fig. 3.2. There has been continuous increase in earnings every year except in 2001 when 9/11 happened and there was a global

impact on tourism. In the 20 year period, only in 4 years have the increase been less than 10 %.



Source: GOK (2014)

**Figure 3.1: Increase in foreign earnings**

### 3.3 Building the Brand Kerala

Kerala launched its first aggressive print campaign in the late 1980s. “God’s Own Country” is perhaps the most powerful positioning statement for an Indian destination. This resulted in a lot of enquiries. “Homespun entrepreneurs” and tour operators stepped into the demand supply gap. A conscious decision was taken by the State government in 1999 to focus on quality tourism that was also sustainable to ensure the State would stay in the business of tourism. Mr. Amitab Kant, the then Tourism Secretary is credited with this change in the growth model. He had the support of the Tourism Minister, Mr. E. Chandrasekhar. Mr. T. Balakrishnan who succeeded Mr. Amitab Kant, Dr. Venu, the then Director of Kerala Tourism also played a vital role in realizing this growth story. The main features of the marketing strategy for Kerala Tourism are:

### ***Change of Target Market***

Mass tourism, in the form of charter parties, was discouraged and the focus of the overall marketing and promotion was shifted to the affluent, sensitive traveler to whom Kerala was pitched as an up market destination. It was felt that backpackers only sponged on the destination hence discouraged. This change in focus inspired world class resorts with traditional architecture and modern facilities. This enhanced unit value has been the foundation of the brand Kerala.

### ***Identifying Exclusive Products***

The 1000 km of palm fringed Backwaters with the traditional houseboats (kettuvalloms) and the authentic Ayurveda, especially during the monsoons, were chosen as the differentiating products of Kerala. The vast repertoire of ancient art forms (Mohiniattam, Kathakali, Koodiyattam, etc.) and the unique cuisine of the land were two other aspects which set Kerala apart from other destinations. Product innovations like Monsoon holidays, home stays, and focus on unknown areas like Munnar, Kumarakom, and Wayanad were the various product strategies adopted over time.

### ***Arranging FAM (Familiarization) Tours***

A series of familiarization (FAM) tours were launched for leading tour operators and travel writers from key emerging markets relevant to Kerala. These tours helped to spread the good word around especially in the form of good editorial coverage.

### ***Promotion***

The first ever television commercial done by a tourism board in India was “Water Colours by God” which captured the moods and colours of Kerala. This

spread the message. Kerala Tourism also became the first tourism Board in India to start an internet presence with a very interactive website.

### ***Public Private Partnership***

This partnership, named Synergy, has been a critical force in implementing innovative initiatives in the industry. The tourism department has extended marketing, publicity and policy support to the trade, which in turn, has ensured that tourism development is sustainable, friendly to the destination and preserves the culture and traditions of the land.

### **3.4 Kerala Travel Mart (KTM)**

The ‘high point in the life of the Brand’ (Kant, 2009) was sparked by Synergy in 2000-by an event called Kerala Travel Mart. For the first time in India, a single destination hosted a buyer- seller meet which was a success. The number of sellers has gone up steadily since 2000 and includes now almost every entrepreneur who has a tourism product to sell in Kerala. In addition to giving the buyers a firsthand experience of the products and enabling the sellers to plan business for the next season by pre selling room nights, KTM ensures equal opportunity for all the players in Kerala. It is an example of public private partnership – with the government acting as a facilitator-cum-catalyst and the travel trade fostering entrepreneurship in the larger interest of sustaining and building the tourism sector for the good of all. It is the only tourism trade show in India focusing on only one destination. The Mart (as it is popularly called) focuses on specific products each time. In 2014, the focus was on village tourism and wedding tourism.

### **3.4.1 Origin of KTM Society**

Kerala Travel Mart (KTM) came into being in 2000 after the industry leaders felt there was a need for a separate trade show to showcase just the Kerala destination, patterned on the World Travel Mart, London and International Tourism Bourse, Berlin. Kerala Travel Mart Society was registered under The Travancore – Cochin Literary, Scientific and Charitable Societies Act, 1955 with registered office at Cochin and is a non-profit making charitable society since 2000.

The first Kerala Travel Mart was held in Cochin in 2000 and since then has been held regularly every two years – 2002, 2004, 2006, 2008, 2010, 2012 and the latest KTM was held in Willingdon Island, Cochin in 2014.

### **3.4.2 Membership of KTM Society**

There are 3 categories of membership -

#### ***Active Ordinary Members***

Criteria for membership - Any firm, establishment or company having an established place of business in Kerala and is eligible for membership as follows:

- a) Tour Operator approved by Govt. of India, Ministry of Tourism/ Department of Tourism, Government of Kerala with Service Tax registration from Kerala.
- b) Hotels or restaurants approved or classified by the Ministry of Tourism, Government of India.
- c) Home/House stays registered under Paying Guest Regulation of Govt. of India/Govt. of Kerala.

- d) Serviced Villas or such other new products approved by Govt. of Kerala/India tourism depts.
- e) Any airline, international or domestic
- f) House Boats approved by Govt. of Kerala.
- g) Ayurveda Centers approved by Govt. of Kerala.
- h) Institutes for hospitality/tourism/travel studies offering courses approved by Govt. of Kerala /AICTE.
- i) District Tourism Promotion Councils.
- j) Departments of Govt. of India engaged in tourism related activities within Kerala.
- k) Departments of Govt. of Kerala engaged in tourism related activities.
- l) A Travel Agent approved by IATA and the Govt. of India, Ministry of Tourism/Department of Tourism, Government of Kerala with Service Tax registration from Kerala.

Procedure for membership – An application for membership is made in the prescribed form and recommended by 2 active members of the Society. Application is scrutinized by Managing Committee members. There may be an inspection of the office premises. The Managing Committee is the final decision making authority for membership. Members can be enrolled in the name of the firm, establishment or company only.

Fees –The quantum of entrance and annual subscription fees are decided by the Managing Committee from time to time. The current entrance fee at the time of registration is ₹ 5000 + tax and annual member subscription – ₹ 2500 + tax.



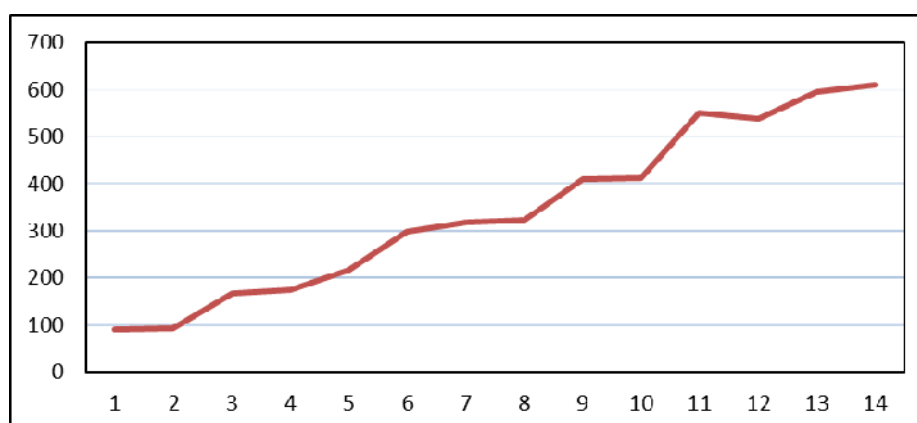
### ***Affiliate and Institutional Members***

Any firm, establishment or company having an established place of business in Kerala or any other State or Union Territory of India, and is not falling under any of the categories mentioned for ordinary members, and who is regularly engaged or associated with tourism related activities, are eligible to be an affiliate member. These members can participate but do not have a right to vote in meetings.

### ***Honorary Members***

Managing Committee may at its discretion admit any person whom it considers to be a prominent and renowned person as an Honorary Member of the Society. They do not pay fees. The Tourism Minister of Government of Kerala, Tourism Secretary, and the Director of Tourism are the ex-officio honorary members of the Society.

As on 31 Mar 2014, there are 609 ordinary members. There are no affiliate members. This is a huge increase from the initial 89 in 2000. Membership has grown year on year as is evident in the Fig 3.2 below.



Source: KTM Society Records

**Figure 3.2: Growth of Membership in KTM Society over the years**

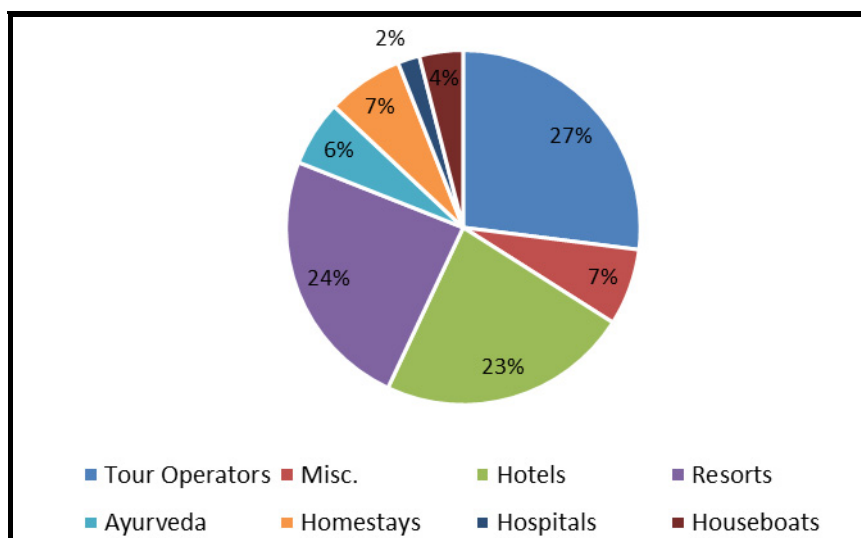
### 3.4.3 Composition of the Membership

The members of Kerala Travel Mart represent different sections of the tourism industry. As on 31 March 2014, the composition of the membership was as follows:

**Table 3.2: Composition of Membership**

Nature of operations	Numbers
Tour Operators	162
Resorts	149
Hotels	142
Homestays	41
Houseboats	24
Ayurveda Centers/Resorts	36
Specialty Hospitals	12
Misc. (Tourism mags, consultants etc.)	43
<b>Total</b>	<b>609</b>

Source: KTM Society records



Source: KTM Society Records

**Figure 3.3: Distribution of membership based on Nature of Business**

Tour operators form the highest group among members followed closely by resorts and hotels. If hotels and resorts are taken together, the accommodation sector will account for almost 47 % of the membership. Hospitals form the smallest segment at 2 % which shows the emergence of medical tourism. Houseboats at 4 % are the next smallest segment which is not surprising since houseboats are concentrated only in backwater areas like Alleppey and Kumarakom.

### **3.4.4 Objectives of KTM Society**

There are 27 Objectives listed in the Memorandum of Association of KTM .Some of the important objectives are:

- a) To promote tourism in the State of Kerala and to promote the interests of all persons engaged in activities connected with tourism.
- b) To collect and disseminate statistical information on tourism within India and abroad, educate the members of the Society about the potential of tourism in the State of Kerala and develop strategies to achieve such potential.
- c) To undertake tourism promotion efforts in India and abroad by conducting seminars, workshops, exhibitions, study classes, tours and visits and publishing books, magazines, periodicals, travel guides, information brochures and advertisements.
- d) To act as a spokesman of the tourism industry in the State of Kerala.
- e) To undertake training programme for the staff and members of the Society and other interested students in the travel and tourism industry.

- f) To undertake all efforts to make known the activities of the Society to the public in general, and to the travel and tourism trade in particular.
- g) To represent the problems and issues concerning tourism trade to appropriate authorities in the government or other agencies and obtain redress of such grievances.
- h) To spend the available funds for the promotion of the objects of the society.
- i) To frame rules and regulations and byelaws and amend the same from time to time with the consent of the members.

Annual General Meeting is held in Oct/Nov of every year to adopt the annual report of the Managing Committee and the audited Balance sheet and Income & Expenditure for the year.

### **3.4.5 Organization of KTM Society**

#### **General Body**

The general body of the Society consists of all the members of the Society. The General Body holds meetings, whenever required by the Managing Committee.

#### **Annual General Meeting**

An annual general meeting of the Society is held at least once in every calendar year to consider and adopt the Annual Report, the Annual Balance Sheet, Audited accounts and the Auditor's report on the accounts of the Society.

#### **Managing Committee**

The management of the affairs of the Society vests in the Managing Committee consisting of twenty one members. The Secretary – Tourism of the

Government of Kerala, the Director-Tourism of the Government of Kerala, the Managing Director of the Kerala Tourism Development Corporation Limited and the immediate past President of the Kerala Travel Mart Society are the ex-officio members of the Managing Committee. The President, Honorary Vice president, Honorary Secretary, Honorary Joint Secretary and Honorary Treasurer and the remaining twelve members are elected directly during the annual general body meeting once in two years. Initially, the elected Managing Committee members chose the office bearers from among themselves. But as per a recent amendment of the bye – laws, the office bearers are also now directly elected by the General Body. This amendment is to bring in more transparency to the election process.

### **Organizing Committee**

Once the Mart is announced, the organization of the Mart is handed over to the Organizing Committee who is chosen from the Managing Committee. Various sub committees are formed to handle various aspects of the Mart .Any ordinary member can be a member of any of the committees formed for a specific Mart. This ensures transparency and democratic functioning of the KTM. For the latest KTM 2014, there were 19 sub committees which are listed below:

- 1) Accommodation Committee
- 2) Airline Committee
- 3) Buyers Committee
- 4) Buyer-Seller co-ordination Committee
- 5) E- Marketing Committee
- 6) Exhibition Committee
- 7) Finance Committee

- 8) Marketing Committee
- 9) PR/Media Committee
- 10) Post Mart FAM Tour (North Kerala) Committee
- 11) Post Mart FAM Tour (Central Kerala) Committee
- 12) Post Mart FAM Tour (South Kerala) Committee
- 13) Programme & Cultural Committee
- 14) Reception Committee
- 15) Sellers Committee
- 16) Seminars & Workshops Committee
- 17) Social Responsibility Committee
- 18) Sponsorship Committee
- 19) Transportation Committee

Duties of some of the important committees are listed:

**Buyers Committee-** To decide on the hosted status of the buyers i.e. which buyer is to be hosted and which only partially and which not to be hosted.

**Sellers Committee-** This committee's job is to finalize the allocation of stalls

**Transportation Committee** - To arrange transfers from airport -hotel and back and to arrange transfers between airport, convention center and hotel.

**Accommodation Committee** - To arrange complimentary stay for buyers during KTM as well as pre and post-convention tours. Hoteliers are contacted to offer rooms to the room bank from which the committee will allocate rooms. Members are requested to offer 30% to 50% of their inventory. These rooms are blocked in advance.

**Publicity/Media/Sponsorship Committee** - To arrange for press releases, advertisements, periodic special articles in newspapers. KTM is included in

the advertisements of the Kerala Tourism department including airline magazines, road shows, website, etc.

***Finance Committee*** - To manage the funds before and during the mart, to find sponsors, etc.

***Exhibition Committee*** - To finalize layout of stalls. Beside the stalls, areas have to be earmarked for food courts, internet facilities, parking lots for houseboats, venues for inaugural and valedictory functions, etc.

### **KTM Secretariat**

The day to day functioning of the Kerala Travel Mart Society is handled by the Chief Executive Officer. He is assisted by a Secretariat comprising a small team of 3 to 4 employees. The registered office of KTM Society is in Ernakulum. CEO of KTM Society operates from the registered office. There have been only two CEOs since the inception of KTM. The current incumbent, Mr. Mathew Philip, has been the CEO since 2002.

The main functions of the CEO are:

- a) He is the official representative of KTM and all correspondence is handled by him.
- b) The final responsibility for the smooth conduct of the Mart rests with him. He coordinates the activities of all the sub committees once the Mart is announced.
- c) The day to day functioning of the KTM Society office including appointments of staff, prepare the annual balance sheet and accounts, member issues etc.

### 3.4.6 Financial position of the KTM Society

Income is mainly from stall rent, financial assistance from department of tourism, sponsorships, interest on deposits and sale of additional passes. As on 31 March 2013, the breakup of income and expenditure is shown in Table 3.3.

**Table 3.3: Income and Expenditure Account for the Year ended 31 March 2013**

Particulars	For the year ended Mar. 31,2013 (₹)	For the year ended Mar. 31,2012 (₹)
<b>INCOME</b>		
Subscription Fees	1,482,500	1,340,000
Income from KTM 2012	27,494,000	-
Interest on Deposits	1,281,333	446,075
Other Income	5618	2758
	30,263,451	1,788,833
<b>EXPENDITURE</b>		
Operating and Establishment Expenses	2,162,940	1,826,255
Expenses of KTM 2012	21,804,626	-
Depreciation	46,621	52879
	24,014,187	1,879,134
Surplus /(Deficit) for the Year	6,249,264	(90,301)
Balance brought forward	4,679,837	4,770,138
<b>Surplus carried to Balance Sheet</b>	<b>10,929,101</b>	<b>4,679,837</b>

Source: KTM (2014)

An examination of the balance sheets for the last few years indicates that KTM Society has been consistently carrying a surplus to the next balance sheet. It is felt that KTM Society can expand its activities to offer more services to its members in view of the funds available to them.



### **3.5 Conduct of the Mart**

The Kerala Travel Mart is held every two years in the month of September. Since 2000, eight KTMs have been held i.e. in 2000, 2002, 2004, 2006, 2008, 2010, 2012 and 2014.

#### **3.5.1 Venue of the Kerala Travel Mart**

Since the inception, the Mart (as it is popularly called by the industry) was held in Le Meridian, Cochin, due to the space and facilities available. In 2010, a change was made and the venue was changed to Bolghatty Palace, Cochin. The next KTM, in 2012, was again held at Le Meridian. However, the 2014 KTM was held at Cochin Port Trust grounds at Samudrika Convention Centre, at Willingdon Island, Cochin.

#### **3.5.2 Allotment of stalls**

Stalls are allotted to exhibitors based on draw of lots. The rates are conveyed to the members by May and the stalls allotment take place around August. For KTM 2012, the rates were as follows:

A/C module (2 m x 2 m)	–	₹ 40000
Table Space	–	₹ 10000
Houseboat Parking Bay	–	₹ 40000

The allotment of stalls over the years is shown an increasing trend for a/c modules hence KTM has now done away with non a/c modules. From 80 a/c modules in 2000, the number of a/c modules has gone up to 296 in 2012. An interesting innovation introduced was table space. Small players could occupy a table space for as low as ₹ 10000. Separate areas were

earmarked for these table spaces which gave the small players good exposure without additional cost. The table below indicates the change in nature of the stalls allotted to members.

**Table 3.4: Details of Stalls during KTM**

Category	2000	2002	2004	2006	2008	2010	2012
AC Mod	80	135	135	164	196	250	296
AC Tab	0	0	0	0	76	109	108
NAM	20	28	22	0	0	0	0
NAT	50	12	14	50	0	0	0
HPB	10	10	10	16	16	12	12
Total	160	185	181	230	288	371	416

Source: KTM Society Records, Note: NAM – Non ac module, NAT – Non ac table, HPB – Houseboat Parking Bay

For KTM 2014, table space concept has been done away with. Instead, every member were allotted booths, with varying sizes. There was no houseboat parking bay as the new venue did not have this facility. The booth sizes for KTM 2014 were as follows:

Total area and details of stalls like no. of modules, size wise are as follows:

**Table 3.5: Details of Stalls in KTM 2014**

Category	Dimensions	Nos.	Cost
1	1.5m x 2.5m x 2.5m	84	₹ 20,000/-
2	2.5m x 2.5m x 2.5m	79	₹ 45,000/-
3	2.5m x 2.5m x 2.5m(corner)	16	₹ 50,000/-
4	5.0m x 2.5m x 2.5m	37	₹ 90,000/-
5	5.0m x 2.5m x 2.5m(corner)	10	₹ 95,000/-
6	5.0m x 2.5m x 2.5m(premium)	08	₹ 1,20,000/-
7	7.5m x 2.5m x 2.5m	12	₹ 1,35,000/-
<b>Total</b>	<b>75,000sq.ft (7000 sq. m)</b>	<b>246</b>	

Source: KTM Society Records

The total budget for KTM 2014 was ₹ 10 crores

### **3.5.3 Pre and Post Convention tours**

To give the visitors a feel of the State and the various properties in it, pre and post-convention tours are arranged for the visitors, free of cost. Some start from Trivandrum, some from Cochin and a few from Calicut. Pre tours end in Cochin. Details of each tour are made available in the website and confirmed to the delegates on a first come first served basis. However, no pre tours was held in 2014.

## **3.6 Visitors to KTM**

Visitors to KTM are the primary target audience of the exhibitors in KTM. The success of the trade show depends on the quality and quantity of visitors, both international and domestic. The KTM website ([www.keralatourism.org](http://www.keralatourism.org)) is the main promotional tool and source of knowledge about KTM.

### **3.6.1 Registration of Buyers/Visitors**

A prospective buyer (visitor) who sends the completed online registration form gets an instant acknowledgement with a registration number. While registering a buyer, priority is given to people from new markets and loyal customers. No registration fee is charged.

### **3.6.2 Hosted Visitors/Buyers**

To encourage visitors, especially from target markets like UK, Europe etc. 'hosted status' is given to a selected lot. Accommodation is free of cost. For some selected buyers, airlines sponsor travel also. In 2012, sixty one buyers were reimbursed part of their travel cost provided they met a prescribed number of exhibitors.

The following table gives the number of registered visitors who came to the Mart over the years.

**Table 3.6: Visitors to the KTM**

	<b>International</b>	<b>Domestic</b>	<b>Total</b>	<b>% incr.</b>
KTM 2006	276	540	816	
KTM 2008	307	590	897	+9.9%
KTM 2010	256	796	1052	+17.3%
KTM 2012	262	900	1162	+ 10.5%
KTM 2014	234	854	1088	-6.4%

*Source: KTM Society Records*

This shows an increasing trend over years up to 2014 which shows a decline in numbers, both international and domestic. Though the number of international visitors declined marginally in 2010, there has been no decline in the next Mart in 2012. There has been not much increase too. There appears to be stagnation in foreign arrivals. However, there has been a good increase in the number of domestic visitors over the years except 2014. Domestic tourism to Kerala has picked up substantially over the years and this is also reflected in increasing interest by the domestic trade. This explains the constant increase in domestic visitors to KTM. However, KTM 2014 which indicates a marginal decline in numbers needs a closer attention. One reason could be on more emphasis on quality buyers and more stringent criteria on 'hosted' status for buyers.

### **3.6.3 Source Countries of Visitors**

Visitors to KTM have come from different countries and target markets as shown in the table below.

**Table 3.7: Source countries of Visitors to KTM**

	2008	2010	2012	2014
UK	45	38	25	29
UAE	29	23	33	18
Germany	28	Nil	28	17
Malaysia	11	Nil	21	15
Singapore	Nil	6	14	6
Ukraine	Nil	2	13	1
France	23	Nil	17	12
USA	18	14	Nil	16
Switzerland	12	10	Nil	7
South Africa	22	10	Nil	7
Brazil	10	Nil	Nil	2
Finland	13	Nil	Nil	Nil

Source: KTM Society records

### 3.7 Government's Role

The role of the government has varied over the years from handholding in the formative years to hands off approach in the later years.

#### *Financial support*

In 2000, KTM started with the full backing of the Government. But no financial help was required then as KTM was self-supporting. But over the years, there has been financial support from the government. For 2012-13, the financial assistance from the department of tourism was ₹ 10,000,000. There is no cash help from Govt. of Kerala but financial assistance is provided for taking care of expenses under specific heads e.g., the opening ceremony is always sponsored by the government.

### ***Promotion***

KTM leverages the tourism offices of India Tourism to contact the various tour operators in different source countries. This is achieved through the good offices of Tourism department of Kerala. KTM is also highlighted by the Tourism Secretary in various road shows held within and outside the country.

### ***Legitimacy***

Association with the Department of Tourism gives the Mart a legitimacy which enhances its appeal in the market. Kerala Travel Mart is the only collaborative venture in tourism in the form of trade show. Hence, this has been chosen for this case study.

## **3.8 Summary**

This chapter introduces the focus of the study – Kerala Travel Mart (KTM), a biennial destination trade show held in Cochin, Kerala. KTM is a flagship event of Kerala Tourism, one of the successful brands in tourism. Kerala Tourism has made great strides in terms of increase in number of tourists and foreign exchange revenue over the years. The collaborative nature of this destination Trade show, KTM, is brought out by the constitution of its membership, the organization structure of KTM and its objectives. The structure for conducting KTM, the growth of KTM over the years, type of stalls, the nature of the visitors, the source countries and the role of the government are detailed in the chapter.

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## RESEARCH METHODOLOGY

C o n t e n t s	4.1	<i>Mixed Method Study</i>
	4.2	<i>Types of Mixed Methods</i>
	4.3	<i>Exploratory Sequential Design</i>
	4.4	<i>Key Decisions in Mixed Methods Study</i>
	4.5	<i>Rationale Transparency</i>
	4.6	<i>Design Strength</i>
	4.7	<i>Structure of The Mixed –Methods Sequential Exploratory Design used in the Research Study</i>
	4.8	<i>Strand 1- Qualitative Study</i>
	4.9	<i>Case Study Method</i>
	4.10	<i>Purposive Sampling</i>
	4.11	<i>Case Study Protocol</i>
	4.12	<i>Data Analysis</i>
	4.13	<i>Strand 2 – Quantitative Study</i>
	4.14	<i>Data Analysis</i>
	4.15	<i>Summary</i>

This study has adopted the mixed methodology to understand and explore in depth the issues connected to collaborative destination marketing using trade shows. Mixed methods design involves the use of both quantitative and qualitative approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell, 2010). By the early 1990s, the idea of mixing moved from seeking convergence to actually integrating or connecting the quantitative and qualitative data emerged. For

example, the qualitative and quantitative data can be merged into one large database or the results used side by side to reinforce each other.

## **4.1 Mixed Methods Research**

Johnson et al. (2007) defined Mixed Methods research as the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (e.g. use of qualitative and quantitative viewpoints, data collection, analysis, inference techniques) for the broad purposes of breadth and depth of understanding and corroboration.

### **4.1.1 Rationale for Mixed Method**

The mixed methods approach is based on the pragmatic worldview. Creswell (2010) state “Pragmatism as a world view arises out of actions, situations, and consequences rather than antecedent conditions (as in post positivism).” Instead of focusing on methods, researchers emphasize the research problem and use all approaches available to understand the problem. As a philosophical underpinning for mixed methods studies, Creswell (2010) stressed its importance for focusing attention on the research problem in social science research and then using pluralistic approaches to derive knowledge about the problem.

The Table 4.1 lists the reasons for the choice of the mixed methods study.



**Table 4.1: Reasons for Using Mixed Method Design**

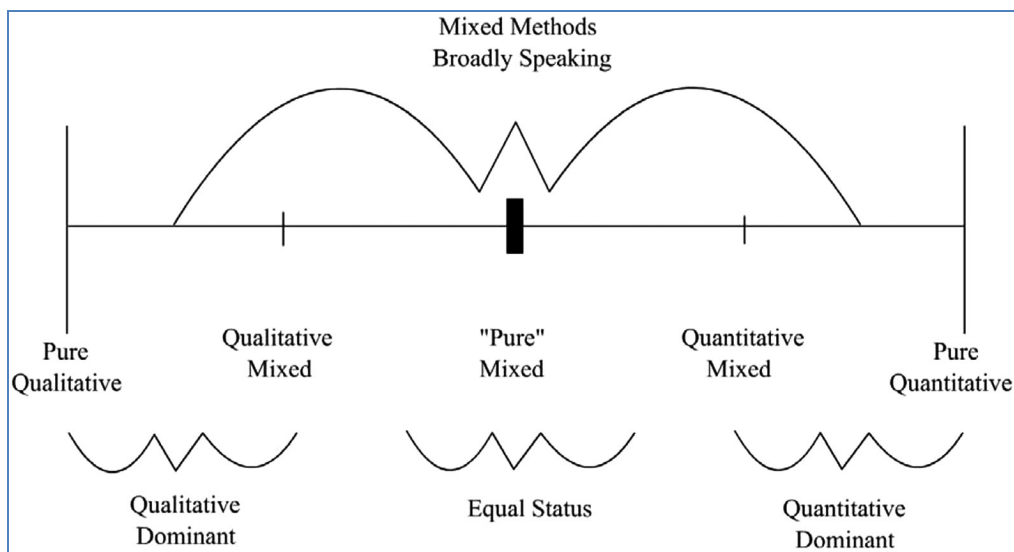
<b>Rationale</b>	<b>Description</b>
Triangulation	seeking convergence and corroboration of results from different methods studying the same phenomenon
Complementarity	seeking elaboration, enhancement, illustration, clarification of the results from one method with results from the other method
Development	using the results from one method to help inform the other method
Initiation	discovering paradoxes and contradictions that lead to a reframing of the research question
Expansion	seeking to expand the breadth and range of inquiry by using different methods for different inquiry components
Participant enrichment	recruiting participants appropriate for inclusion within a mixed inquiry
Instrument fidelity	determining the appropriateness of existing instruments or development of new instruments within a mixed enquiry
Treatment integrity	the intervention within a mixed investigation
Significance enhancement	augmenting interpretation of findings within a mixed inquiry

*Source: Adapted from Johnson et al. (2007)*

The rationale for mixing both kinds of data within one study is grounded in the fact that neither quantitative nor qualitative methods are sufficient, by themselves, to capture the trends and details of a situation. When used in combination, quantitative methods and qualitative methods complement each other and allow for a more robust analysis, taking advantage of the strengths of each. (Ivankova, Creswell, Stick, 2006)

## 4.2 Types of Mixed Methods

Figure 4.1 gives the qualitative-quantitative continuum. Mixed research can be viewed as incorporating several overlapping groups of mixed methods researchers or types of mixed methods research. (Johnson, et.al. 2007)



Source: Johnson, et.al. 2007

**Figure 4.1: Graphic of the Three Major Research Paradigms, including subtypes of Mixed Methods Research**

Mixed method design consists of one project, known as the core project, which is a complete method in itself, and a second project consisting of a different type of data or analysis, using a strategy (and there may be more than one) that is incomplete. This *supplemental strategy* provides a means to access another area that is pertinent to the research question and that cannot be included in the core component (Morse, 2010).

Greene (2008) summarizes the **primary dimensions** that distinguish among the mixed methods research designs and their typologies:

- a) The degree to which different methods are implemented independently or interactively
- b) The priority or dominance given to one methodology or another versus equality
- c) Whether the different methods are implemented concurrently or in sequence (timing).

Creswell (2011) has illustrated three general strategies or procedures for mixed methods.

**Sequential mixed methods** procedures are those in which the researcher seeks to elaborate on or expand on the findings of one method with another method.

**Concurrent mixed methods** procedures are those in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. There is no particular sequence of the two strands.

**Transformative mixed methods** procedures are those in which the researcher uses a theoretical lens as an overarching perspective within a design that contains both quantitative and qualitative data. This lens provides a framework for topics of interest, methods for collecting data, and outcomes or changes anticipated by the study.

Morse (2010) has identified eight types of research designs (see Table 4.2) with uppercase letters indicating the theoretical drive and lowercase indicating the supplemental strategy. The theoretical drive is exceedingly important, for it reminds the researcher of the overall direction of the research project even

if the design includes a strategy from the other paradigm (for instance, in QUAL + quan or QUAN + qual). This means that the results of the supplementary component will be integrated into the results of the core component, with the core component forming the theoretical base for the presentation of the results.

**Table 4.2: Major types of Simultaneous and Sequential Mixed Method Designs**

Different Paradigms	Same Paradigms
QUAL + quan	QUAL+ qual
QUAL → quan	QUAL → qual
QUAN + qual	QUAN + quan
QUAN → qual	QUAN → quan

*Source: Morse, 2010*

### 4.3 Exploratory Sequential Design

A strand is a component of a study that encompasses the basic process of conducting quantitative or qualitative research: posing a question, collecting data, analyzing data, and interpreting results based on that data (Teddlie & Tashakkori, 2009). Mixed methods studies meeting the definition of mixed methods research include at least one quantitative strand and one qualitative strand.

The exploratory sequential design (also referred to as the exploratory design) is a two phase sequential design. The exploratory design begins with and prioritizes the collection and analysis of qualitative data in the first phase. Building from the exploratory results, the researcher conducts a second, quantitative phase to test or generalize the initial findings. The researcher then interprets how the quantitative results build on the initial qualitative results. For example, for this study the researcher collected

qualitative data about the collaborative marketing venture i.e. Kerala Travel Mart, analyzed the data to identify the preconditions, motivations, process, and outcomes of such an effort. Considering the resulting categories of motivations and outcomes as variables, the researcher developed a quantitative instrument and used it to assess the overall prevalence of these variables for a large number of tourism firms in a specific trade show, KTM 2012.

#### **4.3.1 Reasons for Choosing This Design for This Study**

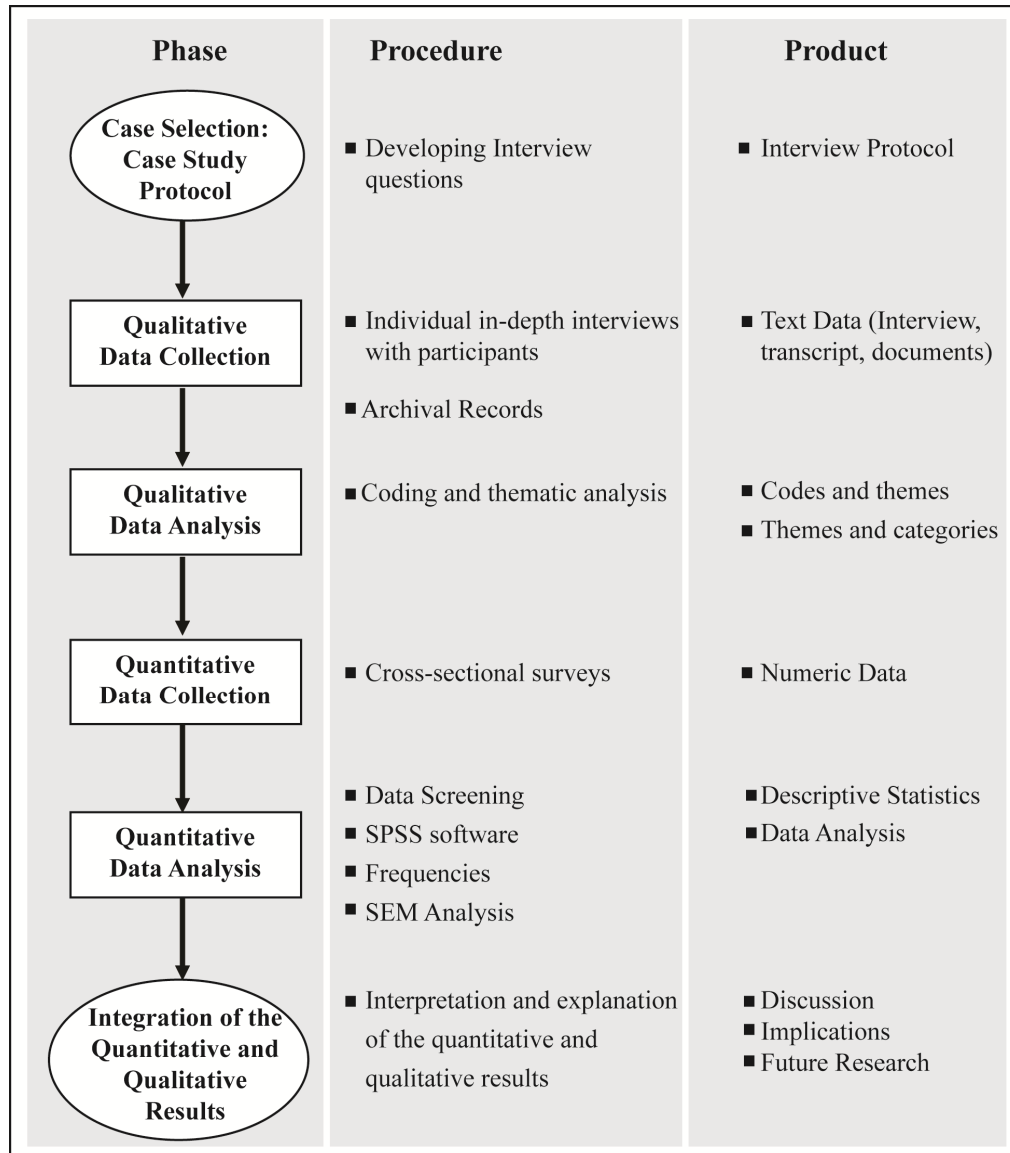
The rationale for this choice of design was the nature of the broad research problem of the study i.e. to explore the nature and dynamics of collaborative destination marketing using trade shows. Such a comprehensive study required both qualitative and quantitative data. The primary purpose of the exploratory design was to generalize qualitative findings based on a few individuals from the first phase to a larger sample gathered during the second phase. The intent of the two-phase exploratory design is that the results of the first, qualitative method can help develop or inform the second, quantitative method. Because this design begins qualitatively, it is best suited for exploring a phenomenon (Creswell, Plano Clark, et al., 2003) like Kerala Travel Mart, in depth and measure the prevalence of its dimensions. The qualitative data and their analysis refined and explained the process of destination collaboration by exploring participants' views on the collaboration process in more depth. The quantitative data from the collaborative trade show and their subsequent analysis provided a broader understanding of the research problem, particularly the motivations and the outcomes of the participation of the tourism firms. Thus the qualitative analysis helped in focusing the data in the quantitative stage.

### **4.3.2 Philosophical Assumptions behind the Exploratory Design.**

Since the exploratory design begins qualitatively, the research problem and purpose often call for the qualitative strand to have greater priority within the design. Therefore, researchers generally work from constructivist principles during the first phase of the study to value multiple perspectives and deeper understanding. When the researcher moves to the quantitative phase, the underlying assumptions may shift to those of post positivism to guide the need for identifying and measuring variables and statistical trends. Thus, multiple worldviews are used in this design, and the worldviews shift from one phase to the other phase. (Creswell, Clark, 2011)

### **4.3.3 Graphical Representation**

A graphical representation of the mixed-methods procedures helps a researcher visualize the sequence of the data collection, the priority of either method, and the connecting and mixing points of the two approaches within a study (Ivankova et al., 2006). A diagram of the QUAL → quan project followed in this study is shown in Figure 4. 2. The boxes and circles indicates the general flow of data collection and analysis, arrows show the sequence, bulleted points in a column details the procedures for each stage in the sequence ,and additional bulleted points in another column identifies products to emerge in each phase.



Adapted from Ivankova, N. V., Creswell, J. W., & Stick, S. L. (2006)

**Figure 4.2: Diagram of the Mixed Method Procedure used for the Research Study**

## **4.4 Key Decisions in Mixed Methods Study**

Ivankova et al. (2006) have identified three major decision areas in mixed methods in the study.

### **4.4.1 Priority**

Priority refers to which approach, quantitative or qualitative (or both) a researcher gives more weight during the data collection and analysis in the study.

In this study, from the very beginning, the researcher decided to give priority to the qualitative data collection and analysis. This decision was influenced by the broad purpose of the study to explore the nature and dynamics of collaborative destination marketing using trade shows. The goal of the qualitative phase was to explore in depth the nature and dynamics of the destination trade show. To enhance the depth of qualitative analysis, it was decided to use a case study method, where extensive interviews were conducted with 15 members of the destination collaboration, which added significant opportunities for extensive analysis, enhancing the insights into the case (Yin, 1994; Swanborn, 2010). The researcher performed a thematic analysis, studying the themes and categories that emerged and thus explored the nature and dynamics of the collaboration.

It was also felt essential to get a feel of a marketing collaboration in action. The quantitative phase of the study thus focused primarily on identifying the motivations and outcomes (trade show performance) and quality of the destination trade show from the perspectives of the main participants during a destination trade show i.e. exhibitors and visitors during KTM 12. Although this phase was robust, the data collection was limited to a



cross sectional survey during the destination trade show, and the data analysis employed four statistical techniques: descriptive statistics, the independent t test, one way ANOVA and a SEM analysis.

#### **4.4.2 Implementation**

Implementation refers to whether the quantitative and qualitative data collection and analysis comes in sequence, one following another, or concurrently. Most importantly, it describes the order in which the researchers use the results from the two sets of data within a study—that is, timing relates to the entire quantitative and qualitative strands, not just data collection.

In the sequential exploratory design, the data are collected over the period of time in two consecutive phases. The researcher first collected the qualitative data which was then analysed to explain the process, stages and outcomes of the marketing collaboration through trade shows in the destination. Thus, the qualitative data and its analysis secured the needed explanation as to why and how such marketing collaborations take place in a destination and what are the important outcomes for the destination from such marketing collaborations.

In the second phase, quantitative data was collected using four surveys during the marketing collaborative trade show. The goal of this phase was to identify the motivations, trade show performance and quality of the destination trade show from the perspectives of the main participants. Thus quantitative data and statistical analysis results provided a general understanding of what are the main motivations and performance outcomes of the individual participants to a destination trade show.

### 4.4.3 Integration

Integration refers to the stage or stages in the research process where the mixing or integration of the quantitative and qualitative methods occurs. The possibilities range from mixing in the beginning stage of the study while formulating its purpose and introducing both quantitative and qualitative research questions to the integration of the qualitative and quantitative findings at the interpretation stage of the study (Ivankova et al. 2006).

In this study the integration of the two phases has been achieved as follows:

***The research questions and objectives*** – The broad objective of the study i.e. to explore the nature and dynamics of collaborative destination marketing using trade shows “embeds both a qualitative research question and a quantitative research question within the same question.” (Plano Clark; Badiee, 2010). Separate specific qualitative and quantitative objectives were then stated to focus on different aspects of the study.

The qualitative objectives focused on understanding the nature and dynamics of collaborative destination marketing involved in a trade show by examining the conditions which precede collaborative marketing of a destination through a destination trade show, the motivations which encourage firms to collaborate in marketing a destination through a trade show, the process of collaboration in a destination trade show and the different stages of the collaborative process, governance structure and conflict management and the outcomes of the collaborative process in a destination trade show.

The quantitative objectives focused on the nature of collaborative destination marketing using trade shows by studying exhibitors’ motivations

to exhibit and visitors' motivations to visit in a destination trade show, assessing the performance of exhibitors and visitors in a destination trade show, assessing the relationship between the exhibitors' performance in a destination trade show and future exhibit intentions and positive word of mouth, assessing the relationship between the visitors' performance in a destination trade show and future attendance intentions and positive word of mouth and assessing service quality of a destination trade show as perceived by exhibitors and visitors.

**Sampling Scheme** - When formulating sampling decisions, the purpose of mixing was addressed by deciding on the relationship of the samples. The population of both the qualitative and the quantitative studies were the same and parallel samples were collected for the two studies. Parallel indicates that samples per phase are different but are selected from the same population of interest. i.e. members of KTM Society.

**Data Collection** - Using a strategy of connecting where the results of one strand build to the collection of the other type of data. The researcher obtained qualitative results that build to the subsequent collection of quantitative data. The connection occurred by using the results of the first strand i.e. major constructs of motivation and outcomes, to shape the collection of data in the second strand.

**Integration of Results** - Data generated by both samples were first separately analysed. The results from both the quantitative and qualitative phases were integrated during the interpretation of the findings of the entire study.

#### 4.4.4 Maintaining Rigor

Morse (2010) had specified the following to maintain rigor of research:

- a) *Keep the Qual–qual components qualitative, and the QUAN – quan components quantitative.* Regardless of the direction of the theoretical drive, the assumptions of each method must be respected. The researcher must keep each component separate until the point of interface. If the supplemental component is quan, adhere to quantitative principles and vice versa.
- b) *Attend to the principles of sampling* – It invalidates the QUAL +/- quan project to use the QUAL sample for the quantitative component. It is too small and purposively selected. The same logic applies in not using the quan sample for the QUAL project as it has been randomly selected.
- c) *Points of interface* –The researcher writes the results section, combining the findings from both components. The core component always forms the theoretical base or foundation for the research. The two accounts should not be presented separately.

Design rigor/fidelity is maintained in this study as the methods are implemented in a way that remains true to the design. The design used for this study was a sequential QUAL → quan design (Morse, J., 2010) i.e. Depth interviews of 15 representatives of KTM members was followed by a survey of firms who participated in the collaborative destination trade show. The methods fit together as they address separate but interrelated research questions. The depth interviews offers depth of understanding and holistic view of the collaborative process as it evolved over the years while the survey offers insights

into the individual firm's motivations and performance evaluation of participation in the collaborative venture. The results of both the methods were integrated at the end to give an overall understanding of the whole collaborative process.

#### **4.5 Rationale Transparency**

This means offering a justification for using a mixed methods approach. The reasons for adopting this methodology for this research are as follows:

- 1) It gives a comprehensive understanding of the collaborative marketing process in a destination than if only one method was used. The design is appropriate for addressing the overall research question of understanding the collaborative approach to destination marketing through a trade show. It was sought to view problems from multiple perspectives so as to enhance and enrich the meaning of a singular perspective. It allowed the researcher to maintain the complexity of the phenomena within the research project. The splicing of reality to convert phenomena into researchable chunks was minimized. (Morse, 2010)
- 2) The qualitative study was used to understand the process of destination collaboration through depth interviews of key industry leaders which were conducted to obtain their specific language and voices about the biennial event. The quantitative study was used to understand the motivations and perception of firms' performance within the real life context of a collaborative trade show. As KTM is held only once in two years, it was necessary to conduct the survey during the specific time period of 3 days of the trade show in Sept. 2012. The quantitative research helped in gaining a good understanding of the various dynamics of trade show participation. Only a combination of qualitative and

quantitative research methods can give a comprehensive picture of this phenomenon. Thus, the researcher had the advantage of both the flexibility of qualitative enquiry and the structure of quantitative research.

- 3) This method was chosen to contextualize the information, to take a macro picture of the collaborative event and add in information about individuals (e.g., working in different sectors of the tourism industry). It was possible to develop a more complete understanding of the problem, to develop a complementary picture, to compare, validate, and triangulate results, to provide illustrations of context for trends, and to examine processes/ experiences along with outcomes (Plano Clark, 2010).

#### **4.6 Design Strength**

The mixed method design optimizes depth (associated with qualitative research) and breadth (associated with quantitative research). Hall and Howard (2008) advanced a synergistic approach in which two or more options interacted so that their combined effect was greater than the sum of the individual parts. Translated into mixed methods, this means that the sum of QUAL and quan research is greater than either approach alone. The methods used in the study were for different but complementary purposes which enabled a more comprehensive study.

Data Transparency is ensured by describing each method in detail. Analytic adequacy is ensured by using analysis techniques appropriate for the research question and undertaken properly.

#### **4.7 Structure of the Mixed –Methods Sequential Exploratory Design used in the Research Study**

The mixed methods sequential exploratory design used for this study consists of two distinct phases: qualitative followed by quantitative.

Phase 1– Qualitative or the QUAL component of the study. This notation signifies the dominant strategy in this study. Interviews with fifteen distinct participants explored in depth the process of the collaboration, its beginnings, the preconditions, motivations, and the motivations, stages of its growth, the mode of resolving conflicts and finally the outcomes. In this phase, the research questions addressed the marketing collaboration in a holistic manner - from the destination angle.

Phase 2 – Quantitative or the quan component of the study. This notation is used to signify that in this phase, quantitative method is used as the supplemental strategy, where the quantitative research questions focused on how selected variables explained the interactions in the Kerala Travel Mart, the destination marketing collaboration (motivation – related, performance-related, trade show related) gave a descriptive view of the collaborative process in action, from the individual participants’ angle.

#### **4.8 Strand 1- Qualitative Study**

Qualitative research aims to achieve an in depth understanding of a situation. Qualitative research includes an “array of interpretive techniques which seek to describe, decode, translate, and otherwise come to terms with the meaning, not the frequency of certain more or less naturally recurring

phenomena in the social world. Qualitative data analysis involves the analysis of various types of interpretive data (e.g. text, visual) that stem from a variety of sources, including the following: interviews, surveys, observations, personal journals, diaries, permanent records, transcription of meetings, photographs, videos and Web tools (e.g. Facebook, iTunes, etc.). Creswell, (2009) defined qualitative analysis as “preparing and organizing the data (i.e. Text data as in transcripts, or image data as in photographs) for analysis, then reducing the data into themes through a process of coding and condensing the codes, and finally representing the data in figures, tables or a discussion.

#### **4.8.1 Characteristics of Qualitative Research**

Creswell (2009) has listed the following characteristics:

**Natural Setting** - Qualitative researcher collects data in the field at the site where participants experience the issue under study.

**Researcher as key instrument** – The researcher collects data herself through interviewing participants, observing behaviour; examining documents etc. i.e. the researcher herself gathers information.

**Multiple sources of data** – Qualitative researchers typically gather multiple forms of data rather than rely on a single source.

**Inductive data analysis** - Qualitative researchers build their patterns, categories, and themes from the bottom up, by organizing the data into increasingly more abstract units of information. This inductive process illustrates working back and forth between the themes and the database until the researchers have established a comprehensive set of themes.



**Participants' meanings** – In the entire process, the researcher keeps a focus on learning the meaning that the participants hold about the problem or issue, not the meaning that the researcher brings to the issue or writers express in the literature.

**Emergent design** – This means that the initial plan for research cannot be tightly prescribed, and all phases of the process may change or shift after the researcher enters the field and begins to collect data.

**Theoretical lens** – Qualitative researcher often uses lens to view their studies, such as the concept of culture, gender etc. The study may be organized around identifying the social, political or historical context of the problem under study.

**Interpretive** – Qualitative research is a form of interpretive inquiry in which researchers make an interpretation of what they see, hear and understand. Their interpretations cannot be separated from their own backgrounds, history, contexts, and prior understandings.

**Holistic account** – Qualitative researchers try to develop a complex picture of the problem or issue under study. This involves reporting multiple perspectives, identifying the many factors involved in a situation, and generally sketching the larger picture that emerges.

#### **4.9 Case Study Method**

Case study is one of the most commonly used methods in qualitative research. Eisenhardt (1989) defines case study as a research strategy which focuses on understanding the dynamics present within single settings. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident.

### The case study

- copes with the technically distinctive situation in which there will be many more variables of interest than data points ,and as one result
- Relies on multiple sources with data to converge in a triangulating fashion, and as another result.
- Case studies typically combine data collection methods such as archives, interviews, questionnaires and observations. The evidence may be qualitative (e.g. words), quantitative (numbers etc.) or both.
- Benefits from the prior development of theoretical propositions to guide data collection and analysis

#### 4.9.1 When to Conduct a Case Study

Swanborn (2010) has stated that the selection of the case study as a research strategy is primarily guided by the character of the research question. If it concerns descriptive and/or explanatory broad questions about a social process in a situation in which there is little knowledge of the phenomenon, and specifically if there is interest in the ways several individuals and groups of stakeholders interact with each other and interpret each other's behaviour, and the ways in which they cope with problems, then there is a need to explore one or more cases to clarify the intricate web of social relations, perceptions, opinions, attitudes and behaviour.

Some of the research questions of this study (specific to qualitative research) which were stated in the beginning are restated as follows:

- Why and how do firms collaborate to promote a destination through a trade show

- What is the process of collaboration
- What are the preconditions and outcomes of the collaboration

These questions guided the decision to opt for the case study method. As the researcher wished to gain insight into the worlds of several groups of stakeholders, in contrasting visions, into the way firms perceive their experiences with a collaborative marketing venture, the choice of the strategy had to be a case study. Ample attention for participants' own stories is one of the central strong points of almost every case study in the social sciences.

Case studies can involve either single or multiple cases, and numerous levels of analysis (Yin, 1984). Moreover, case studies can employ an embedded design, that is, multiple levels of analysis within a single study (Yin, 1984). Case studies can also be used to provide description, to test theory and to generate theory.

#### **4.10 Purposive Sampling**

A non probability sample that conforms to certain criteria is called purposive sampling. There are two major types – judgment sampling and quota sampling. Researcher has chosen judgement sampling for choosing the case for the study.

Judgment sampling occurs when a researcher selects sample members to conform to some criterion. Purposive judgment sampling allows the researcher to choose a case because it illustrates some feature or process in which the researcher is interested (Silverman, 2010). Silverman (2010) further states that many qualitative researchers employ purposive sampling methods. They seek out groups, settings and individuals where the processes being studied are most likely to occur. Stake (2000) suggests setting up a typology. The

typology below establishes a matrix of types of tourism trade shows. The typology yields a simple 2 X 2 purposive sample. The researcher has identified two important dimensions, relevant to the research subject viz. the management structure of trade shows and the destinations promoted.

**Table 4.3: A Typology of Tourism Trade Shows based on organization structure**

Scale	Organisation and Management		
		Third Party	Collaborative
	India	> 10	One
	International	> 30	Two/three

**Table 4.4: A Typology of Tourism Trade Shows based on destinations promoted**

Scale	Number of destinations promoted		
		Single	Many
	India	One	>10
	International	Two/Three	>30

The researcher was constrained by two main factors that emerged. Firstly, the number of cases in two cells which is of relevance to the research, in both the typologies, is very limited. Secondly, available resources did not permit research of all the limited cases of interest. In the tables above, there is only one trade show in India which is collaborative and which promoted only one destination i.e. Kerala Travel Mart.

#### 4.10.1 Boundaries of the Case

The Kerala Travel Mart (KTM) is the chosen case or unit of analysis for studying the process of collaborative marketing in a destination for this study. Kerala Travel Mart, a B2B trade show, was first started in 2000. It is held every two years and the latest trade show was held in Sept 2014. This study looks at this collaborative event in its entirety as a continuous process.

KTM is the only tourism trade show in India which is arranged and managed by the tourism firms in a destination. In all other trade shows there is a third party or convenor, from outside the industry, who professionally manages the trade show. E.g. The world's second biggest tourism trade show, World Travel Mart, (WTM), held in London, is organized by Reed Exhibitions. The case study covers the event since its inception in 2000.

KTM showcases only the destination Kerala whereas other tourism trade shows showcase many destinations e.g. Travel Trade Fair (TTF) in India showcases all the states in India. WTM, London or ITB, Berlin, the two largest trade shows in the world, showcases countries from around the world.

#### **4.10.2 Justification for a Single Case Study**

Swanborn (2012) had indicated some specific conditions which makes a single case study a desired method.

**Rarity of the phenomenon** - Certain phenomena are very rare. Only a few cases are available that contain enough information that justify their inclusion in the sample. In such situations, case study is the indicated research strategy. The above typologies clearly show that KTM as a destination trade show is a rare event. Yin (2003) also mentions some specific conditions where a case study may be restricted to only once case.

The **unique case** where any single case found is worth documenting and analysing because of its rarity.

The **revelatory case** when, by pure luck or accident, the researcher has access to a group, situation or person that has not been studied before and where access is not easy.

### 4.10.3 Why Kerala Travel Mart

The researcher has chosen Kerala Travel Mart for this case study as it is unique as is clear from the Tables 4.3 and 4.4. There is no destination collaborative marketing event like the Kerala Travel Mart in India. Globally too such events are limited - INDABA in South Africa, Australian Tourism Exchange in Australia and Rendezvous Canada in Canada are the few such examples.

Besides, this researcher was in the tourism industry for a few years. So the researcher was in a unique position to gain access to the event and to the industry people who were part of this event. This was a rare opportunity to study the event at close quarters. It may be stated here this is probably the first study of Kerala Travel Mart.

Formal permission was sought from Kerala Travel Mart society to conduct a survey during business hours of the Mart. The researcher also gave an assurance to share the findings of the research with the Society.

As defined by Robert Stake (2000), this case study is an instrument case study in which a case is examined mainly to provide insights into the process of collaborative marketing in a destination using the theoretical framework propounded by Wang and Xiang, (2007) in a different geographical setting. The comparative approach directly tackles the question of generalizability by demonstrating the similarities and differences across a number of settings (Silverman, 2012).

This research is a **descriptive case study** and the predicted pattern of specific variables was defined prior to data collection. Yin (1994) has stated that to “explain” a phenomenon is to stipulate a set of causal links about it.

These causal links are similar to the independent variables but the links may be complex and difficult to measure in any precise manner.

It was considered important to consider a methodology that allowed for a study format that was exploratory, descriptive, and comparative, in depth and within the limits of time and cost in terms of data collection and analysis. In a qualitative research paradigm, the essence of the phenomenon is the reality which is constructed by the individuals taking part in the research process (Wang, 2004).

#### **4.11 Development of a Case Study Protocol**

As recommended by Yin (1994), a case study protocol was developed with the set of substantive questions (Annexure 1).

##### **4.11.1 Relating Interview Questions to Theoretical Paradigms**

This study attempts to explore the nature and dynamics of collaborative marketing alliances in a destination from the members' perspectives, both from the industry and the government, and interviews of representatives from the local tourism industry and the government were used as the research tool. The interviews were conducted using semi structured interviews. Specifically, this study concentrates on the following aspects related to destination marketing alliances:

- a) The preconditions which may facilitate a destination marketing alliance formation
- b) The motivations for the local tourism industry to get involved in the marketing alliance as a trade show

- c) The processes of marketing collaboration formation and related issues such, as alliance formation stages, its governance structure, form and components as well as issues related to conflict management
- d) The outcomes of collaborations such as destination trade shows.

Annexure 1 presents a summary of the main constructs, focus of each construct, and the questions to assess the topic of interest under each construct.

Following Yin (1994)'s suggestion, a detailed set of questions was prepared based on case study protocol (Annexure 1). Interview templates were developed to guide the semi structured interviews of representatives from both the KTM and the local tourism industry (Annexure 2). This template was reviewed by an academic and a practitioner with experience in tourism to ensure the questions were comprehensible and unambiguous.

#### **4.11.2 Selection of participants**

Sampling sizes for qualitative research vary by technique but are generally small. Purposive sampling was chosen for the study. In this sampling method, the researcher chooses participants arbitrarily for their unique characteristics or their experiences, attitudes or perceptions. As conceptual or theoretical categories of participants develop during the interviewing process, researchers seek new participants to challenge emerging patterns. The general sampling guideline for qualitative research: keep sampling as long as your breadth and depth of knowledge of the issue under study are expanding: stop when you gain no new knowledge or insights (Cooper and Schindler, 2009).

KTM is the only destination marketing organization representing the local community and the State government. As it is a public private partnership,



it was important that representatives of government and KTM be interviewed and their opinions examined. In this study the highest ranking bureaucrat in the Tourism Department, the Tourism Secretary of the Government of Kerala and the CEO of KTM were interviewed individually. Selection of industry participants was done with the help of the CEO of KTM due to his knowledge and expertise of the nature and scope of the local tourism industry in the destination. A general rule of thumb followed was that the participants should be representative of the various sectors of the local tourism industry and/or their close association with KTM society, generally being office bearers of the Managing Committee at one stage or the other. A few non committee members were also chosen to ensure wider representation of smaller members who would not be committee members. Thus five different sectors of the local tourism industry were included in the study: (1) accommodation (e.g., hotels and resorts and homestays (2) Houseboats (3) Ayurveda (4) tour operators (5) Misc. e.g. museums etc.. A total of 15 interviews were conducted representing all the tourism sectors. The industry representatives were mainly owners of their businesses except in a few cases, where the firms were represented by senior managers.

#### **4.11.3 Data Collection Procedure**

The researcher emailed each interviewee, requesting for an hour long interview. A few days later the researcher called the interviewee's office for an appointment. The researcher audio-recorded many of the meetings (with the permission of the interviewee) using the Free Recorder apps in the Nokia Lumia 620 and made handwritten field notes of her observations whilst the recorder was recording. This enabled her to record visual data that might otherwise be lost or unavailable to her if she relied on the audiotape alone.

A total of 15 meetings lasting approximately 60 to 75 minutes each, were recorded. (Annexure 9). The interviews usually started with an open-ended request, “Since when did your association with KTM begin”. The intention was that there would be minimal interruption by the interviewer, allowing the respondents to structure their own accounts in the beginning. The rest of the interview followed a semi-structured format involving a series of questions (Annexure 2).

The researcher’s prior tourism industry experience simplified access to the industry leaders and the researcher could easily gain the confidence and trust of all the industry leaders. This made the interviews very cordial and informative.

#### **4.12 Data Analysis**

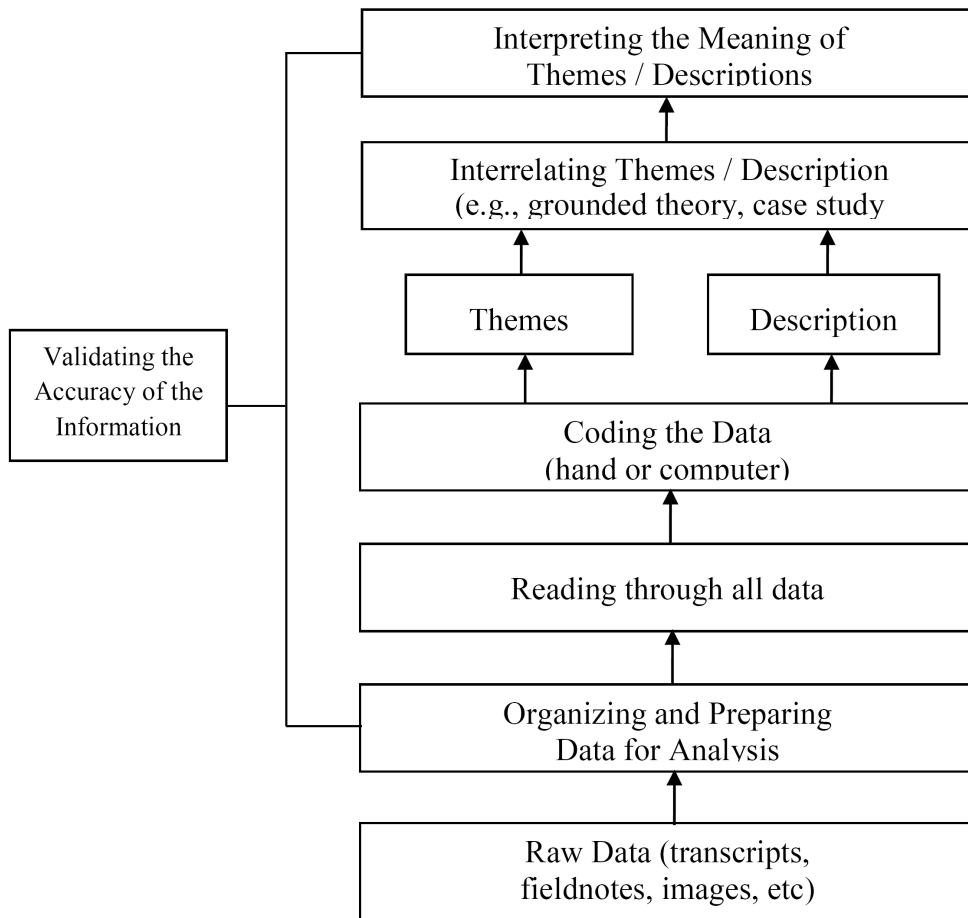
The step-by-step process of analysis that is outlined in this chapter is a method of demonstrating transparency of how the researcher formulated the overarching themes from the initial participant data. Creswell (2009) has presented an overview of the data analysis process in qualitative analysis (Refer Fig.4.3).

The various stages are interrelated and the levels are emphasized in the following steps which were followed for this study:

Step 1– Organize and prepare the data for analysis. This involves transcribing interviews, optically scanning material, typing up field notes, or sorting and arranging the data into different types depending on the sources of information.

Step 2 – Read through all the data. A first step is to obtain a general sense of the information and to reflect on its overall meaning.

Step 3 – Begin detailed analysis with a coding process. Coding is the process of organizing the material into chunks or segments of text before bringing meaning to information.



**Figure 4.3: Data Analysis in Qualitative Research** (Source Creswell, 2009)

An important challenge in this study was to discover consistencies in the perceptions (and the language used to describe these perceptions) related to building partnerships as provided in the 15 interviews.

#### **4.12.1 Transcription of Data**

All interviews were fully transcribed, each running to 6 pages or more. One hour and a half of recorded interaction took an average of 8 - 10 hours to transcribe. The researcher chose to collect data in the way she did because this was/is appropriate to the study of situated action. Audiotapes provide detailed record which field notes alone cannot provide, while preparing transcripts is itself a research activity. The researcher has tried to transcribe what she heard as faithfully as possible using standard spelling and punctuation. Lengths of pauses or other interruptions were however not timed. The transcripts were constructed according to the researcher's own common sense reasoning. Fieldwork observation demonstrated that the talk was generally unhurried and friendly and open. The audiotapes, transcripts and field notes gave the researcher limitless opportunities to return to the original data and redefine the categories as the analysis progressed. As suggested by Miles and Huberman (1984) extended memos were maintained after each interview to guide planning for the next contact.

#### **4.12.2 Demonstrating rigor through a process of thematic analysis**

Fereday and Eimear Muir-Cochrane (2006), citing various research studies, define thematic analysis as a search for themes that emerge as being important to the description of the phenomenon. The process involves the identification of themes through "careful reading and re-reading of the data". It is a form of pattern recognition within the data, where emerging themes become the categories for analysis. The method of analysis chosen for this study was the hybrid approach of qualitative methods of thematic analysis, as it incorporated both the data-driven inductive approach of Boyatzis (1998), and the deductive a priori template of codes approach outlined by Crabtree and Miller (1999). This

approach complemented the research questions by allowing the main aspects of destination collaboration to be integral to the process of deductive thematic analysis while allowing for themes to emerge direct from the data using inductive coding. Onwuegbuzie and Combs (2010) has named this hybrid approach as abductive coding i.e. stemming from an interactive process of deductive and inductive reasoning.

The coding process involved recognizing (seeing) an important moment and encoding it (seeing it as something) prior to a process of interpretation (Fereday and Eimear Muir-Cochrane, 2006). Encoding the information organizes the data to identify and develop themes from them. Fereday and Eimear Muir-Cochrane (2006) defined a theme as “a pattern in the information that at minimum describes and organises the possible observations and at maximum interprets aspects of the phenomenon”.

The primary objective for data collection was to represent the subjective viewpoint of representatives of tourism industry, local government and KTM organisers who shared their experiences and perceptions of the collaboration process through KTM during interviews. The data collection and analysis stages in this study were undertaken concurrently, and the researcher reread the previous stages of the process before undertaking further analysis to ensure that the developing themes were grounded in the original data. This interactivity, applied throughout the process of qualitative inquiry, is described by Fereday and Eimear Muir-Cochrane (2006) as the overarching principle of “goodness.”

**Stage 1: Developing the code manual**

The choice of a code manual for the study was important, because it served as a data management tool for organizing segments of similar or related text to assist in interpretation (Fereday and Eimear Muir-Cochrane, 2006). The use of a template provided a clear trail of evidence for the credibility of the study. For this study, the template was developed a priori, based on the theoretical framework of Wang and Xiang (2007). Four broad code categories formed the code manual (preconditions, motivations, process of collaboration and outcomes).

For this research study, codes were written and identified by the code label or name, the definition of what the theme/sub themes concerns and a description of how to know when the theme occurs. Table 4.5 gives an example of a priori codes.

**Table 4.5: Example of codes developed a priori from the template of codes**

Label	OUTC (Main Theme)
Definition	Outcomes from participation as an exhibitor in Kerala Travel Mart
Label	OUTCs (Sub Theme)
Definition	Strategy related outcomes from participation as an exhibitor in Kerala Travel Mart
Label	OUTCs1
Definition	Increased product portfolio
Description	Increase in range of tourism products of Kerala offered to the visitors to KTM
Label	OUTCs2
Definition	Destination competitiveness
Description	Ability of the destination Kerala to compete effectively in the marketplace.

### Stage 2: Testing the reliability of the code

An essential step in the development of a useful framework for analysis is to determine the applicability of the code to the raw information (Fereday and Eimear Muir-Cochrane, 2006). Following the coding process of the documents using the predefined codes, the researcher invited a research colleague to code the documents as well. The results were compared, and no modifications to the predetermined code template were required. An example of applying the template of codes while examining a few transcripts is given in Table 4.6.

**Table 4.6: Applying theory-driven codes to data**

Theory-driven code	Data from interviews
OUTCs1	<i>Unique Kerala products like Wayanad and Houseboat have benefited by KTM. Traditional Ayurveda has benefited to some extent.</i>
OUTCs2	<i>The conversation shifted from 'The golden triangle' and Goa to India's hottest destination. The brand entity gained considerable strength through KTM.</i>

### Stage 3: Summarizing data and identifying initial themes

As the next step, the researcher summarized the transcripts separately by outlining the key points made by participants in response to the questions asked by the researcher. These key questions formed the framework for the semi structured interviews. The summary for each interview reflected the initial processing of the information by the researcher and provided the opportunity to sense and take note of potential themes in the raw data. In Table 4.7, an example for one theme has been provided.

**Table 4.7: Summarizing the data from interviews under question headings**

<b>Research theme/question</b>	<b>Summary of responses</b>
KTM's success in differentiating Kerala from other destinations and enhancing its competitiveness	<p><i>KTM created a good impact in the tourism industry, a good awareness, a good image.</i></p> <p><i>Kerala is well placed in certain markets like Europe... Domestic is very excellent.</i></p> <p><i>In that sense, the success of Kerala Tourism to a significant extent relies on the success of KTM. Not many destinations can boast of the growth rates of tourism in Kerala.</i></p>

#### Stage 4: Applying template of codes and additional coding

Using the template analytic technique the researcher manually applied the codes from the codebook to the text with the intent of identifying meaningful units of text. During the coding of transcripts, inductive codes were assigned to segments of data that described a new theme observed in the text. These additional codes were either separate from the predetermined codes or they expanded a code from the manual. For example, the concept of Relationship Building was initially coded as part of Strategy Related Motivation (MOTIVs). However, comments from different interviews in relation to Relationship Building resulted in this becoming a separate data-driven code, as shown in Table 4.8



**Table 4.8: Example of data-driven code with segments of text from the transcripts**

<b>Name of data-driven code (MOTIVr)</b>	<b>Relationship Building</b>
Explanation of code	Building of new relationships with visitors and exhibitors and strengthening of old bonds
Examples of responses	<p><i>There is a great relevance for an eye to eye contact and a hand shake</i></p> <p><i>We have never competed in the KTM space. It is a time for networking.</i></p> <p><i>New agents can be met, contracts can be renewed and problems if any can be sorted out. No point in going to KTM without building relationships with buyers, other sellers.</i></p>

#### Stage 5: Connecting the codes and identifying themes

Connecting codes is the process of discovering themes and patterns in the data. Similarities and differences between transcripts were emerging at this stage, indicating areas of consensus in response to the research questions and areas of potential conflict. Themes were also beginning to cluster, with differences identified between the responses of groups with varying demographics; for example, differences were expressed by less experienced and more experienced tourism professionals.

#### Stage 6: Frequency Coding or Frequency Axial Coding

This type of transformation from codes into variables takes into consideration the frequency, or the number of occurrences of a particular code within a given theme, context of the researcher, the research subject and the nature of the non-numerical material. The frequency counts of the coded material

about the phenomena under investigation are linked to the research questions and the context, within which the material is located (Bergman, 2010). Bazeley (2010) state counting is one form of description, reflecting the “numbered nature of phenomena”. Counts effectively communicate the frequency of occurrence of some feature in the text and summarize patterns in the data. Counts are the most common form in which numbers are introduced into primarily qualitative studies with frequencies seen by some as indicative of the relative importance of emergent themes. The use of numbers can help to maintain analytical integrity (countering biased impressions), with benefit also for identifying relationships and hypothesis testing.

#### **4.12.3 Corroborating and legitimating coded themes**

The final stage illustrates the process of further clustering the themes that were previously identified from the coded text. At this stage, the previous stages were closely scrutinized to ensure that the clustered themes were representative of the initial data analysis and assigned codes. The interaction of text, codes, and themes in this study involved several iterations before the analysis proceeded to an interpretive phase in which the units were connected into an explanatory framework consistent with the text. Archival data like documents and records (e.g. Minutes of Meetings, Various reports of committees during the Trade shows, annual financial reports) from KTM office were also accessed which gave an inside view of the collaboration process throughout the years. These records also helped to validate the information obtained from the interviews to a great extent.

Four overarching or core themes were thus identified that were felt to capture the phenomenon of process of destination collaboration in the raw data. Final Code table and the frequency counts is detailed in Annexure 8.

### **4.13 Strand 2 – Quantitative Study**

For the second phase, descriptive research was used which has as its major objective the description of something – usually market characteristics or functions. A survey design provides a quantitative or numeric description of trends, attitudes or opinions of a population by studying a sample of that population (Creswell, 2009).

The qualitative study had brought out the motivations and outcomes of the destination collaboration as major constructs. The literature on trade shows also focuses mainly on these two aspects of a trade show. Therefore, to generalise the findings of the qualitative study and to understand the dynamics of a trade show, it was necessary to understand the motivations and performance in a trade show. Hence, it was decided to conduct a survey among the two main constituents of a trade show i.e. Exhibitors and Visitors

#### **4.13.1 Reasons for Choosing Survey Design**

The main reasons to use this method was

- a) To determine the perceptions of users of the trade show viz. exhibitors and visitors. These included why they participated in the trade show and what were their perceptions of the outcomes of participation. This will generalize qualitative findings based on a few individuals from the first phase to a larger sample gathered during the second phase.(Creswell, Clark, 2011)
- b) To describe the characteristics of relevant groups, such as exhibitors and visitors to the trade show. For example, the researcher could develop a profile of the exhibitors based on size and nature of

industry etc. Similarly, for visitors, profile details like nationality, position in the company etc. could be obtained.

- c) To estimate the percentage of units in a specified population exhibiting certain behaviour e.g. the researcher was interested in estimating the frequency of exhibiting in the trade show by the exhibitor, how many were first timers etc.
- d) To make specific predictions. For example, will there be future participation in the trade shows, will the visitors promote the destination etc.

#### **4.13.2 Survey Setting**

The 7<sup>th</sup> edition of the Kerala Travel Mart (KTM), Cochin, the first destination specific tourism trade show in India, provided a focus for a study of exhibitor and visitor objectives in an emerging market. KTM lasts three days and is held in September every two years at Cochin in the state of Kerala, India. It is strictly a B2B event with the public allowed only on the afternoon of the last day. The researcher took permission from the Kerala Travel Mart Society to conduct the surveys during the business hours of the KTM held in 2012.

KTM 2012 had 312 exhibitors and 1162 visitors, both domestic and international. The venue of KTM 2012 was Hotel Le Meridian, Cochin. A survey was conducted among exhibitors and visitors who exhibited/visited in KTM 2012 from Sept 28 to 30, 2012.

Different surveys had to be conducted simultaneously as

- 1) The survey had to be conducted during the four days of the trade show as the next trade show was only two years later in 2014.

- 2) The trade show comprises two main participants – the exhibitors and the visitors. To get a comprehensive picture of a trade show, different surveys for exhibitors and visitors were required.
- 3) There were two main dimensions that were being measured for both exhibitors and visitors, i.e. motivations to visit/exhibit in a trade show and the evaluation of trade show quality and performance/achievement of objectives. These are the main dimensions that emerge from literature. In a business setting which a trade show is, it is not practical to give a long questionnaire covering both dimensions. This would only result in poor response or worse, outright refusal to participate in the survey. The respondents are extremely busy so it is more practical to split the questionnaire and administer the questionnaire to different sets of respondents.
- 4) The above constraints resulted in the following four sets of surveys conducted in 3 days.

**Survey 1** - Survey among exhibitors for finding out the motivations to exhibit

**Survey 2** - Survey among exhibitors for finding out the performance evaluation

**Survey 3** - Survey among visitors for finding out the motivations to visit

**Survey 4** - Survey among visitors for finding out the performance evaluation

### **4.13.3 Survey of Exhibitors**

#### **4.13.3.1 The Survey Instrument**

##### **Survey 1**

The questionnaire on motivations (QE1) consisted of three parts. (Annex.3)

**Part A:** This section mainly deals with the profile of the exhibitor, like nature of the business, whether first time exhibitor etc.

**Part B:** This section is the main part of the questionnaire and is on motivations for participating in KTM. The selection of the questions was compiled, based on a review of the relevant conceptual and empirical studies, and, in particular Kozak (2005), Hansen (1996), Blythe (1999) and Yuksel and Voola (2010) for exhibitor objectives. The main objectives of the questionnaire QE1 were to find the motivations/ objectives and describe the trade fair behaviour of tourism exhibitors in Kerala. The respondents were asked to rate a list of motivations which were measured on a 5 point scale, ranking from “1 = strongly disagree” to “5 = strongly agree”.

**Part C:** Questions about general behaviour related to the frequency of exhibiting in KTM, and other major domestic and international shows of the tourism industry. There was also a section at the end of the research instruments seeking information about the size of the firm in terms of employee strength, nature of ownership of the firm and the respondent's position in the company. The last was an open ended question on suggestions for improving KTM.

The questionnaire was discussed with a few exhibitors participating in a tourism trade show in Cochin and changes were made to the questionnaire after these discussions.

## **Survey 2**

The questionnaire for Performance Evaluation (QE2) consists of four parts. (Annex. 4)

**Part A:** consists of questions for profile details like nature of business, whether exhibiting for the first time etc.

**Part B:** are the questions related to respondent's evaluation of the quality of KTM 12. The measures of trade show quality were generated by reviewing prior trade show research on trade show quality particularly Namsu Kim (2001), Kijewski, Yoon and Young (1993) and Shoham (1992). A series of three exploratory interviews were conducted with marketing managers/chief executives of tourism firms who frequently exhibited at trade shows. Changes were made to the list after these discussions.

**Part C:** related to evaluation of the respondent's participation in KTM 2012. Hansen (2004) had developed a 16 item instrument for assessing exhibitors' perceptions of their Trade Show performance which has been tested for reliability, factor structure and validity. This scale was used by the researcher for Part C, with minor modifications in the wording to suit the study setting.

**Part D:** relates to measuring the global or overall performance of the respondent with KTM 12 and the firm's intention to exhibit again

which is again based on Hansen's scale. A few additional points relating to the visitors' quality were added as this is the main reason why exhibitors exhibit. This is based on researcher's own experience and based on interactions with the tourism industry.

The 5 point Likert's scale has been used throughout the questionnaire as it is easy to administer and respondents readily understand how to use the scale. The scale descriptors vary from 'Very dissatisfied' to 'Very satisfied' for measuring satisfaction with KTM, 'Strongly disagree' to 'Strongly agree' for evaluating performance and 'Very unlikely' to 'Most likely' for measuring results of participation.

The questionnaire ends with an open ended question on suggestions for improving KTM. This was incorporated to give a valuable feedback to KTM society.

### ***Pilot study***

Both the draft questionnaires were again shown to a few senior people of a few tourism firms and who had extensive experience in trade show participation. These responses provided the basis for refining the measures and making some final changes to the questionnaire.

### **4.13.3.2 Sampling**

A population is the aggregate of all the elements that share some common set of characteristics and that comprise the universe for the purposes of the research problem. A sample, on the other hand, is a subgroup of the population selected for participation in the study. Sample characteristics, called statistics, are then used to make inferences



#### **4.13.3.3 Target Population**

The target population is defined in terms of elements, sampling units, extent, and time.

A **sampling unit** is an element, or a unit containing the element, that is available for selection at some stage of the selection process. For this study, the sampling unit is the tourism firm in all the four surveys.

An **element** is the object about which or from which the information is desired, usually the respondent. For this study, the respondents are the representatives of the firms. The representatives were from different levels of management, i.e. there were representatives from top level, middle level and junior level.

#### **4.13.3.4 Sampling Frame**

It is the list of elements from which the sample is actually drawn. In this study, the sampling frame used was all the 312 exhibitors participating in KTM 12. The exhibition was spread over five halls in two floors and a houseboat parking bay at the Le Meriden Convention Centre in Kochi. (Refer Annex.5 for details of the layout of the stalls at KTM 2012).

#### **4.13.3.5 Sampling Method**

Systematic probability sampling has been used. In this approach, every  $k^{\text{th}}$  element in the population is sampled, beginning with a random start of an element in the range of 1 to  $k$ . Using the drop-off method, common for survey research in trade shows as evidenced in literature, the questionnaire was handed over to the firm's representative in every alternate stall in each hall, starting from the first hall at the entrance. It may be mentioned here that the stalls comprised independent stalls, table space and houseboats.

Thus a total of 156 questionnaires (QE 1 on Motivations) were handed over on the afternoon of first day of the Mart, i.e. on September 27<sup>th</sup>, 2012. The exhibitors were reminded again on the second day. The questionnaires were collected back on the third day, i.e. on September 30<sup>th</sup>.

On the afternoon of September 28<sup>th</sup>, QE2, the questionnaire on performance (156 nos.) was handed over to the firm's representative in every alternate stall in each hall, starting from the second stall in the first hall at the entrance. This questionnaire was given only on the second day as it related to evaluation of performance of the Mart which could be known only from the later part of the Mart. These were also collected back on the third day, i.e. on September 30<sup>th</sup>.

Thus all the exhibitors to KTM 12 were covered by the two surveys. Systematic sampling was chosen as it was simple to administer as it was easier to choose the alternate stall in the halls based on the list of exhibitors in each hall, provided by the organisers, rather than using a random numbers table. It is also statistically more efficient.

#### **4.13.3.6 Response Rate**

It was a formidable challenge conducting a survey in a business environment, as the priority of the respondents was to conduct business during the limited time of three days to ensure good returns on their investment in the stall. Great care had to be taken to ensure the questionnaires were handed over and collected back only when the respondent was free.

**QE 1** - Fifty seven usable responses were obtained, providing a response rate of 37% which is a good rate for a survey of this kind.

**QE 2** - 121 valid responses were received out of 156 questionnaires handed over at the stalls, indicating a response rate of 78%, which is considered very good for industrial surveys.

#### **4.13.4 Survey of Visitors**

Two surveys were also conducted on the visitors who visited KTM during the three days of the Mart. Visitors were from all over the world and from other states of India. Two surveys were necessitated as they related to two very different variables and the attention span of a respondent during a business trade show is very limited. Hence, getting a good response to a lengthy questionnaire is almost impossible. Hence, for ease of administration, two questionnaires were used on different respondents at different times.

##### **4.13.4.1 The Survey Instruments**

###### **Survey 3**

The questionnaire on motivations (QV1) consisted of three parts. (Annex. 6)

**Part A:** This section mainly deals with the profile of the visitor, like nature of the business, whether first time Visitor, whether hosted by KTM etc.

**Part B:** This section is the main part of the questionnaire and is on motivations for attending KTM. The selection of the questions were compiled, based on a review of the relevant empirical and conceptual studies, and, in particular 19 item scale given by Blythe (Blythe, 1999). The main objectives of the questionnaire QE1 were to find the motivations/objectives and describe the trade fair behaviour of tourism visitors in Kerala. The respondents were asked to rate a list of objectives which were measured on a 5 point scale, ranking from “1 = strongly disagree” to “5 = strongly agree”.

**Part C:** related to perceptions of Kerala as a tourism destination among the visitors.

**Part D:** were general profile questions like type of business, number of employees, years in tourism business, respondents' position, frequency of attendance, major information sources etc.

The visitors were also asked about their future intentions of promoting Kerala.

#### **Survey 4**

The questionnaire for Performance Evaluation (QV2) consists of four parts. (Annex.7)

**Part A:** consists of questions for profile details like nature of business, whether hosted by KTM

**Part B:** are the questions related to respondent's evaluation of the quality of KTM 12. The measures of trade show quality were generated by reviewing prior trade show research on trade show quality. 19 item scale of Mihae Jung (2008) was used for the purpose with minor changes to suit the study setting.

**Part C:** related to evaluation of the respondent's attendance in KTM 2012. 13 item scale of Smith, Hama, Smith (2003) was used for the purpose with minor changes to suit the study settings.

**Part D:** relates to measuring the global or overall satisfaction performance of the respondent with KTM 12 and the firm's intention to attending again and chances of recommending KTM.

**Part E:** Profile information related to type of business, number of employees, number of years in tourism business, respondent's position, information source, etc.

The visitors were also asked about their future intentions of promoting Kerala. The questionnaire ends with an open ended question on suggestions for improving KTM. This was incorporated to give a valuable feedback to KTM society.

The 5 point Likert's scale has been used throughout the questionnaire as it is easy to administer and respondents readily understand how to use the scale. The scale descriptors vary from 'Strongly Disagree' to 'Strongly Agree' for feedback on quality of KTM and for evaluating performance. For satisfaction, the scale used is 'very unlikely' to 'most likely'.

### **Pilot study**

Both the questionnaire was mailed to a few senior people of a few firms located in India and abroad who had visited KTM and who had extensive experience in trade show participation. Detailed discussions were also held with two industry veterans over phone. These responses provided the basis for refining the measures and making some changes to the questionnaires.

#### **4.13.4.2 Target Population**

The target population is defined in terms of elements, sampling units, extent, and time.

A **sampling unit** is an element, or a unit containing the element, that is available for selection at some stage of the selection process. For this study, the sampling unit is the tourism firm

An **element** is the object about which or from which the information is desired, usually the respondent. For this study, the respondents are the

representatives of the firms. The representatives were mainly from senior level i.e. either owners themselves or very senior management.

#### **4.13.4.3 Sampling Frame**

In this study, the sampling frame used was all the visitors who visited KTM 12 from outside Kerala. Most of the areas were off bounds to non-trade visitors like the researcher. Accessible areas were those areas where visitors gathered for lunch or tea etc. i.e. KTM Registration Area, Le Meridian Lounge Area and Food Stall Areas. This severely restricted the number of samples that could be contacted. Total population i.e. visitors who attended KTM 2012 was 1162 (Domestic and international visitors)

#### **4.13.4.4 Sampling Method**

Intercept Method - A mall-intercept is a survey whereby respondents are intercepted in shopping in malls, in this case a trade show. The process involves stopping the respondents, screening them for appropriateness, and either administering the survey on the spot or inviting them to a research facility located in the research area to complete the interview. As the survey had to be conducted during business hours, the respondents willing to spend time on questionnaires were few and in most cases, personal interviews were conducted by the researcher to ensure responses.

#### **4.13.4.5 Response Rate**

Questionnaires (QV 1 on Motivations) were handed over on the afternoon of first day and the morning of the second day of the Mart, i.e. on September 28<sup>th</sup> and 29<sup>th</sup> 2012. Questionnaires were given only after ensuring the willingness of the visitors. These were personally administered and collected back immediately. This way 61 questionnaires were collected.

On the afternoon of September 29<sup>th</sup> and 30<sup>th</sup>, QV2, the questionnaire on performance was personally given to the visitors. This questionnaire was given only from the second day onwards as it related to evaluation of performance of the Mart which could be known only from the later part of the Mart. These were also collected back immediately. A total of 66 questionnaires were collected.

127 usable responses were thus obtained from the visitors. The responses cover approximately 11% of the visitors (1162 nos.) who attended KTM. As exhibitors are the main focus of the study, this small sample size of visitors has been ignored as the aim was only to get a general idea of the visitors' participation.

#### **4.14 Data Analysis**

Data analysis was done using SPSS software package ver.17. The data were analyzed using statistics associated with frequency distribution like the mean, parametric and non parametric tests for two independent samples, one way ANOVA and structural equation modeling for estimating dependence relationships among constructs.

Some of the statistical tests used are as follows:

*Independent Sample t test* – A univariate hypothesis test using the t distribution, used when the sample size is small.

*One Way ANOVA* – A statistical technique, following the F distribution, for examining the differences among means for two or more independent categories of a single independent variable or factor.

*Mann Whitney U Test* – A non parametric test statistic which compares two conditions when different participants take part in each condition and the resulting data are not normally distributed.

*SEM Analysis* - To analyse causal relationships between constructs used in the study, the structural equation modelling (SEM) approach was adopted. Structural equation modelling is a statistical technique used for testing and estimating causal relationships based on statistical data and qualitative causal assumptions. Analysis of the research model was done using the Partial Least Square (PLS) based software, Warp PLS 3.0. The choice of Partial Least Square Analysis was justified on two counts. The first was that PLS can accommodate both reflective and formative scales easily, compared to covariance structure analysis. The second aspect was that PLS does not require any a priori distributional assumptions and a relatively small sample size is acceptable. The major features of Warp PLS 3.0 include model fit indices, 'p' values for path coefficient and latent variable coefficients to assess reliability and validity considerations. Warp PLS 3.0 evaluates both measurement model as well as structural model simultaneously. The PLS regression algorithm with boot strapping method of re-sampling was used for estimation of the model that maximizes the variance explained in the latent variable scores by the latent variable indicators. The estimates included path coefficients with 'p' values, indicators' weights, loadings, and factor scores.

#### **4.15 Summary**

The chapter details the research methodology used for the study. Mixed methods Design has been used for this study in which the qualitative and quantitative approaches have been combined in view of the broad nature of the study which is to explore the nature and dynamics of collaborative destination marketing using trade shows. Specifically the exploratory sequential design has been used which generalizes qualitative findings from the first phase to a larger sample gathered during the second phase. The basic principles of this



design approach have been explained like priority, implementation and integration. The chapter then goes into the specific details of the methodology used for this study. Strand one i.e. qualitative study is first explained. The case study methodology has been adopted for this phase using Kerala Travel Mart as the case study. Justification for this case study is the rarity of the phenomenon. The steps used for developing the case study protocol like the preparation of interview templates, the selection of participants for the depth interviews, the data collection and the coding have been explained. The second strand, the quantitative study, has four surveys which were conducted simultaneously on the exhibitors and visitors during the Kerala Travel Mart 2012. The objective was to understand the motivations and performance of exhibitors and visitors in a trade show. The preparation of the survey instruments, the sampling method, the response rate, and the tools used for data analysis have been explained. Thus this chapter gives a clear picture of the research design used for the study which leads to data analysis, data interpretation and research findings.

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## THE PROCESS OF COLLABORATIVE MARKETING OF A DESTINATION THROUGH A TRADE SHOW

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### 5.1 Introduction

The purpose of the study was to examine the nature and dynamics of collaborative marketing in a destination. Kerala Travel Mart is the chosen case or unit of analysis for studying the process of collaborative marketing in a destination for this study. The conceptual framework of Wang and Xiang, (2007), was used as a reference to guide this research. Semi structured interviews were conducted with industry persons who were associated with Kerala Travel Mart over the years. The detailed interview transcripts were then analyzed and appropriate units of analysis were identified. These were then sorted into relevant categories which eventually were used to describe the major themes. Abductive coding was used to identify the themes. Subsequently, frequency counts of the coded material indicated the patterns in the data. The interaction of text, codes and themes involved several iterations before the analysis reached the interpretation stage. The procedure adopted for this qualitative section (Strand 1) is detailed in Chapter 4.

## 5.2 Interpretation of Results

The move from coding to interpretation is a crucial one. Interpretation involves the transcendence of ‘factual’ data and cautious analysis of what is to be made of them (Coffey and Atkinson, 1996). As Miles and Huberman (1984) point out, qualitative data come in the form of words rather than in numbers.

Given the exploratory nature of the study, as well as the various types of stakeholders involved, providing comprehensible results and revealing themes of interest for this study was a challenging task. Interpretive rigor requires the researcher to demonstrate clearly how interpretations of the data have been achieved and to illustrate findings with quotations from the raw data. The participants’ reflections, conveyed in their own words, strengthen the face validity and credibility of the research. The process of data analysis, thus outlined, demonstrates how overarching themes are supported by excerpts from the raw data to ensure that data interpretation remains directly linked to the words of the participants (Fereday, Muir-Cochrane, 2006).

The categories (major themes) were reexamined and the results have been summarized using the reference theoretical framework of Wang and Xiang (2007). Based on this framework, it is seen that the process of collaboration in a destination via a trade show goes through four distinct phases which are summarized as follows:

- a) Determinants or preconditions of Collaboration
- b) Motivations for joining a Collaboration
- c) Process of Collaboration including the stages of growth of the collaboration, the governance mode, conflict management
- d) Outcomes of Collaboration

### 5.3 Preconditions

Organizations that are potential collaborators coexist in an environment consisting of different forces. Economic and competitive forces work towards cooperative interaction among stakeholders whereas other forces such as technological and other major changes tend to draw firms together when some major changes occur, e.g. advent of e-commerce. All these forces induce cooperation among firms in spite of an absence of structural framework and the presence of competition. Interviews with the 15 persons belonging to industry, government and KTM representatives indicate that the following factors, as shown in Table 5.1, are more pronounced as preconditions for destination marketing alliances in the tourism context in Kerala.

**Table 5.1: Main Drivers of Collaboration**

Preconditions	Explanation
Visionary Leadership	Leadership plays a critical role in the development of partnerships. A strong leader acts as a catalyst to bring the various interests and often inspires other firms to collaborate for a common goal.
Market Imperatives	Intense competition for ‘leisure times spend’ creates an environment where traditional adversarial competitive behaviour becomes prohibitive especially for many smaller destination players. Hence, collaboration becomes a survival necessity.
Shared Vision	Shared goals and objectives help in forging a collaborative venture faster. There is a common goal of development of the destination.
Government support	Increasingly, assurance of financial support and other support from the local government is playing a crucial role in starting and maintaining the collaborative venture.
Strong product	Any destination collaboration can succeed only if the destination has some very unique differentiating qualities which draw visitors to the trade show.

### 5.3.1 Visionary leadership

Research has indicated that collaborations are generally initiated through the initiatives of visionary leaders. Selin and Chavez (1995) stated that leadership played a critical role in the development of partnerships they studied. A strong leader acts as a catalyst to bring the various interests together in each case: a strong willed, enthusiastic person who ‘would not take no for an answer’. Many interviewees emphasized the role of leadership in the formation of KTM. The tourism industry in the late nineties and 2000 had leaders who had a long term strategic vision for Kerala which went beyond the limited boundaries of their company. A few interviewees, while describing the genesis of KTM, mentioned that the idea of KTM developed in the late nineties during an interaction between Mr. Jose Dominic, Managing Director of Cgh Earth, Dr. Venu the Tourism Director and Mr. Amitab Kant, the Joint Secretary in Govt. of India, during a return flight from Delhi, when they discussed the idea of a travel mart to promote Kerala. They got the collaboration going and initiated the first meeting of a few industry leaders which set the ball rolling for KTM. “Young entrepreneurs like E.M. Najeeb and Jose Dominic have displayed visionary leadership in rapidly evolving it into one of the most powerful marts in the world.” (Kant, 2009). One interviewee remarked “*The organizers had foreseen that whole of Kerala would succeed through a collaborative effort. Hence, leadership is a necessary precondition for any collaborative venture, one who makes the first step and is able to manage the negative reactions and ensure all get on board. As one key tourism representative candidly said, “Jose Dominic played a very important role. He commands respect from everybody. When he says something, there are people to do what has to be done.”*

### **5.3.2 Market Imperatives**

Fyall and Garrod (2006) states that despite the increasing consolidation and concentration in many industry sectors, especially tourism, there remains one constant throughout: heightened competition. Although providing a vast array of choice for the tourist, such intense competition for ‘leisure time spend’ creates an environment where traditional adversarial competitive behaviour becomes prohibitive in terms of cost and impossible to conduct for many smaller destination players. From the interviews it was clear that more than the prevailing economic conditions, it was the market imperatives which started KTM. The industry realized that Kerala was too small to be noticed in big marts like World Travel Mart, London and ITB, Berlin. As the government representative noted, *“It (Kerala) needed its own space. It was felt that to be noticed by the world, it was essential to hold the Mart in Kerala and make the world to come to Kerala.”* Hence, market imperatives are an important precondition which needs to be included. As one interviewee said *“Seeing their model (WTM), we thought why don’t we do something.”* This imperative is not confined to just competition between the destination players as the realities in the industry worldwide may trigger a collaboration. One interviewee said, *“It is professionally organized. There is no other tourism body which takes its marketing so seriously and so professionally.”*

### **5.3.3 Shared Vision**

Shared vision refers to the common goals and objectives of the firms who are part of the collaboration. This is crucial to the success of any collaborative effort. In the study by Selin and Chavez (1995), the three partnerships grew out of a mutual recognition that tourism will play an important role in revitalizing rural economies. This research study shows how

tourism firms got together for starting a trade show to showcase Kerala because of their shared vision and goals. The state government is a major partner in this collaboration. *“There was an identity of purpose”, as the government representative said, “The beauty of Kerala Tourism is that the government and the industry are so closely intertwined, that we don’t require a third party to come and put it together. It was very direct and simple relationship where the goals of the industry and government are aligned. It was the cooperative attitude of the members which helped in KTM formation”.* As another interviewee stated *“Something like this relies purely on cooperation. Everybody is positively aligned.”* This appears to be the reason why such a collaborative venture has not happened anywhere else in India. Another interviewee said *“People in Kerala (the tourism fraternity) implicitly realize that we have to work together to make things happen.” “There is a strong sense of purpose. There is no other alternative”.* Though competitors were there, they coexisted. This attitude of the people was the biggest reason for starting KTM. *“Maybe it is a matter of survival, who have put in money in tourism,”* said another representative. That is also one of the factors. For the first Mart, *the industry chipped in with rooms and airlines gave away free tickets,* noted the government representative. Most interviewees agreed that the spirit of partnership collaboration was really the success of KTM.

#### **5.3.4 Government support**

Funding is very important as it is the basis of the collaboration. The assurance from the state government to meet any shortages in funding gave the courage to the tourism firms to collaborate and go forward. An industry leader openly admitted, *“Government’s full support and assurance to meet any shortfalls in revenues gave sufficient strength to go forward. Government’s*



*promise enabled KTM to take the risky step of holding the Mart.” As another interviewee said, “Government said ‘Think Big’, we will fund. .... Government’s promise enabled KTM to take the risky step of holding the Mart.” It is because of the Government support that KTM had the support of the tourism ministry at Delhi and various consulates and tourism offices. The government representative put it succinctly “The association give KTM the legitimacy when interacting with the rest of the world - the official tag which get things done”*

### **5.3.5 Strong Product**

Almost all the interviewees were unanimous about the importance of a strong product. Only a strong destination product can ensure the success of a trade show, promoting only one destination. Most tourism trade shows promote many destinations. So for a destination trade show to be successful, the product must be unique; USP is a must. Kerala is such a unique, powerful and single product. As one representative said, *“There is an innate strength in the Kerala product. From the viewpoint of international markets, they are a civil society, high quality of living, safe, clean, its villages and its people. Kerala’s strong civil society and geography is its USP, besides its natural scenic beauty.”* Hence there is a strong interest in the product from the buyers’ side also. One industry veteran confirmed this, *“It was felt that Kerala was sufficiently a powerful product which might induce people to come if a Mart was held specifically for Kerala”*.

Thus, the five preconditions identified from the interviews (Visionary leadership, Market Imperatives, shared vision, government support and strong product) differed from the five mentioned in the theoretical framework (i.e. crises, competition, economic condition, organization support and technology).

## 5.4 Motivation

Organizations enter into collaborative relationships with different motivations which can be classified into four main motivations as shown in Table 5.2.

**Table 5.2: Main Motivations**

Motivations	Explanations
Strategy oriented	Expansion of the customer market for Kerala and increasing the portfolio of products offered are major incentives. Gaining access to new markets improves the strategic position.
Transaction Cost oriented	Access to a large international market at a minimum cost and spreading the cost of marketing over a larger base.
Learning oriented	An opportunity to learn new practices and updating of knowledge.
Relationship Building	Networking opportunities leading to building new relationships and strengthening old bonds is a much desired objective in trade shows, including KTM.

### 5.4.1 Strategy oriented Motivations

In the tourism context, expanding markets and developing a portfolio of attractions for the local destination are important motivations for the local tourism industry to work together in collaboration.

Participating in KTM is essential for the industry and Kerala Tourism. It is imperative that the industry put up a joint front to sell Kerala in the international market. As the government spokesman said, *“Wisdom of the industry lies in the fact that they implicitly recognize that unless KTM happens, success will be difficult. ...people in Kerala implicitly realize that we have to work together to make things happen.”* As another industry leader said *“As it grew, the feeling*

*among the sellers was that, you had to be in KTM.” The KTM organizer said, “There is a lot of competition in this trade. They feel they will be left out if they do not become a part of KTM. It has come to that stage now. If you are not participating in KTM, there is something wrong with you.”*

### ***Expand market***

Expansion of market is a strong motivation to join collaboration. KTM is a tool to link buyers and sellers. It is a good avenue for growth if it is utilized properly. Early on it was realized that marts were useful to send people to Kerala and it was a good opportunity to showcase different parts of Kerala and to “*give the operators the right experience*”, as one operator stated. But ultimately it strengthens the destination. An operator stated “*It helps to enlarge the pie. The market is opening up.*” Existing contracts are reinforced, which give strength for the sellers. KTM has become synonymous for tourism in Kerala. A domestic tour operator said, “*This is especially useful in contacting agents from Mumbai and Delhi who are not in World Travel Mart. The role of the domestic players is increasing. Wisdom of the industry lies in the fact that they implicitly recognize that unless KTM happens, success will be difficult.*” People in Kerala (tourism industry) implicitly realize that we have to work together to make things happen.” As an industry veteran said, “*The new members feel the KTM will expand the market.*” One hotelier interviewee put this point convincingly. “*Every year we are looking at new markets. We are looking at China, South East Asia.*”

### ***Develop product portfolio***

Increasing the portfolio of product offers will not only provide consumers more opportunities from which to choose, and in turn, will make it possible for visitors to stay longer. The Mart helps to showcase unique product to the ‘alert

independent traveler.’ A veteran industry man reported that “*Unique Kerala products like Wayanad and Houseboat have benefited by KTM. Traditional Ayurveda has benefited to some extent.*” “*If there is a new product, the whole chain will benefit. To show our product, Ayurveda, the Mart provides holistic experience*”, stated an Ayurveda specialist.

#### **5.4.2 Transaction Cost oriented**

From the transaction cost perspective, organizations entering into alliances and networks are driven by the need for efficiency with the emphasis on providing incentives for efficient transactions and economizing on transaction costs (Wang & Xiang, 2007).

KTM is where the small players take part. Exhibiting in KTM is far more cost effective than participating in shows abroad. As one operator frankly said, “*Only those who do not have ‘somewhere else’ try to get business through KTM.*” “By ‘somewhere else’, he was referring to business coming from other sources. KTM is the quickest and cheapest way to launch in the market. “*Rainbow Cruises, Kalypso and Philipkutty’s Farm are some of the KTM launched products*”, remarked one of the industry pioneers. An hotelier interview stressed the cost effectiveness aspect. “*So many home stays are there, they have benefited from this. They have got an opportunity. They cannot spend a lot of money and go to London; they come here, they get an opportunity to showcase their product*”, remarked one operator. One Ayurveda entrepreneur remarked, “*KTM is the primary money earner for many firms.*” The current President of KTM said “*Any seller can encash the business. KTM is the venue where an entrepreneur can display his unique products and attract buyers which in turn brings him profits in the long term.*”

### **5.4.3 Learning Oriented**

The organizational learning perspective focuses on the ability of organizations to extract new knowledge and skills or to protect core competences from competitors.

It was found from the interviews that the KTM provided an opportunity to the exhibitors to learn new marketing skills and update their knowledge. The Mart is an opportunity to expand capability, broaden knowledge base and to explore new opportunities. The buyers saw for themselves the various products on offer. The KTM interviewee remarked, *“There are people who are quite vigil on this. They would like to get their money back. Some are very keen to learn - the new owners”*.

Seminars are held during the Mart where industry veterans from all over the world speak on relevant issues. This is a good learning opportunity. As one leading tour operator said, *“It is an opportunity to listen to international speakers on industry issues.”* But there is another opposite view, *“The people who are entrusted in the stall will not leave the stall to attend the seminar. The people who attend are the buyers who would have finished the rounds and have nothing else to do.”* So even though the opportunity to enhance knowledge through seminars is there, not many use this opportunity due to the tight schedule of the Mart.

### **5.4.4 Relationship Building**

Networking opportunities is a very important motivation for firms to participate in destination collaborations, especially exhibit in trade shows. Lot of opportunities are provided during the Mart for networking. Hosted dinners are held on two days of the Mart where all the hosted buyers and exhibitors get together. This has been supported by literature too, especially literature on

trade shows. The conceptual domain of the relationship-building dimension includes all activities related to maintaining and developing relationships with established customers and establishing relationships with new ones. Bjorn Axelsson (1992), emphasized the significance of social exchange when there is spatial and cultural distance between the buyer and the seller. This especially characterizes the buyers and sellers at international trade shows. Several relationship-building variables are identified in the Trade Show literature. These include maintaining and developing relationships with established customers (Bonoma, 1983; Kerin and Cron, 1987; Kijewski et al., 1993; Seringhaus and Rosson, 1994), establishing relationships with new customers (Herbig et al., 1993; Sashi and Perretty, 1992; Shipley et al., 1993), the opportunity to meet key decision makers who are otherwise inaccessible (Hansen, 2004), and having personal contact with customers (Hansen, 2004). The literature is reconfirmed by the interviews. As one large tour operator confirmed, *“We have never competed in the KTM space. It is a time for networking.”* *“For the buyer, it was a breadth of fresh air, talking to new providers”*, remarked one provider. *“Reinforcing existing contacts”* is how one boutique property owner put it. *“An opportunity to interact with them on all 3 days through networking dinner”* is what one leading tour operator had to say about KTM.

#### **5.4.5 Difference in perceptions**

One noticeable feature that came out during the interviews with different stakeholders is the distinction in motivations between big players and small players. Relationship building was stressed mainly by the larger and more experienced firms whereas smaller players and newer firms talked about strategic reasons like expanding markets, cost effectiveness etc. This was clearly evident in the remarks of an interviewee from an international brand in the hospitality

industry, *“Our marketing of Kerala goes beyond KTM. We have our own separate stalls in every major exhibition and trade show. We market our brand. Our marketing strategies are on a big scale, much beyond KTM. KTM is more useful for smaller players. The buyers or agents who take appointments with us basically do it to renew ties, which were forged and established during other Marts around the world.”* Whereas the interviewee from a museum, a very recent member, talked about ‘*getting sore exposure*’ through the Mart.

#### **5.4.6 KTM’s role in increasing motivations**

To increase the effectiveness of the participation of members and thus motivating them to take part in the KTMs as an exhibitor, KTM organizes road shows in major tourism areas of North, Central and South Kerala, where the new exhibitors are informed about the steps required for effective and successful participation by,

- a) Using the buyer online appointment system more effectively to ensure that meaningful contacts are established with buyers.
- b) Ensuring active involvement and presence in the stalls by the owners.  
*“Here you (the buyers) come to meet the people behind the properties, the owners”,* said the interviewee from KTM. He cited the case of a disgruntled (with KTM) owner of a property, *“He has never been to the stall. He has taken a person on hire who does not know about his property. A paid volunteer whose only job is to distribute brochures. How will he get business? If a person asks more about the property, he will not be able to say”*.
- c) Make the appointment system very strict so that the hosted buyers mandatorily visit the stalls they have made appointments with.

All the above actions help in increasing the interest of the members to exhibit in Kerala Travel Mart on a regular basis.

These findings reconfirm the theoretical framework in most aspects except for relationship building which has been highlighted as an important motivation as this aspect has been stated by most interviewees and also highlighted as an important motivation for trade show participation in literature.

## **5.5 Process of Marketing Collaboration Formation**

This process of marketing alliance is complicated and the various interviews highlighted certain aspects of the process. The interviewees were associated with the collaboration process at different times in its life cycle. Hence, different aspects were highlighted by the interviewees depending at which time period they were closely associated with KTM. Several major themes that emerged during the talks and discussions with the industry leaders have been structured around the theoretical framework as follows:

- a) Stages of collaboration formation
- b) Governance structure of this collaboration
- c) Forms of marketing alliance
- d) Management of conflicts that arise

Based on the interviews each theme is detailed as follows:

### **5.5.1 Stages of collaboration formation**

The interviews revealed that KTM as a collaborative venture underwent various stages since its formation in the year 2000.



The majority of interviewees agreed that the collaboration process evolved over the years to its present stage. There were lot of changes made, rules amended, new procedures introduced, technology used – all these changes reflect a constant evolution of the KTM.

The main stages in the evolution of KTM are detailed in Table 5.3 as follows:

**Table 5.3: Stages in the evolution of KTM**

<b>Stages of Collaboration</b>	<b>Explanation</b>
Assembling	The stage where participants mutually acknowledge the common issues and gain a shared understanding. Collaboration partners share common goals.
Ordering and Implementation	The second process aligns all the resources and ensures everything is geared to a successful trade show. Programs are put into action and systems are operationalized.
Evaluation	A retrospective perspective is taken and it is assessed whether predefined goals have been met.
Transformation	In this stage, members in this alliance determine the future direction of their relationships. Different scenarios are reflected upon, including evolving into another form.

#### **5.5.1.1 Assembling**

It is revealed from the interviews that assembling is the first step of the process when the ideas are generated, the potential partners sit together and plan how to take forward the ideas. The assembling stage describes a process of issue identification and partner selection so that understanding can be built around it (Wang & Xiang, 2007). There are three issues involved in this stage:

### ***Issue identification***

Fyall and Garrod (2006) mentions Waddock's three stage model of the collaboration life cycle which starts with issue crystallization. This stage is concerned with identifying and mutually acknowledging the key issues within a problem domain among the potential partners. This enables them to gain a shared understanding of the issue and to begin initiating joint action on addressing it. It is important at this stage that a consensus is reached about what the joint issue is, who has a legitimate stake in the issue, and whether the parties involved have a common problem definition. At the same time, the initiation of the collaboration will depend on the level of their perceived benefits and the perceived salience of the problem (Selin and Chavez 1995).

The views from the interviews were unanimous in how the collaboration starts. A few key leaders of the industry gather informally and brainstorm the idea of collaboration. These leaders were from the industry and/or government. Their vast experience in the domain area gives them a wider perspective about the issues facing the industry. Tourism is a fragmented industry and the leaders are well aware of the limited impact a single entity has in competing in the world arena. Trade show is a very popular means of sales promotion and many in the industry regularly participate in tourism trade shows. Many in the industry had participated in international fairs such as World Travel Mart at London and ITB at Berlin and had seen the effectiveness of such shows. But they also realized "an exclusive Mart for Kerala" was essential to project Kerala. An industry pioneer said, *"In the latter part of the nineties, there was a realization that the success model for Kerala Tourism was the small, lesser known. Big Marts like ITB, WTM were expensive and the players from Kerala got lost. There was no window for Kerala to show itself,*

*for showcasing Kerala's USP of being small and local. It was felt that Kerala was sufficiently a powerful product which might induce people to come if a Mart was held specifically for Kerala." A leading tour operator said, "For many years, we and other major Kerala operators were participating in international Marts and had realized that marts were useful to send people to Kerala. About 15 years ago, after attending the ITB in Berlin, it was felt that we could also look into conducting a Mart. A mart on a smaller scale, inviting tour operators from abroad to showcase Kerala and to give the operators the right experience."*

What emerged from these interviews was that being in the same domain area and having common goals facilitated the process of collaboration. Being in the same industry resulted in common areas of interest and concern and almost similar set of values based on which there already existed a strong informal network. These are strong facilitating factors important for a collaborative venture.

Another very important feature that emerged from the interviews was the influential personalities who had the capability and the reputation to sway the industry towards the collaborative idea. This is very important as such individuals trigger the idea and are able to influence others in the industry. Said a tour operator, *"The genesis of KTM was in 1998 during various discussions Mr. Jose Dominic had with Tourism Secretary and Tourism Director in New Delhi with the Founder Director of SATTE, the B2B event in Delhi. The idea of having an exclusive Mart for Kerala was then mooted."* KTM Society was formed in 2000 with few members.

### ***Partner selection***

The second process involves integrating the key actors and balancing the power relationships among them. Working relationships are built among the

key players, enabling them to act effectively on the issues that have been identified and shaped in the issue identification process. The initiation of collaborative relationships requires the selection of partners, which includes recognition of interdependence, domain consensus, goal similarity, partner fit, and mutual trust (Selin and Chavez 1995). These factors influence the formation and operation of tourism marketing alliances in different ways. Interdependence generates a need to coordinate the different sectors to ensure that they function harmoniously. Interdependence, small size, market fragmentation, and spatial separation are all factors that may lead to a desire for combined actions, a willingness to unite to achieve common goals, and a need to form collaborative alliances (Wang and Xiang, 2007).

One of the strongest partners in a collaboration is the local government which gives added strength to the collaboration. The interviews revealed that the success of the Mart depended on tremendous support from the government and sellers. One of the biggest factors for the success of KTM was the state tourism administration's ability to merge with the private sector. The state has worked in tandem and has been very sincere in their efforts. As rightly pointed out by an industry veteran, *"Very early on, the tourism officials and the government realized that the usual government hierarchy does not work. There was already a strong public private participation in place. The private and public sectors were so closely intertwined that there was no need for a third party to organize and run the trade show, as is the case with almost all the trade shows in the world."* As the government representative said, *"The beauty of Kerala Tourism is that the government and the industry are so closely intertwined that we don't require a third party to come and put it together. It was very direct and simple relationship where the goals of the*

*industry and government are aligned. The government was there from the beginning. KTM could not function without the government's backing. "You need the Tourism Board for handholding, to be able to give you the legitimacy when you go out and interact with the rest of the world."*

Once the idea took shape, road shows were held in various tourist areas of Kerala viz. Thekkady, Munnar, Kovalam, Wayanad, etc. to spread the concept of KTM and enlist members.

Many hoteliers at that time were invited to join KTM. Some joined, some adopted a wait and watch attitude, e.g. one interviewee mentioned that they were invited to join by the Tourism Director but they did not join then *"due to the money being charged"*. They joined subsequently.

Guidelines were formulated specifying minimum conditions for membership. As the representative of KTM said, *"Main criterion is that the person must be credible. Credible means the person or firm wishing to join KTM must have the license to conduct the business. He has to have some government paper. We are no body to decide the license. So a tour operator must have a license from the Ministry of Tourism or Kerala Tourism. Or service tax certificate. Houseboat, hotels – registration or some license. For managing committee, you must be an official representative of the member organization. Anybody can be a part of the organizing committee."* Laying out some minimum criteria is essential in a collaborative venture as this will ensure the 'fit'.

What emerges from the discussions is the strong spirit of partnership among the members. Said the government representative, *"That spirit of partnership and collaboration was really the cause of KTM's success and proved that if you can work together, the most difficult challenges can be*

*overcome and made successful.” Another tourism representative added, “At the same time, quality, service, pricing are the key factors on which every firm differentiates from each other. Self-assessment of one’s strengths and weaknesses is the key to collaboration.”*

### **5.5.1.2 Ordering and Implementation**

Wang and Xiang (2007) has stated the purpose of the ordering stage is to align all the resources and to make certain that everything is geared towards successful co-marketing activities whereas implementation is the stage where ideas and thoughts are put into action, and plans and strategies are operationalized. The ordering and implementation stages or steps are shown as distinct steps.

But what emerges from these interviews that this need not be always the case. In collaborative ventures, often ideas emerge and are immediately implemented. Unlike other collaborative ventures, trade shows are continuously recurring events. Hence, the two stages of ordering and implementation cannot be separately identified. As one of the pioneers said, *“It was realized that the success of the Mart depended on tremendous support both from the state government and the sellers. Mr. Amitab Kant (Tourism Director) suggested that it should not be a one-off event. It should be institutionalized and private sector led. A meeting was convened at Casino Hotel in Kochi and subsequently various group meetings were held where the concept was further developed and given shape.”*

### **Establishing goals**

The purpose of the ordering stage is to align all the resources and to make certain that everything is geared towards successful co-marketing

activities. The next step is to formalize the relationships, identify possible solutions and develop executable programs. The relationships in collaboration are formalized in this stage. The rules and agenda for future course of action is set. Said one of the industry leaders closely associated with KTM in the beginning stages. *“A society, KTM Society, was constituted and rules were created only for one purpose – creating a market where buyers and sellers of Kerala can meet.”* A seven member committee was formed to hold the first Mart in 2000. The committee consisted of three members from government and four from the private sector. From the beginning it was decided it will be a combined effort. *“Government acted as the facilitator. The India Tourism offices were leveraged.”*

Formal systems and procedures are essential for a successful collaboration. The KTM Society was formed and registered under The Travancore – Cochin Literary, Scientific and Charitable Societies Registration Act, 1955. The Memorandum of Association and Rules & Regulations of Kerala Travel Mart Society was issued with twenty seven objectives. Some of the important objectives are to promote tourism in the State of Kerala, to promote the interests of those associated with the tourism industry, to undertake tourism promotion efforts etc. (Chapter 3 details the important objectives). This was subsequently amended to bring in more flexibility in operations. As the government representative said, *“It was decided that the event should be institutionalized and private sector led.”* Kerala Travel Mart society was constituted and rules were formed keeping in mind the main objective – creating a market where buyers and sellers of Kerala can meet.

### ***Develop and Implement Program***

Committees were formed for each Mart which showed the collaborative nature of the event. The first venue was at Le Meridian at Cochin. End of

September was chosen to hold the Mart. In the first Committee meeting it was decided that the Mart will be held every two years. There were many reasons for this. Firstly, the members were not sure of the participation. Secondly, it is very expensive to conduct a mart every year.

The KTM representative said *“KTM can only provide a platform. Membership is not a criterion for success in business. It is purely for B2B transactions. Issues pertaining to the tourism industry are not discussed”*.

The private sector stood solidly behind the Mart. There was huge collective investment on the part of the private sector by way of complimentary rooms for the Mart and during pre and post-convention tours.

There was an identity of purpose. As the government representative said *“The beauty of Kerala Tourism is that the government and the industry are so closely intertwined, that we don’t require a third party to come and put it together. It was very direct and simple relationship where the goals of the industry and government are aligned.”* The management of KTM is fully democratic.

There are also some voices of criticism of the managing committee. *“The committee is not balanced and there is a visible coterie. The more-acknowledged and vocal sellers are seen to be dominating the managing committee. “There is a clique working,”* said another member.

### ***Assign roles/set up systems and execute programs***

It is clear from the interviews that implementation is a very important stage in the collaboration process, since this is the stage whereby ideas and programs are put into action. A very important step in any collaboration is



assigning of roles so that the functioning of the collaboration is streamlined and there is a complete clarity of roles.

Managing committee is the overall committee constituted to oversee the affairs of KTM. The Organizing committee is formed for each KTM. The organizing committee is the agency through which partners of this collaborative venture interact with each other. Elections to the managing committee are held once in two years.

Explained a houseboat representative that, *“The elections are democratic and the results are always unanimous. Those elected stood for the future of KTM. In the latest election, 25% are new faces. There are 5 new members. KTM requires capable personalities with good institutional background at its helm so that they can contribute to the effectiveness of KTM. Without these attributes it is difficult to perform.”*

Said an Ayurveda representative and an active KTM member, *“Past presidents are there to maintain continuity. The committee members should be reachable. At the same time care is taken that equal representation is given to all the regions; 3 to 4 for North Kerala, 4 to 5 for South Kerala and balance 7 from Central Kerala. The members should be able to attend the meetings. Hence, more representation is from Cochin. Managing committee meetings are held just twice a year. Anyone is welcome to join the organizing committee which is formed for each Mart. Most meetings are held by the organizing committee.”* The constitution of the Society is kept flexible and is amended in tune with the changing dynamics.

As one tour operator said, *“There must be more involvement from small players but they cannot lead. Only good players can lead. Everything goes*

*through the office of the CEO. No one can directly communicate including the President or the Secretary.” This ensures uniformity in the communication from the KTM Society as the CEO is the official communicator of KTM Society.*

### **Communication**

Communicating the goals and advantages of the collaboration is essential so that the partners are reassured of their continuation in the collaboration. A series of road shows were held at various places and workshops were conducted. A major marketing campaign was launched in the international markets through the tourism offices abroad. Government of India made available its tourism offices around the world. Sellers committee has gone to all places in Kerala to promote the concept of the Mart.

### **Mutual commitment and trust**

Mutual commitment among the collaboration partners is the lifeline of any collaboration. The costs incurred will have to be shared by the partners. In a Trade Show, the main target audience is the buyers and for the first Mart it was crucial they were ‘hosted’ which meant the KTM members had to give complimentary rooms. As one resort owner described how the funding was met, *“Sellers came forward to give complimentary rooms to buyers during the Mart and during pre and post Mart FAM (Familiarization) tours. Government of India made available its tourism offices around the world. Government’s full support and assurance to meet any shortfalls in revenues gave sufficient strength to go forward. The funding model adopted was that the costs were met from sellers through rentals (stall)”*. As one leading tour operator said, *“I personally met the airline chiefs. Dr. Venu and I went to Mumbai and met all the airlines chiefs. The private airlines were also roped in with Lufthansa, Srilankan Airlines and British Airways all offering free tickets to the buyers”*.

Trust is an essential ingredient in such collaborations as the partners are competitors outside KTM.

### ***Importance of the first Mart***

The initial success is essential for the continuity of the collaboration as it encourages more members to join the marketing collaboration. India tourism offices canvassed for KTM, Hoteliers hosted visitors for 3 to 4 days so that the destination could be experienced. 400 to 500 buyers came for the first Mart. As a representative reported, *“It was a big success. The support from industry was tremendous. There was support from the government too”*. One hotelier reminisced, *“There was no profit motive. Different committees worked hard to make the Mart a success. The model for KTM was successful. The leadership was good. Everyone worked wholeheartedly together as a team”*. The airlines and the hotel industry were the main contributors. *“Local authorities also chipped in like sprucing up of roads and welcome arches on every road.”* remarked one tourism representative.

### ***Constant evolving of systems***

One constant factor that emerges is the continuous tweaking of systems and procedures to make the functioning of the collaboration more in tune with the changing times. This dynamism is one of the crucial reasons for the continuance of this collaboration even after fourteen years.

All the byelaws of KTM have been amended in 2011 to bring in more flexibility in operations. The total number of members has increased and today it stands at 609. The election process has been democratized so that small players are not overshadowed. Postal ballot has been introduced and the election is directly for the post. The election process is handled by a third party. The system of proxy voting has also been done away with.

The concept of table space was introduced which was a unique concept. At a small price, the small sellers could get visibility. One indication of the success of the Marts is the statement by the KTM representative, *“KTM has been able to earmark Rupees 75 lakhs from its surplus for its own building by the support from industry. There was support from the government.”*

### ***Inroads by technology***

Technology was brought in to streamline the operations. Online appointments, controlled entry into the venue through swipe badges were some of the ways in which technology was used. Business is now only through appointments. *“I could have 30 appointments every day. This time there will be a focus on results. There will be greater insistence on buyers meeting the sellers with whom they have appointments”*, stated a representative.

### **5.5.1.3 Evaluation**

Evaluation is a process through which every organization goes through either formally or informally. Caffyn (2000) argues that, typically after nine years of operation, collaborations tend to reach a point where their purpose is explicitly or implicitly reevaluated. Some may continue much as before; some may be wound up; others may continue in a different form.

Evaluation takes a retrospective perspective and assesses whether the predefined goals and objectives have been achieved (Fyall and Garrod, 2006). What is important is to draw lessons and produce recommendations through analysis of the factors affecting the project results and utilize them for improvements in the process. Various measures can be taken to serve the evaluation purposes, such as assessing predefined goals, revisiting business

plans, evaluating predefined objectives, documentation, checking against expectations, informal follow-ups, and benchmarking against previous projects.

### ***Assess Predefined Goals***

From the interviews it was clear that no formal evaluation is done on the outcomes of KTM. The government and the trade rely on simple indicators like how many buyers came to the Mart, from which countries or states within India and how many sellers took stalls. *“How many buyers came from newer markets, what sort of deals KTM is bringing to the State ... these are some of the evaluation factors”*, stated a leader. After every KTM, the event is evaluated in the annual general body meeting of all members which is held soon after the event. The KTM representative said, *“We would like to have a process (for evaluation) in place. In between we had a feedback once. Other than that we did not have anything. Once KTM is over everybody goes back to business. The first KTM exceeded everyone’s expectations. However there is no tangible mechanism to gauge the impact of KTM.”*

There is a rethinking now of making KTM more focused. One industry veteran said, *“At some time you will plateau. Your inventory is not going up. To a small player the ability to take a hit is very marginal. KTM has grown. That is why the advantage is not reaching everyone. It should be made smaller.”*

A participant criticized the state’s role, *“The State gets more mileage than the players. The state will continue to hold a stake. The government participation is good to some extent but it is doubtful whether it is taking the marketing of the State forward”*.

### ***Check against Expectation***

For a collaborative venture, it is important to periodically check progress against specified objectives. This will ensure that the collaboration is on the right track. The KTM representative elaborated, *“Till 2008 it was just like that. After each KTM, you look into the drawbacks, the issues – that is how you improvise on the subsequent KTMs. The less the number of issues, the better the whole thing becomes. Slowly, after 2008, we focused on quality, rather than numbers.”*

The Memorandum of KTM has more than 20 objectives. But there has been no formal effort to evaluate these objectives. No action seems to have been taken to meet the other objectives like undertaking tourism promotion efforts in India and abroad by conducting seminars, workshops, exhibitions, to represent the problems and issues concerning tourism trade to appropriate authorities in the government.

One tour operator was highly critical of the process. *“The government is unnecessarily spending money on promoting in television and magazines etc. Instead the funds could be better utilized by way of subsidy in building the facilities etc. M/s Stark is handling the promotion of Kerala for Kerala Tourism. They depend on data for visitors for numbers matter. Quality of the buyers is not a concern. There is no proper assessment.”* Another tour operator was saying, *“KTM is only a mela. The costs are high. The new players are fooled into thinking it is a ‘must event.’ Kerala has nothing to showcase every two years. The ignorant new and small players believe that once they take a stall, their job is over. They expect the KTM officials to bring business to them and make their money’s worth.”* The KTM representative said, *“Now the situation is that, once KTM is over, the committee’s role is over. Only CEO remains. This is a flaw in the system.”*

#### **5.5.1.4 Transformation**

In the transformation stage, the partners decide on the future of the collaboration. In an ongoing collaborative venture like a trade show, there is no finite end. However, the partners do have some idea of what shape the collaboration will take over time. Caffyn (2000) had suggested eight ‘after-life’ options for the collaboration like continuing as before, continue in different form, finishes completely etc. Some of the likely scenarios mentioned here also find an echo in the interviews.

##### ***Evolve Into Stronger Partnerships***

KTM is in its 15th year since inception. Eight KTMs have been held so far. Since 2000 KTM has been showing continuous growth. *“In the present format, KTM may continue as there is always a small entrepreneur for whom KTM is a big thing. No difficulty in selling stalls.”* says one tour operator.

##### **Changing Role of government**

For years, the government had a more dominant role. The Chairman of the Organizing Committee of each KTM was the Tourism Secretary. *“That was required because initially someone had to bring everybody around the table, steer the ship. Therefore it worked. KTM is now a successful model. There is no need for the government to sit on all those positions, it is enough government’s role is of an advisory capacity and the money paid is well accounted for and is being utilized well. There is no need for the government to get into the nitty gritty.”* These were words of the government representative, while explaining the changing role of the government. For a brief period, the Chairman was chosen from the private sector. But now the Chairmanship of the Organizing Committee is again Secretary. Vice Chairmen are the Tourism

Director and Managing Director of KTDC. The government plays an advisory role and ensures money given as grant is well accounted for.

### **Change in visitor profile**

Increasing participation from the domestic markets is changing the visitor profile of KTM which was initially started to woo the international markets. One explanation given was that the domestic markets have a lot more purchasing power than before. Explained the government representative, *“Dollar to dollar they can surpass the international tourist. Earlier ten years ago, we used to actively look at international markets as we thought our product is at a certain level and more appropriate for the paying capacity for the international tourist. Now the whole thing is revised. Domestic is equally strong.”*

### ***Evolve Into a Different Form***

The interviewees were also asked the possible direction KTM will take in the future. Different themes emerged from interviews regarding the future growth of KTM. The following scenarios emerge:

- a) Emergence of more specialized events centered around weddings, adventure tourism, photography, birding etc. *‘But what you do from an omnibus Kerala oriented trade mart - whether you would like to make it more national or scale down and do more focused initiatives those are things that a call is needed.’* These were words of a tourism pioneer and a prominent leader.
- b) Holding KTM at a different venue outside the country every other year, the year there is no KTM.



- c) Increase the product portfolio to include South Indian states. An important aspect is one of competition across states and possible avenues for co-operation through KTM. Issues commonly raised are about common taxation laws, smooth inter-state movement of tourist vehicles, a single itinerary covering more than one state etc. But more importantly, since natural tourism assets like wildlife sanctuaries, the Western Ghats and coastlines are distributed contiguously across states, an integrated approach to planning and development of tourism by the concerned states is essential in the long term. As states in a given region are often competing for a slice of the same cake, planning with some element of co-operation and consultation across states would be to the long term benefit of all concerned. Hence, some tourism players did moot the idea of expanding the scope of KTM to include other south Indian states also. But there is opposition to it also *“The condition was that the Mart had to be where the product was – Kerala. Kerala is a single product. There is strong interest in this product. The concept of holding Mart for South India is difficult as South India is not an entity,”* pointed out a tourism veteran.
- d) One suggestion was that one year *“we should have for international buyers and next year for domestic buyers”*

### ***Finish Completely***

There were also some pessimistic views about the limited life of KTM. *“I do not see much future in buyer seller interaction through trade shows as the role of social media increases. I predict maximum 10 years for KTM. The inventory is increasing rapidly though the number of tourists coming to Wayanad is stagnant. The actual tourism figures are 30% less than the official*

*tourism figures. The costs are increasing, the workers are getting unionized, and the unions have already entered the houseboat sector. It will be the turn of the hotels. Tourism is going through a very bad phase. All hotels are running with less occupancy. Future looks grim.”*

### **Decline in participation**

Participation is coming down because many new members have nothing unique to sell. One resort owner said, *“Today any tourist is good enough. The ability to choose does not rest with us. The global cues are down. The business is going down. Many come just to enjoy Kerala and going back.”* One tour operator stated *“Complaints about people being hijacked. Delhi based agents becoming members of KTM with an office in Kerala.”*

The stages of the process of the marketing collaboration i.e. KTM, are very similar to the theoretical framework except for the point that ordering and implementation stages are almost simultaneous hence have been merged into one stage. The options of transformation also include evolving into different forms which seems to be the most likely scenario.

One extreme view of an industry veteran viewed the KTM process as a cycle which started in 2000, reached its peak in 2004 and 2008, then a decline in visitors due to international crises. He ended on an optimistic note that the year 2014 would be better as there was more use of the social network.

### **5.5.2 Forms**

The ‘form’ of collaboration refers to the constitutional characteristics of the collaboration. Fyall and Garrod (2006) identifies another important feature of the form of collaboration: the governance style adopted. He depicts the governance

style of collaborative agreements in the form of a continuum, with loose (less formal) governance styles at one end and tight (more formal) governance styles at the other. The collaboration can result in many forms – Strategic networks, Collaboration, coordination, Cooperation, Affiliation.

**Table 5.4: Forms of Collaboration**

Form	The collaboration takes many forms depending upon the levels of formality, integration, and structural complexity viz. strategic networks, collaboration, coordination, cooperation and affiliation. Public Private Participation is a very successful form that destination collaborations often take.
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Trust is implicit and its development serves as a risk reduction mechanism that can obviate the need for more formal safeguards. (Fyall and Garrod, 2006). Trust between the partners is vital as each can potentially give others access to its core competencies, especially when related to market resources (such as customer databases) or where collaboration involves the sharing of a brand name or brand image. Trust is also vital when operational resources (staff) are involved. In KTM, successful firms willingly share their customer data and risk their customers being accessed by competitors. But they willingly do it for the sake of common interests.

KTM is based purely on cooperation and collaboration among the various constituents in the tourism industry i.e., hotels, resorts, houseboats, home stays, vehicle operators, destination organizations etc. The underlying principle is to enlarge the pie. As one participant said, *“I will not cut your business but let us try to increase the size of the cake; you don’t worry about the size of the piece. Everybody is positively aligned.”*

### 5.5.2.1 Public Private Participation

KTM took the path of public-private-participatory mode – the PPP mode. The State government leveraged its tourism offices all over the world to rope in newer markets. Its role is to create awareness about Kerala in various new markets. In all its recent presentations about Kerala during road shows, one slide is on KTM. The government also gave grants for each KTM.

Differences in cultural values may have an important impact on the speed and direction of collaboration, particularly in public- private sector collaborations where cultural values are likely to be most different (Fyall and Garrod, 2006). This can be important in the tourism context where the public sector (transport, planning, policy) and private sector attractions (tour operators, visitor attractions) must work together to produce the tourism product. Team building among the participant representatives, with the aim of enabling parties to gain a shared vision and common values, can be critical to the success of such collaborations.

One representative describes the relationship with the government thus, *“The temperament is different. Here government gives us the freedom to do it. There are three people from government in KTM. We consult them in everything. We go as a team. They support us in everything. It is an excellent example of PPP. Government is maintaining a distance. They do have their say. They give rupees one crore as grant. This time we are asking the money for reimbursement of travel. Cultural shows are the occasion for the government to show off. Once business starts, we do the business.”*

A tour operator candidly stated *“Our committee members should run this as a private enterprise, rather than making it an official forum. I think the Secretary and Director have understood the potential of KTM and they have*

*empowered the Committee members and given whatever support which was required; financial support, bringing buyer support - bringing buyers is a financial support, as you are benefited. Government has very strongly encouraged Kerala Tourism and KTM. They are playing a good role. Secretaries and Directors spent a lot of time in the Mart. They sit there, interact with journalists ...in general they are doing a good job. But they can do better because we are connecting ourselves to global international standards.”*

The interviews have highlighted public-private participation as a form which a collaboration can take which has not been highlighted in the theoretical framework.

### **5.5.3 Mode of governance**

The ‘mode’ of collaboration refers to the intrinsic nature of relationships among the members involved. Much academic work on collaboration has tended to focus on bilateral (dyadic) relationships, yet experts generally agree that there is a global trend towards greater number of partners becoming involved in a single collaboration (Fyall and Garrod, 2006). See Table 5.5.

**Table 5.5: Modes of Governance in a collaboration**

Governance Mode	The governance mode/structure reflects the forms of the social coordination within the alliance and the way governance is achieved. Market, Hierarchy, and Networks are the dominant modes throughout the stages of the collaboration in various degrees.
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The various modes of operation generally are Hierarchy, Networks and markets. Networks refer to the informal relationships and mode of communication already existing among members of the collaboration. Hierarchy refers to the

formal relationship that organizations adopt while market networks refer to the free play of competition. The main challenges in collaboration lie in managing the interaction between the different modes at each stage of the alliance.

The governance mode during the initial assembling stage is primarily networking. The idea of holding a Mart occurred because of the close ties that existed among the tourism fraternity in 2000. This networking also enabled the first Mart to take place. Each member used their contacts to bring in visitors to The Mart. The hotels and resort owners readily gave their rooms for hosting the buyers. As an industry veteran said, *“That spirit of partnership and collaboration was really the cause of KTM’s success and proved that if you can work together, the most difficult challenges can be overcome and made successful.”*

The mode during the ordering stage is more formal and bureaucratic. A need was felt to formalize the structure and institute a framework which will carry the KTM forward. One of the industry veterans described the initial days. *“Within two or three meetings, we have decided to form a society. That was how Kerala Travel Mart was formed. Mr. Shastry was the first secretary.”*

A Society was formed and incorporated under the relevant Act. This gave a form and shape to KTM. A Memorandum of Association was issued incorporating the objectives and framework. The constitution of the various committees brought clarity to the functioning of the organization and ensured continuity of the trade shows for fourteen years.

The mode during the evaluation stage is mainly market related structures as the main assessment is based on cost benefit analysis. The focus is on evaluating the benefits derived by each firm. This stage is characterized by internal processing of information and assessment, without much interaction

with other organizations. One boutique tour operator said candidly, *“We are always benefited. Because of the background work we do, buyers come based on the input KTM is giving.”*

During the transformation stage, collaboration can take different forms. Most firms stressed on the continuance of the collaboration. They all talked of leveraging networks to send visitors to the Mart. The continuance of the Mart was also envisaged. *“I would say it is strategic networking only. Why I say networking, is that you meet your current partners, so it is a kind of PR development, you meet the new person, exchange cards and a decent level of networking has been done but you have to follow it up to convert it into business. As for collaboration, very few take a decision to collaborate during KTM. They understand who you are, they do research about you”*, said a veteran tour operator. There was also a contrary view that the Mart may not survive due to emerging market forces like online competition.

The interviews confirmed the modes of governance mentioned in the theoretical framework.

#### **5.5.4 Conflict Management**

Conflicts are an inevitable part of any collaborative venture as the collaboration is among tourism service providers, among equals. There have been many conflicts of interest during the initial years and subsequently too. (See Table 5.6 below).

**Table 5.6: Conflict Management within Marketing Alliances**

<b>Managing Conflicts</b>	Collaboration conflicts are reflected mainly by the members' efforts to strike a balance between their individual organization's benefits and the common benefits to the entire destination, as well as the resultant conflict management strategies through cooperation and commitment among members.
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#### **5.5.4.1 Conflict and Compromise**

There was a natural resistance from tour operators to KTM as they would lose their business to direct dealings between foreign operators and hotels/resorts. One of the pioneers in the tourism industry said, *“Initially, the big tour operators felt threatened. Their buyers would come and come into direct contact with the sellers of properties and local operators. There was resistance from tour operators up to a point. When it passed that threshold, they felt that might as well join.”* *“The hotel industry competed with tour operators and tried to put tour operators out of business. Many tour operators thus have reservations even now about KTM. But in the internet age, this is of no relevance as any individual can contact hotels/resorts directly through email etc.”*, observed one industry representative. In the beginning there were some players who refused to join KTM. They held the view that smaller players will be wiped out. *“Much handholding is still required in KTM by old stalwarts to persuade buyers to come.”* One tour operator said, *“There has been a lot of fighting but it has been for the benefit of the buyers and the betterment of the Society. You have representatives from various organizations.”*

The KTM representative said, *“Manage conflicts out of experience. You have your set agenda, your principles. Know how to run KTM. People might bring in personal influences when I will try to make them understand the broader perspective. Listen carefully. Agree to disagree and then do it the way you want”*.

Some of the major areas of conflict identified are:

#### **5.5.4.2 Conflicts during KTM**

There were some conflicts during KTM. Some members wanted to attend without paying. The fee was reduced. Provision was made for smaller



booths and table space to accommodate more firms. *“One reason (for conflicts) could be that the members can enter KTM with a member’s pass of rupees 5000. They do not have to take a stall”,* said one representative.

There have been allegations that the office bearers always get stalls in the ground floor. One tour operator said, *“Mr. Mathew (KTM CEO) is competent but stalls will not get filled by his efforts alone. There have been allegations that the office bearers always get stalls in the ground floor. Tourism offices are just hogwash. There is much corruption there. Buyers come through personal influence only.”*

*“There is a lot of pressure from the trade to ensure that the quality of buyers is good. Last year the number of foreign buyers was less. Those who came, more than 50% were hijacked”,* grumbled one tour operator.

There are conflicts while deciding which buyers to host and where. A tour operator elaborated *“Allotment of rooms to buyers is a major conflict. Hosting of buyers is the first conflict. Discussion is a better word for conflict. In the committee we have to analyze whether he is worth to be a buyer. The second issue is whether the buyer is to be hosted. Some committee member may say this man is not worth hosting. Then the debate starts. Then the justifications - he is hosted, he is not to be hosted. Discussions are enjoyed in a positive note”.*

#### **5.5.4.3 Conflicts during elections**

One member stated there is, *“Too much intrigue and canvassing for votes during election time. Only smart guys have a place in KTM.”* The selection to the managing committee has become more transparent now. Proxy voting has been done away with. Everyone is interested in becoming President, Treasurer and Secretary. People who lead should find the time for

*research etc. Those who take responsibilities should keep 5% of their time for KTM”, said one industry representative. Another veteran remarked, “KTM has become less nimble. The managing committee is more concerned with organizational parleys and leadership struggles.”*

*A tour operator was candid “Groupism in KTM cannot be ruled out. People who have more proxies can become a committee member. Our members should be blamed. Why cannot you make the effort to come and vote for a person you like and give him a challenge of running the KTM instead of giving your proxy? Today you have funds. Anybody can become the President. Anybody can run the show. That is not the way to do things. Cut down the cost as much as possible without diluting KTM and the surplus cash can be used to help the sellers. Reduce the cost of the stall. Add some unique entertainment for the buyers. So these are the things to be done. But I think election is the greatest process of KTM.”*

*One tourism representative mentioned there were differences of views but these were ironed out and KTM became a combined effort. “But the new generation has no long-term perspective. We were liberal in taking new members into the managing committee. They started dominating and the older members are finding it difficult to get elected. Leadership should remain with the senior players – to network with the government, to use their extensive contacts who have better rapport with Central and State governments.”*

#### **5.5.4.4 Role of government**

*The role of government is also increasingly becoming quite ambiguous. The government representative said, “The commitment of the government, monetarily, it is much higher but administratively, it is better for the industry*

*to take the initiative and move forward rather than for the government to call the shots. As long as things are going fine, I don't see why I should take an interventionist role in the affairs of KTM."* A tourism representative countered, *"The government has started writing cheques after each KTM. The government wants to own KTM. The KTM representative gave another view. "In 2010, we ended up paying much more. But then, because government gave the money we just about squared up"*.

So the role of government is still a grey area in the collaboration.

#### **5.4.4.5 Role of KTM Secretariat**

The KTM secretariat consisting of the CEO and his staff has played a great role in smoothening the conflicts during various stages. One striking feature of this collaboration is the continuance of the same individual as CEO for major part of the life of the KTM. This long tenure has helped in bringing in stability and a smooth process. For example, one member observed, *"Stall allotment has been highly transparent. That credit should be given to KTM. It is purely on lots. Mr. Mathew has been very good at organizing that. Stall is allotted in front of everybody. Notice is given well in advance. All the sellers have to come there. Then the lots are taken and names are read out. There is absolutely no adjustment in stall allotment. If somebody has complained, he is blaming only himself."*

But this long tenure of the same individual has a flip side. There is not much innovative thinking. One of the interviewees said, *"We are spending rupees 2.5 lakhs every year in KTM office and it is a waste if KTM is done only once in 2 years."*

The interviews demonstrate that to build a collaborative framework requires lot of patience, forethought and understanding of the basic building blocks of the collaboration.

The KTM representative gave a different perspective on why KTM has become a success, *“KTM has brought people together. KTM has been careful not to take up any common cause. That will lead to different dimensions. So far as this policy remains, KTM can be a good place. They can exchange information but never on a public platform. If this is maintained. KTM will survive. Otherwise there will be conflict of interests.”*

It is implied by the interviews that leadership and membership are the first necessities of collaboration. It is leadership which initiates the process of collaboration. Leadership comprised the tourism officials at the Secretary level and the industry captains. The interviews revealed that the leadership of a few individuals kick started the process of the KTM. The same individuals used their contacts and worked their influence to ensure the success of the first edition of KTM which resulted in increased membership of KTM. Success of the Mart is closely linked with membership as firms become members only to participate in KTM.

Two types of leadership are seen to influence the collaboration process. One is the formal KTM body which initiates the KTM Mart every two years and ensures the smooth coordination of all activities leading to the successful implementation of the trade show. The second kind of leadership is not formal. It is the lead provided by various tourism firms in voluntarily giving their time and effort in being members of the various sub committees formed during the Mart, actively participating in the deliberations of the committee meetings,

providing rooms free of cost to the KTM so that buyers can be hosted. This in turn will encourage the influential buyers to visit the Mart. These multiple levels of leadership and membership are important because each leader and member organization bring their culture and set of resources to the collaboration which helps to define and enrich it. Similarly, the individuals that represent these organizations make the collaboration and decide how it functions.

The purpose and objectives and shared values of the collaboration are articulated in the Memorandum of Understanding. Even though there are many objectives listed like continuous research and representing the tourism industry, the only activity that is undertaken is now the organizing of the KTM. Hence, it is seen that the focus of the collaboration has been confined to increasing footfalls to the Mart. The MOU also provides the structures and the systems for the KTM through the organizing committees and the various sub committees.

Strategies, structures & systems are the means through which collaboration achieves its objectives and ensures smooth functioning of the collaboration. The Memorandum of Understanding (MOU) details the systems for the smooth functioning of the KTM. e.g. procedures of Managing Committee formation and the delegation of work through the Organizing committees through which the KTM is organized is spelt out in the MOU.

Conflicts that are natural to any collaborative effort are seen in KTM also. However, they are managed well within the organization by bringing out a good balance between individual and common benefits through good cooperation and a sense of commitment. These findings reconfirm the theoretical framework.

## 5.6 Outcomes

Implementation of the collaboration leads to outcomes which are multifaceted and contingent upon the context in which the collaboration takes place. Interviews indicate there are four major outcomes which are shown in Table 5.7:

**Table 5.7: Outcomes of the Collaboration**

Outcomes	Explanation
Strategy Realization	The realization of strategy is directly reflected in tourism organizations' enhanced competitive advantage through collaboration which may include sharing marketing cost, effective use of pooled resources, increased destination competitiveness, branding, image building and improved product portfolio.
Organization Learning	The stakeholders bring their knowledge, capacities to the collaborative effort which in turn introduce improvements and innovation through learning process and increase in competencies
Social Capital	The resources residing in relationships and networks which include information, ideas, leads, business opportunities, power and influence, emotional support, good will, trust, and the spirit of cooperation..
Sustainable Tourism	A participatory style, providing a platform for the small local firms and the 'unknown' Kerala is one of the major outcomes. By thus including the interests of local industry, a positive impact has been generated on the economy.

### 5.6.1 Strategy Realization

The realization of strategy is directly reflected in tourism organizations' enhanced competitive advantage through collaboration. Within the destination context, the enhanced competitive advantage may include sharing marketing cost, effective use of pooled resources, increased destination competitiveness,

competitive branding and image building, and improved product portfolio (Jamal and Getz 1995; Selin and Chavez 1995).

### ***Destination Competitiveness***

Collaborative marketing helps in branding the destination far more effectively than it would have been possible if firms had gone alone. The government representative said, *“What KTM has done is to carve out an identity that Kerala is different. Kerala is unique. It was an invitation to the trade to ‘Come and do business with us’. The conversation shifted from ‘The golden triangle’ and Goa to India’s hottest destination. The brand entity gained considerable strength through KTM”.*

The representative of KTM said, *“KTM is known now, to a certain extent, to many parts of the world. People have started saying KTM is something they know about. KTM has become synonymous with Kerala.”* As for the competitiveness of the destination, this is what he said *“But you cannot compare Kerala with other destinations. Each destination has its own uniqueness. There are findings that Sri Lanka is a big threat to Kerala”.*

### ***Increased Business and Product Portfolio***

Increase in destination competitiveness results in increased business for the tourism industry as a whole. Given the complex and interrelated nature of the destination product, coordination often results in development of existing products. Product marketing is achieved due to a stronger market presence. The government representative said, *“We got excellent response. The first step was the right step”.* The Houseboat representative said, *“One of the most positive things was that without running around trying to get agents we could talk to 300 agents. We could sign contract with Petits India. We could convince*

*the people and show the product. That was not possible if we had participated in WTM. We could talk one to one to all agents. The response was tremendous. That gave us the confidence to go ahead and invest more money into the business. It would have taken 3 years to reach that stage. Here they are coming and talking to you, seeing the product. We could move ahead. It is a very good tool for marketing*". Another representative said, *"Kerala is well placed in certain markets like Europe. Increased awareness of Kerala in newer destinations."* One tour operator said, *"Unique Kerala products like Wayanad and Houseboat have benefited by KTM. Traditional Ayurveda has benefited to some extent"*.

Business had benefited especially the Familiarization trips organized after KTM as the buyers could see the property first hand. Another veteran said, *"KTM created a good impact in the tourism industry, a good awareness, a good image. Public private participation was institutionalized."* There were also contrary views, especially from big players, *"Larger players may not have benefited much. Personally GITC/ATE did not develop any business through KTM."* A home stay owner said, *"KTM is very important for small players. Boutique properties, home stays have benefitted the most."* An hotelier said, *"It is a place for marketing one's product. If I come out with a new product, it takes 6 to 9 months – they have to go back, incorporate the product in their brochure."* A tour operator said this, *"Kerala trade is not big money and it is not the big brands. So if they find the business flagging or the economy is bad, people tend to stay away. You cannot exit the market for a few years, and then when the economy is rolling back, getting back is going to be as difficult. We have to maintain that level of engagement and relationships. As important as maintaining relationships it is imperative we get into new markets."*



### ***Reduction in marketing costs***

There is also a reduction in marketing costs, *“It is more for the people who cannot participate in WTM, ITB. They have a platform in their own homeland, in their own backyard. And all they have to spend is a stall and their expenses here if they are out of Kochi, which is nothing if you have to take a Mart in any of the stalls outside”*. Said one houseboat tour operator, *“One of the most positive things was that without running around trying to get agents, we could talk to 300 agents.”*

### **5.6.2 Organization Learning**

Fyall and Garrod (2006) states that many large organizations are now becoming involved in substantial portfolios of collaborative projects, which substantially increases the importance of organizational learning in collaboration theory. Organizations do not only learn from the experiences of former collaborations with the partners concerned in a given collaboration but they also learn from their experiences of other collaborations, with different set of partners, that may be going on at the same time.

Seminars held during the Marts updates the sellers/exhibitors on the latest trends in the tourism world. *“There is a valuable feedback on about the perceptions of travelers to Kerala. Seminars held during the Mart ignites interest among buyers and sellers and is a barometer or litmus test of buyers’ perspectives of the evolving Kerala”*, says a prominent leader. This is echoed by another interviewee who talks about the *‘opportunity to listen to international speakers on industry issues in the open forum’*.

The exhibitors also gain a lot of experience and information by interacting with other exhibitors and seeing the latest displays.

### 5.6.3 Social Capital

Relationships have become the mainstay of businesses, especially tourism. Collaborative events like destination trade shows help in strengthening bonds which further help business. Contracts are signed with new buyers and old ones renewed.

The government representative elaborated, *“Wisdom of the industry lies in the fact that they implicitly recognize that unless KTM happens, success will be difficult. To a large extent, the pettiness and squabbles have been kept off. The reason why Kerala Tourism has done so well is because of this mature understanding of what people should be doing, not allowed petty objectives come in the way of the larger objective”*.

Regarding buyers, the representative said, *“So over the years we have built a strong data base and network of trade partners. That homework we have already done. So we have a better list qualitatively than India Tourism.”* The tourism veteran, who owns a string of resorts, said, *“Contracts can be renewed and problems if any, can be sorted out”*.

The houseboat operator added, *“No point in going to KTM without building relationships with buyers, other sellers, colleagues, cooperators. We have an excellent rapport with at least 500 agents. We know each one by name. That is our strength. There is excellent rapport. If there is any problem, they will contact us on the phone. Any problem in Kerala, we support them.”*

There was a forging of strong bonds among the collaborators in organizing the trade show too. *“There was support from industry. There was support from the government. There was no profit motive. Different committees worked hard to make the Mart a success. The model for KTM was successful.*

*The leadership was good. Everyone worked wholeheartedly together as a team”, said a proud team player.*

#### **5.6.4 Sustainable Tourism**

The process of partnership and collaboration are key elements of sustainable development and sustainable tourism, particularly when a wide and representative range of stakeholders from the local community are able to play an active role (Caffyn, 2000).

Existing definitions of sustainable tourism show fundamental commonalities that encourage an understanding of tourism impacts on the natural, cultural, human and economic environment, thus, support the idea that the financial feasibility of a destination should be reached without sacrificing the natural and socio-cultural environments (Fuchs, et al. 2013). Accordingly the sustainable tourism was conceptualized as a process of using resources in a manner that protects the availability of resources to future events. Economical, ecological and social dimensions, known as '*triple-bottom line*', are equally stressed. Thus, sustainable tourism, although being economically viable, does not destroy the resources on which the future of tourism will depend on.

One of the major contributions, in fact could be said the most important outcome of KTM was that it provided a platform for the small, local firms in the tourism industry in Kerala. The small firms mainly comprise owners of small boutique hotels, the houseboat operators, the home stay owners etc. Their marketing budgets are small, almost nonexistent. It is almost well-nigh impossible for them to market to international audience who are their main customers. As the government representative said, *“The big people have the advantage of promoting themselves. They participate in marts and road*

*shows. Significantly, the smaller players like the home stays, the small service providers, the small houseboat operators have got a huge fillip” through KTM. The amount charged for a table space is very marginal. Emergence and progress of local small entrepreneurs is one of the main planks of responsible tourism.*

*The government spokesman elaborated, “Responsible Tourism (RT) is inevitable and imperative for Kerala. It will not be possible to develop tourism in Kerala without taking the RT platform. This is a place where resources are scarce, population is large, people are literate, and they can be militant. Unless the industry finds a way to work with the communities and make them stakeholders, tourism will not be able to bring prosperity to the area. Eventually the idea is that the entire state of Kerala should be one responsible destination. KTM will have to champion that. It has to be the flag bearer. But the time has not come because there are only isolated places like Kumarakom. But the next edition we should start on this RT theme”.*

*A resort owner, one of the pioneers of responsible tourism said, “You need the KTM to bring the world to the smaller players. That social equity, social concern will always remain”.*

*80% of the properties are already practicing it. There is no other option. “KITTS (an educational institution and a member) is taking initiatives in training for sustainable development. KTM is informing members about these initiatives.” The KTM representative summed it, “For the small, new and unknown Kerala – KTM gives a foothold; e.g. Home stays and the new people”.*

*There is one extreme opinion that “responsible tourism is not genuinely practiced in Kerala as there is too much corruption”. Another frank opinion*

was that, “KTM has not taken any step in this regard. We cannot function without the cooperation of the people”. But these are views held only by one or two interviewees.

KTM also helps in wider geographical dispersal of tourist facilities across the state. At present, 50% of hotel accommodation in Kerala is concentrated in Ernakulum and Thiruvananthapuram districts. A greater dispersal of tourist accommodation is desirable together with dispersal of tourist traffic. Constructions in local architectural style, tree top cottages, re-deployment of heritage homesteads as tourist accommodation, etc., may continue to be encouraged wherever applicable. KTM helps in wider coverage of newer destinations and new products. One houseboat operator confirmed, “The response (from KTM) was tremendous. That gave us the confidence to go ahead and invest more money into the business. It would have taken three years to reach that stage.”

This important outcome of sustainable tourism has not been included in the reference theoretical framework and is a major finding of this study.

## **5.7 Summary**

This chapter reports on the qualitative study on collaborative trade show KTM and the results of the case study analysis mainly based on the transcripts of depth interviews with representatives from the tourism industry, the KTM secretariat and the state government. Many issues regarding the formation and running of the collaboration in the context of KTM surfaced during the interviews which have been presented. To facilitate understanding, the findings were reported under the different constructs mentioned in the reference theoretical framework of Wang and Xiang (2007).

As in the framework, the process of collaboration in a destination via a trade show goes through four distinct phases which are summarized as follows

- a) The preconditions of the collaboration.
- b) The motivations for joining the collaboration
- c) The process of collaboration development and formation
- d) The outcome of the collaboration.

It was found that the shared vision, visionary leadership, strong product, government support and market imperatives were the main determinants for a marketing collaboration in the destination in the context of KTM which are different from that given in the framework.

Strategy, cost effectiveness, learning and relationship building were the main motivations for firms to join the KTM. One interesting result from many interviews was the importance given to relationship building which is not highlighted as a separate motivation in the framework. Thus the nature of the collaboration has an influence on the motivations as literature on trade shows gives lot of evidence of the importance of relationship building as an important motivation in a trade show.

The study indicates that the marketing alliance formation process is a complex one and multiple issues are involved throughout the whole process. Some of the salient issues involved are the growth stages of the collaboration, forms of the alliance, modes of governance of the marketing alliance and conflict management. The major phases of the collaboration have been identified as assembling, ordering and implementation, evaluation and transformation. The nature of the collaboration has again impacted the stages as ordering and

implementation have not been shown separately unlike in the theoretical framework. Related issues on mode, governance structure, conflict management which emerged from the interviews have also been detailed. Public private participation comes out as a dominant form of collaboration in a destination.

Lastly, the collaboration process leads to some important outcomes viz. strategy related, learning related, social capital related and most important in today's context - sustainable tourism. The last outcome is an important outcome as it is not seen much mentioned as an outcome of collaboration in literature. However, this outcome was highlighted by most interviewees.

The qualitative study findings thus support the theoretical framework of Wang and Xiang (2007) to a large extent except for some very important differences highlighted above, which reflects the impact of the situational characteristics and dynamics of the nature of the collaboration and the destination.

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## MOTIVATION AND EVALUATION OF PERFORMANCE OF EXHIBITORS AND VISITORS

C o n t e n t s	6.1	<i>Introduction</i>
	6.2	<i>Assessment of Motivations and Evaluation of Performance of Exhibitors</i>
	6.3	<i>Motivations of exhibitors</i>
	6.4	<i>Assessment of Performance of Exhibitors</i>
	6.5	<i>Motivations and Evaluation of Performance of Visitors</i>
	6.6	<i>Promoting Kerala</i>
	6.7	<i>Motivations of Visitors</i>
	6.8	<i>Feedback on Quality of KTM 12</i>
	6.9	<i>Evaluation of Outcomes of Visiting KTM</i>
	6.10	<i>Summary</i>

### 6.1 Introduction

The quantitative analyses carried out for this study has a broad purpose of understanding the motivations and performance of exhibitors and visitors to i.e. KTM 2012 and their perception of the quality of KTM 2012. To this end, the data from four surveys carried out during KTM 2012 were subjected to various univariate and bivariate analyses. This chapter covers the findings and interpretations related to the analyses of data with reference to the particular objectives defined for the quantitative study.

## **6.2 Assessment of Motivations and Evaluation of Performance of Exhibitors**

Two surveys were conducted and the process has been explained in detail in the methodology section. The data collected was analysed using SPSS s/w. Some of the profile details are common to both the questionnaires viz. Nature of business, first time exhibitor and number of times exhibited in KTM, Hence, these profile details have been analysed for all the exhibitors together who responded, irrespective of the questionnaires.

### **6.2.1 Sample Profile of the Exhibitor**

Data were collected from all the 312 exhibitors who participated in KTM 2012. Some responses to the questionnaires were incomplete in response to key profile related variables, and to the items in perception and importance rating scales. Such questionnaires were not included in the analysis. After screening and scrutiny, these questionnaires were discarded as not sufficiently complete for analysis, and the data of the remaining 172 questionnaires were analyzed.

Adequacy of the sample size was ensured by checking the sample representation in the various cells of cross tabulations aimed at categorizing exhibitors based on nature of business, size of business, frequency of exhibiting and nature of ownership. Further, wherever possible, the sample sizes were also compared with the actual number e.g. nature of operations, where it was found that the sample representation matched the actual representation in the population.

The analysis of data reveals the following characteristics of the exhibitor.

### 6.2.1.1 Nature of Operations

The tourism firms participating in KTM as exhibitors represented various segments of the tourism industry in Kerala viz. tour operations, hotels, resorts, Ayurveda, museums, houseboats etc.

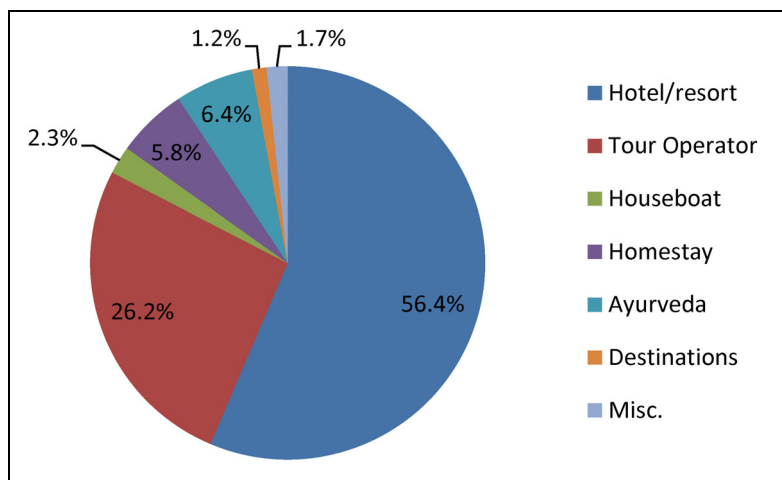


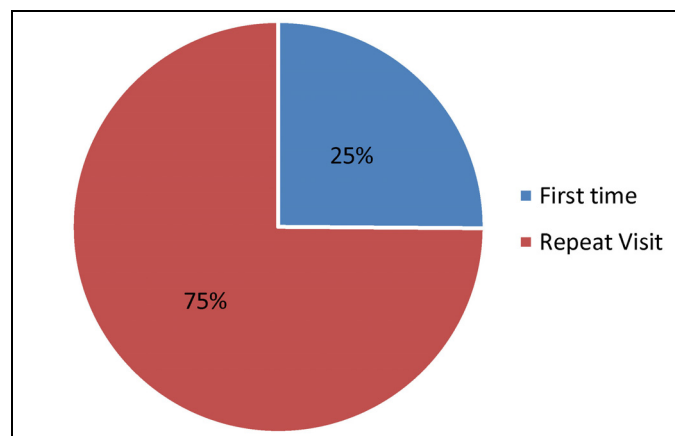
Figure 6.1: Distribution based on nature of Operations

Hotels/Resorts formed the highest percentage of sample exhibitors at KTM at 56.4 %. 26.2 % of the sample respondents were tour operators. In the category of houseboats and home stays, Houseboat Operators respondents were 2.3 % and Home stays was 5.8 %. For Ayurveda, the percentage of sample respondents was 6.4 %.

This preponderance of properties among sample exhibitors is a natural outcome as destination trade shows are perceived to be very beneficial to hotels/resorts as they get an opportunity to showcase their products to the visitor who get a hands on feel of the property. Tour operators do not benefit as much hence maybe the lower participation.

### 6.2.1.2 First Time/Repeat Exhibitors

KTM has been in existence since 2000. KTM 2012 was the seventh edition of this destination trade show. Many member firms do not regularly participate in this biennial trade show due to various reasons. It was necessary to find out whether the sample exhibitors were first timers or repeat exhibitors as the expectations and performance will differ. The analysis below indicates the number of sample exhibitors who were exhibiting in KTM for the first time and those who were repeat exhibitors. There were 171 valid responses.



**Figure 6.2: Distribution based on first time/repeat visit**

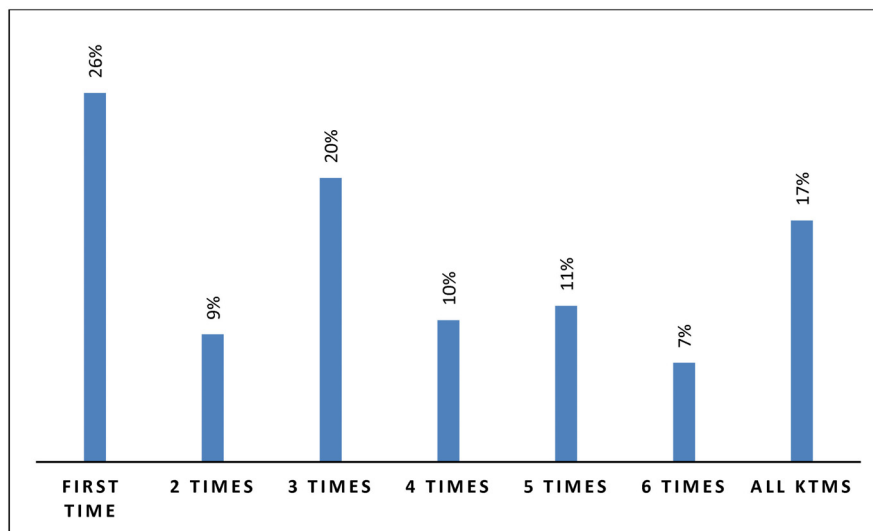
The chart above clearly indicates that 75 % of the sample exhibitors were repeat exhibitors. This demonstrates the perceived usefulness of the Mart among the sampled tourism firms in Kerala.

### 6.2.1.3 Frequency of Exhibiting

There were firms who were exhibiting in KTM since 2000 and there were firms who were intermittent exhibitors. Hence, it was considered necessary

to find out the frequency of exhibiting as it will give an indication of the usefulness of the Mart.

The Fig. 6.3 below gives the number of times the sample firms has exhibited in KTM. In total there were 6 Marts prior to KTM 2012.

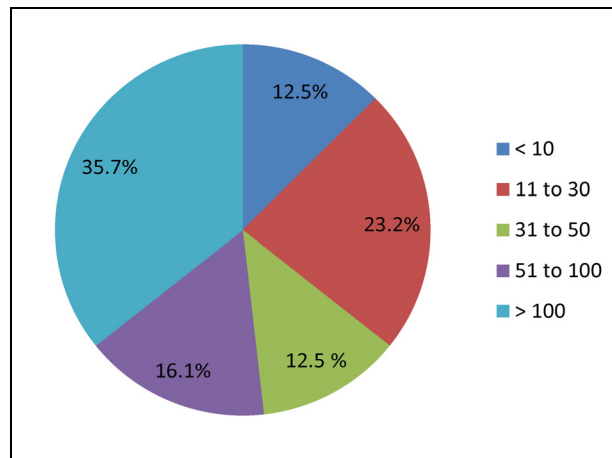


**Figure 6.3: Distribution based on frequency of exhibiting**

The chart above does not show much variation in number of times exhibiting. In fact, the number of first timers and those who participated in all the Marts do not show a very wide variation. There appears no particular pattern among the sample exhibitors regarding frequency of exhibition.

#### **6.2.1.4 Size of the Firm**

It is difficult to assess the size of the tourism firms based on financial data such as sales turnover, profits, sales volume etc. as such information is rarely revealed. Hence, the employee strength is taken as an indicator to assess the size of the firm.

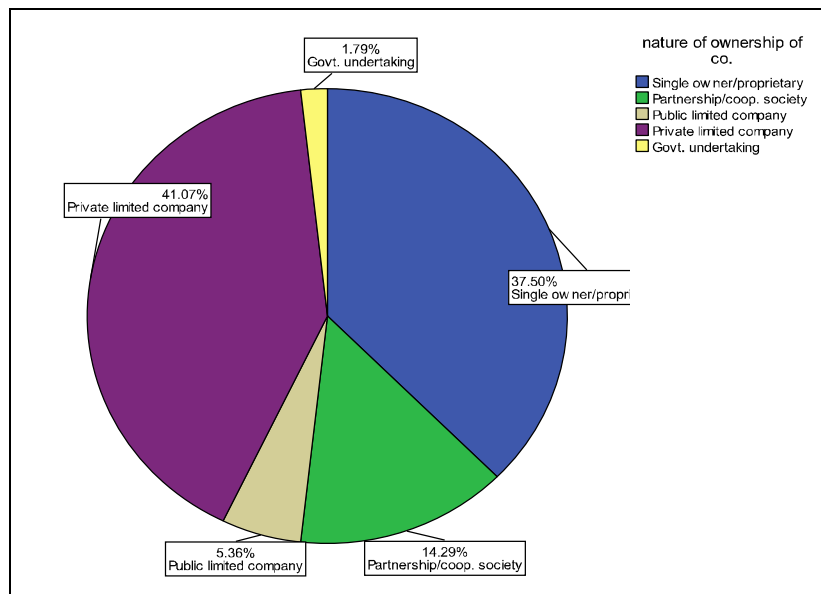


**Figure 6.4: Distribution based on the size of the firm**

It was found that 36 % of the sample exhibitors had employee strength more than 100. 23 % of the firms have employee strength of 11 to 30 employees (medium sized firms), 16 % have 51 to 100 employees (fairly large). Only 12.5 % were small players with employee strength of less than 10. The above may be explained by the fact that majority of the sample exhibitors (more than half) are from the hotels/resorts industry which, by the very nature of the operations, require more employee strength, than, say tour operators.

#### 6.2.1.5 Nature of Ownership

A basic characteristic of tourism the world over is the fragmented nature of the business units that, when pieced together form the total destination offer as perceived by the consumer. Tourism industry is dominated by medium and small firms, most of whom are in the private sector of which a sizeable proportion are single owners. The survey attempts to find out the nature of ownership of the firms exhibiting in KTM.

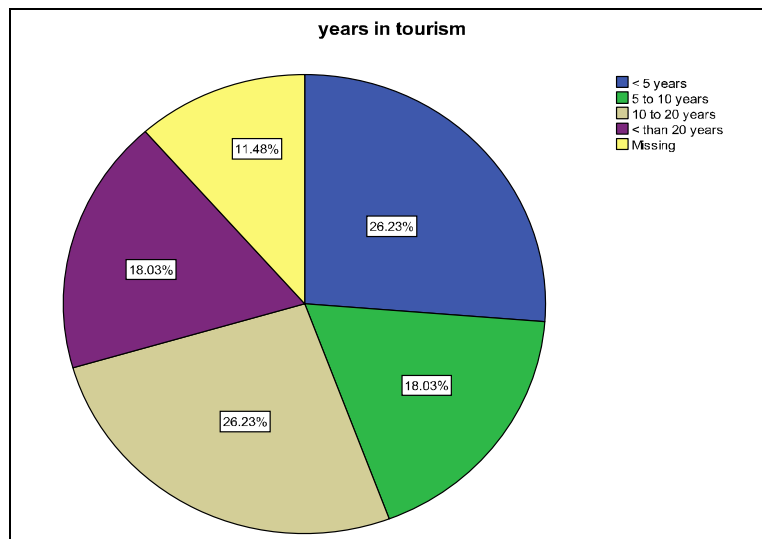


**Figure 6.5: Nature of Ownership of Exhibitors**

The data from the sample exhibitors show that 41 % of sample exhibitors are private limited companies and 37.5 % are single owners. This reinforces the pattern worldwide that the tourism industry is dominated by small and medium enterprises. Small and medium-sized enterprises (SMEs) in tourism are fundamental for visitor satisfaction at destinations; it is the small business that often imparts much of the individuality of experience and unique sense of place to the visitor.

#### 6.2.1.6 Experience in Tourism Industry

Experience in the tourism industry varies from newcomers with less than one year of experience and those with more than three decades of experience. Experience has a great influence on the performance and outcome on travel trade participation. Hence, sample exhibitors were asked about their experience in the tourism industry.



**Figure 6.6: Distribution showing Years of experience in Tourism**

Almost 30% of the exhibitor firms had less than five years' experience in the tourism industry. The proportion of very experienced exhibitors (experience in the tourism industry) i.e. 10 to 20 years is almost equal to the proportion of exhibitors who have less than 5 years' experience. This reconfirms the above finding that the KTM is popular among all tourism firms, irrespective of their years of experience in the tourism industry.

#### 6.2.1.7 Exhibition in Other Fairs

Tourism trade shows are a very effective marketing tool used in the tourism industry as it facilitates face to face communication, gives the potential buyers a first-hand knowledge of the product besides aiding market research. Tourism trade shows are held in major countries on a regular basis and are attended by the tourism fraternity. Such trade shows are held in India also. To know the frequencies of trade show participation of the exhibitors which gives a good clue on the marketing strategies and the marketing budget of the firms, the firms were asked about their participation in other trade shows, besides KTM.



**Table 6.1: Details of sample exhibitors participating in other fairs**

No. of trade shows	2009 Dom. %	2009 Intl. %	2010 Dom. %	2010 Intl. %	2011 Dom. %	2011 Intl. %	2012 Dom. %	2012 Intl. %
Nil	54.5	65.5	21.8	54.5	34.5	43.6	12.7	56.4
One	7.3	12.7	30.9	23.6	20.0	25.5	41.8	23.6
Two	16.4	9.1	18.2	7.3	23.6	10.9	18.2	3.6
Three	5.5	1.8	10.9	1.8	7.3	5.5	10.9	3.6
Four	7.3	5.5	9.1	5.5	5.5	7.3	9.1	7.3
Five	1.8	1.8	5.5	3.6	1.8	3.6	3.6	1.8
> than five	7.2	3.6	3.6	3.6	7.2	3.6	3.6	3.6

More than half the exhibitors do not exhibit in international fairs in the last four years due to the probable reason of cost. Many firms (almost 42%) have attended at least one domestic trade show in 2012. It is clear why KTM is very popular, especially among the small players, as it gives them an opportunity to connect with an international audience at a minimal cost.

### Major Fairs attended

The survey results show that some of the major fairs attended by the survey exhibitors are as follows:

**Domestic** – Travel and Tourism Fairs (TTF), India International Travel Mart (IITM) and South Asia Travel and Tourism Exhibition (SATTE)

**International** – ITB, Berlin and World Travel Mart (WTM) London

### 6.3 Motivations of exhibitors

Measuring effectiveness of trade fair participation depends heavily on what the visitors and exhibitors are hoping to achieve through trade show participation. The purposes for exhibiting are as diverse as the companies exhibiting. The main purpose of the first survey among exhibitors was to assess the motivations of exhibitors to exhibit in KTM.

### 6.3.1 Main Motivations

The first survey had asked the sample exhibitors to indicate their motivations. There were 54 valid responses.

**Table 6.2: Firms' main motivations in participating in KTM**

<b>Firms' main motivations in participating in KTM</b>	<b>Mean</b>
Give information about company's products & services	4.58
Develop and maintain relationships	4.30
Maintain company image & goodwill	4.21
Find potential customers	4.08
Introduce new products/services	4.08
New distribution channels	4.08
Explore opportunities	3.98
Learn about new suppliers, service providers	3.98
Keep up with competition	3.83
Network with senior industry leaders	3.62
Collect information on competitors	3.46
Do market research	3.42
Actual sales	3.23
Increase morale	3.02
Overall average	3.85

Table 6.2 shows participant firms' broad goals in participating in Kerala Travel Mart. The results indicate that the most important motivations are giving information about company's products and services, developing and maintaining relationships with existing customers and creating and/or maintaining company image and goodwill.

The next set of motivations, equal in importance, are finding potential customers, introducing and promoting new products/services, and finding new distribution channels (contacts such as agents, sellers, retailers etc.). Also seen important are, exploring market/business opportunities in new regions/ segments and learning more on new suppliers, service providers and attractions in Kerala.

The less important motivations are keeping up with the competition, networking with senior industry leaders /top government officials/business associations and the least important are making actual sales at the fair and increasing the morale of the company employees.

The above results are different from the studies of Yuksel and Voola (2010) which had found improving relationships with existing customers as the most important objective and Blythe (1999) which found meeting new customers as the main objective. However, the results that making actual sales at the fair and increasing morale of employees are of least importance, confirm the studies of Yuksel and Voola (2010) and Blythe (1999).

### **6.3.2 Hypotheses**

Kozak's (2005) study conducted in a tourism show held in Turkey found significant correlations between working areas i.e. hospitality industry and the tour industry. The study also revealed significant correlation between the private and the public exhibitors. Ranking of exhibit objectives by the years of establishment also suggested significant correlation between variables. In Blythe's study (2010) of exhibitors in two UK exhibitions, clear differences also emerged between the large, medium and small firms regarding the reasons for exhibiting. As firms grow bigger, the relative importance of the reasons for exhibiting will change. In the study, a clear progression was found from the smallest to the largest firms regarding the reasons for exhibiting e.g. small firms were found to be much more interested in meeting new customers than big firms but less concerned with keeping up with the competition.. The above studies indicate nature of business, nature of ownership and years of experience as having significant bearing on the motivations of firms. The following hypotheses are derived from the above discussion:

H1a: There is an association between nature of operations and the motivations of exhibitors.

H1b: There is an association between nature of Ownership and the motivations of exhibitors.

H1 c: There is an association between Years of Experience in Tourism the motivations of exhibitors.

### 6.3.3 Motivations Vis a Vis Nature of Operations

An independent sample t test on the two major constituents of the exhibitors i.e. Hotels/resorts and tour operators was conducted and results are shown below.

**Table 6.3: Exhibitor Motivations by Nature of Operations**

Firms' main goals in participating in KTM	Nature of Operations		
	Hotel Resort	Tour Operator	Sig
	Mean	Mean	
Give info about company's products & services	4.58	4.75	.048
Develop and maintain relationships	4.31	4.38	.059
Maintain company image & goodwill	4.27	4.19	.587
Find potential customers	4.13	4.06	.951
New distribution channels	4.07	4.00	.545
Explore opportunities	4.03	4.06	.427
Introduce new products/services	4.00	4.13	.335
Keep up with competition	3.97	3.75	.883
Learn new suppliers, service providers	3.93	4.13	.927
Collect information on competitors	3.73	3.13	.848
Do market research	3.67	3.06	.383
Network with senior industry leaders	3.63	3.63	.197
Actual sales	3.43	3.00	.600
Profile/quality of visitors	3.40	3.25	.683
Increase morale	2.93	3.13	.629
Cost of exhibiting is less	2.90	3.00	.614

For both hotels/resorts and tour operators, giving information about products and services, developing and maintaining relationships and maintaining company image and goodwill are the most important objectives. However, for giving information about company's products & services ( $\alpha = .05$ ) where it was found tour operators indicated significantly higher importance ratings for the objective with the highest means. This could be due to the nature of operations as hoteliers are able to showcase their products whereas tour operators have to take recourse to giving maximum information on their tour packages. For all other motivations there is no significant difference in motivations ( $\alpha > .05$ ) between hoteliers and tour operators.

The results thus do not support the hypothesis H1a that there is an association between Nature of Operations and the motivations of exhibitors.

### **6.3.4 Motivations Vis a Vis Nature of Ownership**

The motivations were analysed based on nature of ownership based on an independent samples t test. From the analysis it was found that giving information about company's products and services is the most important objective for both private limited companies and single owners. However, introducing new products and services is ranked second along with developing and maintaining relationships for private limited companies, whereas developing and maintaining relationships is the second most important objective for single owners. Significant differences were found in only two items. ie "maintaining company image and goodwill" & "keep up with competition" which is of greater importance to single owners.

The results do not support the hypothesis H1b that there is an association between Nature of Ownership and the motivations of exhibitors.

**Table 6.4: Exhibitor Motivations by Nature of Ownership**

Firms' main goals in participating in KTM	Nature of Ownership		
	Single Owner	Pvt. Ltd.	Sig
	Mean	Mean	
Give information about company's products & services	4.68	4.48	.351
Develop and maintain relationships	4.45	3.96	.057
Maintain company image & goodwill	4.44	3.87	.047
Find potential customers	4.28	3.78	.144
Learn new suppliers, service providers	4.28	3.78	.098
Introduce new products/services	4.22	3.96	.372
Explore Opportunities	4.22	3.65	.075
New distribution channels	4.17	3.91	.433
Keep up with competition	4.17	3.43	.024
Do market research	3.61	3.09	.134
Network with senior industry leaders	3.67	3.43	.526
Collect information on competitors	3.56	3.35	.545
Actual sales	3.22	2.91	.404
Increase morale	3.22	2.74	.190

### 6.3.5 Motivations Vis a Vis Years of Experience in Tourism

So an analysis has been done to check whether experience plays any role in motivations using One Way Anova test. In statistics, one-way analysis of variance (abbreviated one-way ANOVA) is a technique used

to compare means of three or more samples (using the F distribution). Experience has been classified as less than 5 years, 5 to 10 years, 10 to 20 years and more than 20 years.

An interesting trend noticed is that as the firm's experience increases, giving information about company's products and services is the most important motivation. However, for a new firm, with less than 5 years' experience, developing and maintaining relationships is the most important motivation. Firms with 10 to 20 years' experience give finding new distribution channels as their next important motivations which is a natural corollary from the primary objective. For firms with more than 20 years' experience, maintaining company image and goodwill is the next most important objective whereas for firms with less than 5 years' experience, giving information on company's products and services is the next important motivation. This is complete contrast with the results obtained from the Turkish event, (Kozak 2005) where taking sales orders (>20 years' experience), collecting information about competitors (10 to 20 years) and enhancing morale of employees (for firms less than 10 years old) are the main objectives.

The Table 6.5 shows the ranking of exhibitors based on number of years of experience. . There is no significant effect of the number of years in business on the motivations, as determined by one way ANOVA, where for each objective,  $p > 0.5$ .

The results do not support the hypothesis H1 c that there is an association between years of Experience in Tourism and the motivations of exhibitors

**Table 6.5: Motivations of exhibitors based on experience**

Firms' main goals in participating in KTM	< 5 years	5 - 10 years	10 - 20 years	>than 20 years	One way ANOVA	Sig
	Mean	Mean	Mean	Mean	F	
Develop and maintain relationships	4.44	4.10	4.20	4.36	.422	.738
Give information about company's products & services	4.38	4.44	4.73	4.73	1.057	.376
Find potential customers	3.81	4.22	4.07	4.36	.674	.572
Maintain company image & goodwill	4.19	4.00	4.07	4.55	.798	.501
Keep up with competition	3.75	3.56	4.00	4.18	.750	.528
Introduce new products/services	3.75	4.11	4.27	4.36	1.392	.257
New distribution channels	3.69	4.33	4.47	4.00	1.773	.165
Do market research	3.44	3.22	3.40	3.82	.546	.653
Collect information on competitors	3.75	2.89	3.33	3.91	1.988	.129
Actual sales	3.06	3.22	3.20	3.73	.766	.519
Increase morale	3.31	3.00	2.40	3.36	2.074	.116
Explore opportunities	4.31	3.67	3.93	4.09	1.054	.378
Learn new suppliers, service providers	4.00	4.00	3.87	4.09	.124	.945
Network with senior industry leaders	3.94	3.67	3.13	4.00	2.236	.096

### 6.3.6 Underlying Aspects to Motivations

Three underlying dimensions were identified from literature (Rice & Almosawi, 2002 and Kozak, 2005). The various items to measure the three



dimensions were also identified. The three dimensions thus identified are Strategic, market research and sales related.

**Table 6.6: Underlying aspects of Motivation**

<b>Aspects of Motivation</b>		<b>Mean</b>
<b>Sales Related (5 items)</b>		4.02
Give information about company's products and services	4.58	
To find potential customers	4.08	
To find new distribution channels	4.08	
To introduce new product	4.08	
To make actual sales	3.23	
<b>Strategic Benefit- Related (5 items)</b>		3.81
Develop & Maintain Relationships	4.3	
Maintain company image and goodwill	4.21	
Keep up with competition	3.83	
To network with industry leaders	3.62	
To increase morale of employees	3.02	
<b>Market Research related ( 4 items)</b>		3.71
To explore business opportunities	3.98	
Learn about new suppliers & service providers	3.98	
To collect information on competitors	3.46	
To do market research	3.42	

All the means are showing a much above average figure. The highest means are for sales related dimension with giving information indicating a very high mean. This dimension relates to motivations relating to increasing business for the company. Developing and maintaining relationship shows the highest means for strategic benefit related dimension. Strategic related dimension relates to those motivations which has an impact on the company's

growth over the long term. Market research related dimension relates to those motivations which relate to scanning the environment, whether external, internal or competitive, to formulate a marketing strategy.

## **6.4 Assessment of Performance of Exhibitors**

### **6.4.1 Evaluation of KTM 2012**

The assessment of the quality of the trade show is crucial for its future continuance. The trade show can be assessed on many aspects like administration of the fair, quality and quantity of visitors etc. The second set of sample exhibitors were asked to evaluate the level of satisfaction with the trade show. The total number of valid responses was 115.

**Table 6.7: Evaluation of Service Quality of KTM 2012**

<b>Dimensions</b>	<b>Mean</b>
Service quality	3.99
Choice of venue	3.97
Special events	3.94
Quality of facilities	3.77
Quality of visitors	3.68
Stalls allocation	3.62
Promotion of KTM	3.59
Visitors from target mkt	3.58
Quality of leads	3.50
Quantity of leads	3.46
Online system	3.48
Cost of KTM	3.32

Quality of service of KTM and the competence of the organizers and staff showed the highest means, followed by choice of venue and thirdly the special events. The cost of exhibiting in KTM 2012 was ranked last, preceded by the quantity of sales leads generated. The third last was the quality of sales leads generated. The dissatisfaction with the sales leads is one indication of the unsatisfactory perception of the quality of the trade show for the sample exhibitors, which is a crucial information for KTM organisers.

#### **6.4.2 Performance Evaluation of KTM 2012**

The sample exhibitors were asked to assess their performance in KTM 2012. The performance evaluation of the sample exhibitors have been analysed with respect to the extent to which KTM helped them in achieving the expected results from participation as an exhibitor.

Projecting an image of being a strong and solid company is the most important result from the participation in KTM, followed by maintaining personal contacts with existing customers and third maintaining and developing relationships with suppliers. Support to other sales activities is the least important expected result followed by collecting information about competitors' prices, products and strategies. Hence participation in KTM is seen to be more of a relationship and image building activity than a sales activity.

The Table 6.8 indicates the relative importance of performance items as perceived by exhibitors.

**Table 6.8: Firms' Evaluation of Performance**

<b>Performance Items</b>	<b>Mean</b>
Convince customers we are a strong & solid company	3.98
Maintain personal contacts with existing customers	3.94
Maintain & develop relationship with suppliers	3.93
Exchange info& experience with competitors, suppliers & customers	3.91
Market communication tool in general	3.90
Help sales people communicate face to face with potential customers	3.89
Explore business opportunities. in new markets	3.89
Introduce existing products to new customers	3.87
Strengthen employees motivations	3.82
Enhance and maintain company image as perceived by customers, competitors and press	3.82
Find new buyers	3.79
Establish relationship with potential customers	3.79
Search for new marketing ideas	3.77
Motivate customers (meeting our employees )	3.67
Increase speed & influence various steps in the decision process of customers	3.67
Meet decision makers	3.65
Introduce and evaluate reactions to new products	3.64
Collect info about competitors' prices, products & strategies	3.57
Support to other sales activities	3.56

### 6.4.3 Hypotheses

Seringhaus and Rosson's (2010) survey of 303 Canadian companies found that firm's experience and trade show behaviour are linked together; specifically, that experience fosters learning about best trade show practices and facilitates skill enhancement and that these, in turn, produce superior firm performance at trade shows. The study findings, coupled with those of Blythe (1999), support the idea that trade fair exhibiting practices are learned:

experience shapes trade show behaviour. Shoham (2008) and Kerin and Cron (1987) highlighted the role of industry and company influences on trade show performance. These studies indicated the necessity of finding whether firm's experience and nature of business had any significant impact on a firm's performance in a trade show. Based on the above discussions, the following hypotheses were derived:

H2a: There is an association between nature of business and performance evaluation.

H2b: There is an association between frequency of exhibiting in KTM and performance evaluation.

#### **6.4.4 Comparison of Performance Evaluation based on Nature of Business**

Mann Whitney test, a non-parametric test was used as the distribution was not normal. This test works by looking at differences in the ranked positions of scores in both the groups. The group with the lower mean rank is the group with the greatest number of lower scores in it and vice versa. For these data, the Mann- Whitney test is non – significant (two tailed)  $p > .05$  for both the groups for 15 items. (Refer Table 6.9). It was found that only 4 items, there was a significant difference. ( $p < .05$ ) ie. Exploring business opportunities, finding new buyers, exchanging information and experience with competitors, suppliers and customers and establishing relationship with customers who are otherwise inaccessible. On all these aspects, the hotels/resorts had higher means than tour operators. This may be due to the nature of operations as hotels/resorts are at an advantage in being able to showcase their properties. Hence they benefit more through trade shows than tour operators.

As for 15 items, there is no significant difference. The hypothesis H2a that there is an association between nature of business and performance evaluation, is therefore rejected.

**Table 6.9: Comparison of performance evaluation based on Nature of Operations**

Performance Items	Mean Rank	Mean Rank	Exact sig. (2 tailed)
	Hotels	Tour Operators	
Introduce existing products	48.91	41.26	.182
Support to other sales activities	47.10	45.21	.742
Evaluate reactions	46.53	46.53	.990
Search for new ideas	48.71	41.71	.219
Explore business opportunities	50.31	38.22	.034
Find new buyers	50.4	38.02	.030
Exchange info	50.25	38.36	.037
Collect information	48.89	41.31	.185
Establish relationship with potential customers	50.34	38.16	.030
Develop relationship with suppliers	47.11	45.17	.739
Meet decision makers	48.43	42.31	.295
Influence decision process	49.8	39.33	.065
Maintain & develop personal contacts	49.3	40.41	.115
Convince customers of strong and solid image	46.76	45.93	.889
Market communication tool	47.17	45.03	.716
Enhance company image	47.18	45.02	.708
Communicate face to face	49.87	39.17	.060
Motivate customers	48.56	42.03	.250
Strengthen employees' motivation	46.68	46.10	.934

#### 6.4.5 Comparison of Performance Evaluation between First/Repeat Exhibitors

A comparison was done to analyse whether there was any association of frequency of exhibition and evaluation of performance using Mann Whitney test.

**Table 6.10: Comparison of performance evaluation based on frequency of exhibiting**

Performance Items	Repeat Mean Rank	First Time Mean Rank	Exact Sig. (2 tailed)
Introduce existing products	58.36	56.93	.825
Support to other sales activities	59.37	52.02	.270
Evaluate reactions	57.98	56.09	.780
Search for new ideas	57.34	57.97	.926
Explore business opportunities	58.06	55.86	.754
Find new buyers	59.41	53.81	.418
Exchange info	56.42	60.67	.529
Collect information	57.72	56.84	.896
Establish relationship with potential customers	58.92	53.34	.402
Develop relationship with suppliers	55.82	62.41	.313
Meet decision makers	58.22	55.40	.687
Influence decision process	56.39	60.74	.519
Maintain & develop personal contacts	58.95	53.24	.399
Convince customers of strong and solid image	58.48	54.64	.571
Market communication tool	56.30	61.02	.479
Enhance company image	58.32	55.09	.631
Communicate face to face	58.99	53.14	.390
Motivate customers	57.94	56.22	.804
Strengthen employees' motivation	59.65	51.19	.211

The above analysis clearly show  $p > .05$  for all performance items. Hence the hypothesis H2b that frequency of exhibiting in KTM has an impact on the performance evaluation is rejected.

### 6.4.6 Underlying Aspects of Performance

Four underlying dimensions were identified from literature on performance. (Skallerud (2010), Kim, Namsu (2008), Tafesse and Korneliussen (2006), Hansen (2002) viz. Image building, Relationship building, Information gathering and Sales related. The various items to measure the four dimensions were also identified as below.

**Table 6.11: Underlying Aspects of Performance Evaluation**

<b>Exhibitor Motivations - Underlying aspects</b>	<b>Mean</b>	<b>Composite Mean</b>
<b>Image Building Activities (3 items)</b>		3.90
Convince customers we are a strong and solid company	3.98	
Effective marketing communication tool	3.90	
Enhance company image as perceived by customers, competitors & press	3.82	
<b>Relationship building activities (4 items)</b>		3.83
Maintain Personal contacts with existing customers	3.94	
Maintain & develop relationship with suppliers	3.93	
Relationship with potential customers	3.79	
To meet decision makers	3.65	
<b>Information gathering activities(3 items)</b>		3.75
Exchange information with competitors, suppliers, customers	3.91	
Search for new marketing ideas	3.77	
To collect information about competitors	3.57	
<b>Sales Related Activities (6 items)</b>		3.74
Explore New markets	3.89	
To introduce existing products to new markets	3.87	
To find new buyers	3.79	
To increase speed and influence of the decision process	3.67	
Introduce and evaluate reactions to new products	3.64	
Support to other sales activities	3.56	

All the means are showing an above average figure. The highest means are for image building dimension with convincing customers we are a strong

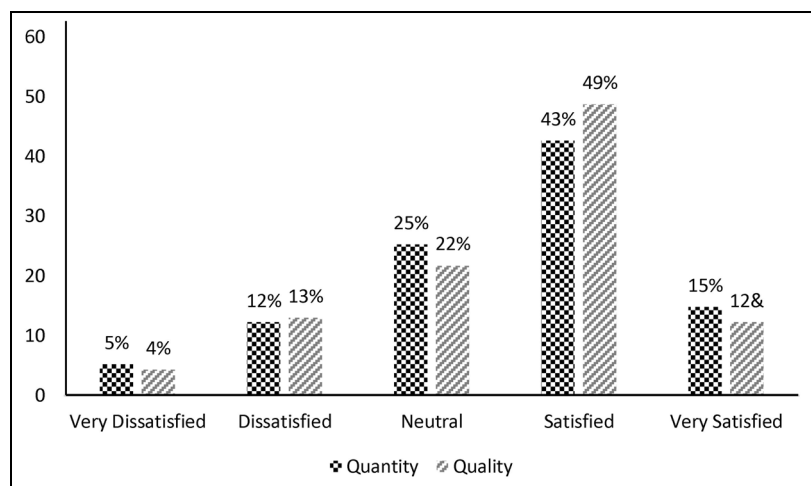


and solid company indicating a very high mean. Maintaining personal contacts with existing customers shows the highest means for Relationship building activities. Under information gathering activities, exchanging information with competitors/suppliers/customers shows the highest mean. For sales related activities, exploring new markets show the highest mean. The results clearly indicate that non selling activities predominate trade shows.

#### 6.4.7 Overall Performance

It was important to know the exhibitors' overall evaluation of KTM i.e. the extent of their satisfaction/dissatisfaction with the overall performance of their company in KTM.

The results show that more than 50% of the exhibitors were satisfied with the performance of their company at KTM



**Figure 6.7: Quality and Quantity of Visitors to KTM 2012**

Quality of visitors refers to the potential ability of the visitors to generate high value business for the firm and the destination while quantity of visitors refers to the total number of visitors. The quality and quantity of sales leads

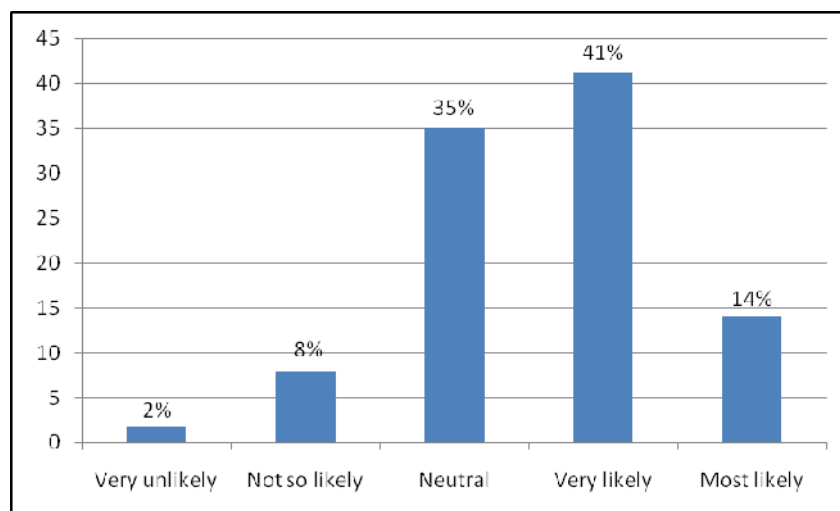
generated by a trade show through the visitors are the most important indicators of quality in a trade show. Figure 6.7 indicates the exhibitors' perception of quality of KTM 2012 with reference to the quantity and quality of visitors.

Though more than 50% were very satisfied /satisfied with the quality and quantity of visitors, 25% of the exhibitors had no opinion while more than 15% were dissatisfied /very dissatisfied. These are warning signals which KTM must heed to ensure a demand for stalls in future KTMs.

#### 6.4.8 Possible Outcomes subsequent to KTM

There were several possible outcomes consequent to participation in KTM 2012 i.e. Conversion of leads into sales, intention to exhibit again in the next KTM etc. The exhibitors were asked to indicate the extent to which they agreed to a set of possible results from their participation in KTM.

##### 6.4.8.1 Chances of sales leads converting into sales in the next 12 months

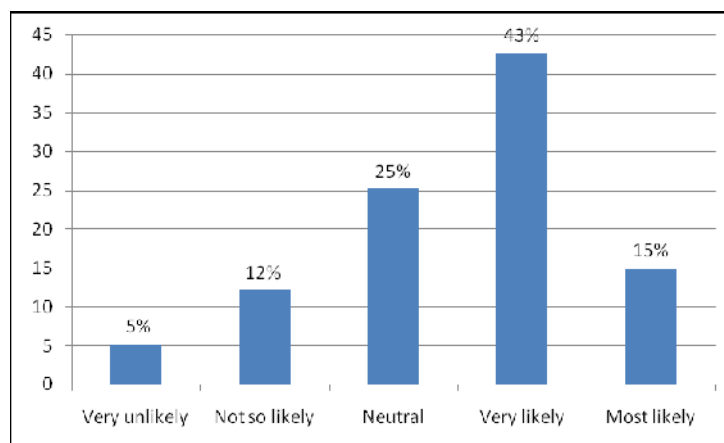


**Figure 6.8: Likelihood of conversion of leads into sales**

More than 40% of the exhibitors have indicated that there is a likelihood of the sales leads from KTM converting into sales within the next 12 months. But surprisingly, almost 35% is neutral, which means there are a good number of exhibitors who are uncertain about the outcome. If this number is combined with the ‘not so likely’ group which comprise 8%, the signs could be worrisome for KTM as the main reason for firms to participate in a trade show is an increase in business in the long run.

#### 6.4.8.2 Intention to exhibit at the next KTM

KTM takes place every 2 years. An exhibitor who perceives the firm’s participation as satisfactory is in all likelihood likely to participate again:

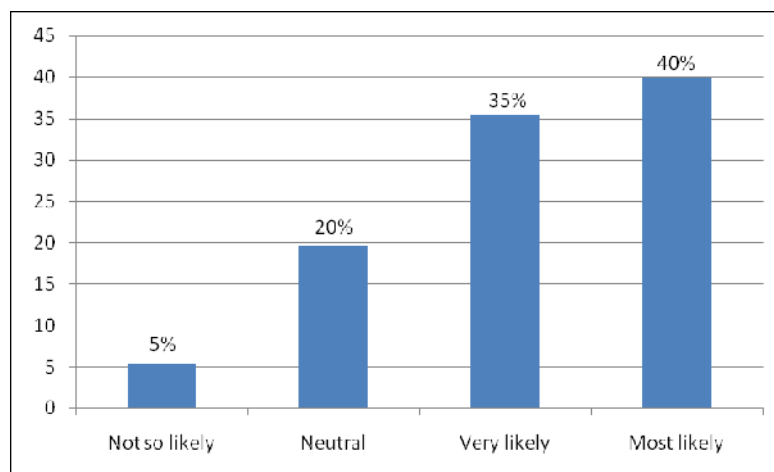


**Figure 6.9: Intention to exhibit at KTM**

57% of the sample exhibitors have indicated that they are very /most likely to exhibit at the next KTM which should be reassuring news for KTM Society. However, almost 25% are neutral which is not a healthy indicator which is a not a positive sign. It may be noted here that the stall fees paid by exhibitors is the main source of income for the trade show hence a healthy turnout of exhibitors is essential for the growth of KTM.

#### 6.4.8.3 Recommend KTM to others

A positive word of mouth is a good indication of the popularity of the event for the firms who exhibit in KTM. An analysis was done to find out the extent to which the sample exhibitors would recommend KTM to others.



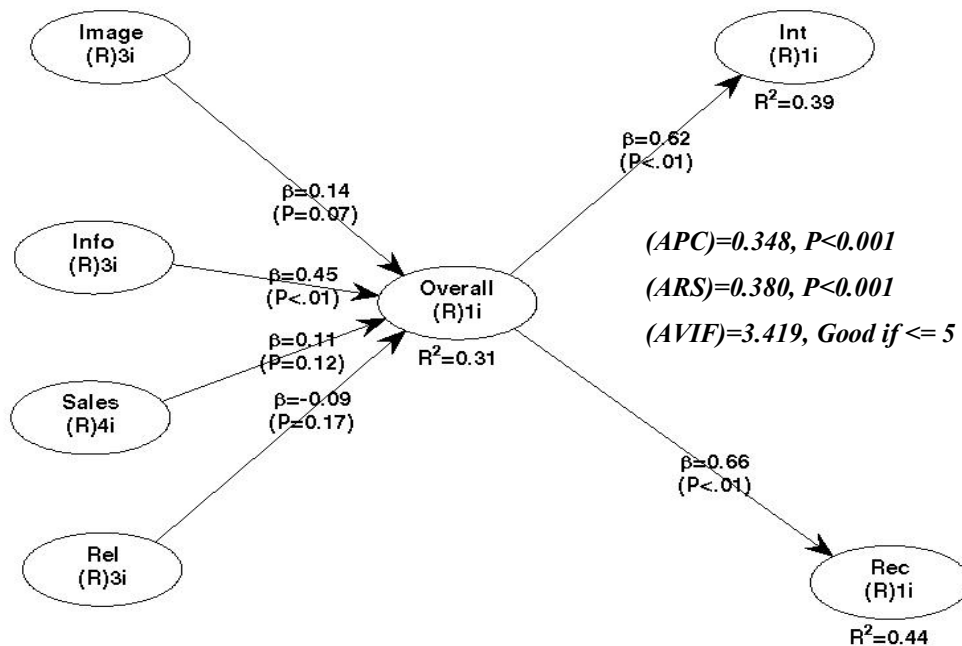
**Figure 6.10: Recommend KTM to others**

The above results indicate that an overwhelming 75% of the sample exhibitors will recommend KTM to other tourism players in Kerala. Though the previous analysis show that not all exhibitors are convinced about their individual success or participation, the above data show they are convinced about the usefulness of KTM for Kerala and its likely continuance for the near future.

#### 6.4.9 Structural Model for Analysis of Relationship among dimensions, performance outcome and future exhibitor behaviour

Based on theoretical considerations, the researcher posited that four causal constructs or factors (i.e. image building, relationship building, information gathering and sales) influence overall trade show performance and the resulting behavioural consequence (i.e. future intentions to participate as

an exhibitor in KTM and positive recommendation to others). Specifically , researcher modelled image building (image), relationship building (rel), information gathering(info) and sales (sales) as dimensions which are linked to second order construct overall trade show performance(overall). This construct (overall) is then linked to future intentions to participate as an exhibitor in KTM (int) and recommending KTM to others (rec). The entire structural model (seven constructs) is tested simultaneously through Structural Equation Modelling using the Partial Least Square (PLS) based software, Warp PLS 3.0, and the result is as shown in Figure 6.12. Results of the model estimates revealed the relative importance of each of the constructs that contributed to the overall trade show performance.



**Figure 6.11: Structural Model for Trade Show Performance**

It was found that all three fit criteria were met and the model had an acceptable predictive and explanatory quality as the data was well represented by the model. All the factor loadings of the reflective indicators were found to be more than 0.5 with 'p' < 0.01. The model emerged as one with satisfactory value for R-squared and Q-squared being indicators for predictive validity. The square root of AVE for all constructs was found to be more than any of the correlations involving that latent variable. All these observations confirmed the reliability and validity of the constructs making it suitable to draw conclusions on causality (Refer Annexure 10).

The study shows that highest contribution to the trade show's overall performance comes from Information ( $\beta=.45$ ) followed by image ( $\beta=.14$ ) and then sales ( $\beta=.11$ ) and finally by relationship ( $\beta=.09$ ). But it should also be noted that effect of sales and relationship on overall trade show performance is found to be not significant. All the four variables together contribute to 31% of variation in overall trade show performance (R squared value = 0.31). It is also seen that overall trade show performance is able to account for 39% variation in Intention to exhibit and 44% in Recommending KTM.

**Table 6.12: Model Estimates for SEM model for TS performance**

Variable Relationship	Values	
	Beta Value	Sig.
Image-→Overall	.14	.07
Info-→Overall	.45	<.01
Sales-→Overall	.11	.12
Rel.-→Overall	.09	.17
Overall-→Int.	.52	<.01
Overall→Rec.	.66	<.01

## **6.5 Motivations and Evaluation of Performance of Visitors**

Two surveys were conducted on visitors during KTM12 and the process has been explained in detail in the methodology section. The data collected was analysed using SPSS s/w. Some of the profile details are common to both the questionnaires viz. Nature of business, first time visitor and number of times visited KTM, Hence, these profile details have been analysed for all the visitors together who responded.

### **6.5.1 Sample Profile of the Visitor**

Visitors form a vital constituent of a trade show and its main focus. Hence, as exploring the nature and dynamics of collaborative marketing in a destination using trade show is an important objective of this research study, it was felt necessary that an analysis of the survey results of visitors will give a comprehensive view of the destination trade show which is KTM.

Data were collected from visitors who participated in KTM 2012 through convenience sampling. Some responses to the questionnaires were incomplete in response to key profile related variables, and to the items in motivations and importance rating scales. After screening and scrutiny, these questionnaires were discarded as not sufficiently complete for analysis, and the data of the remaining questionnaires were analyzed.

Two questionnaires were used for this part of the study as explained earlier. Many of the questions raised are common to both the questionnaires viz. Nature of business, hosted status, country, nationality, and first time visitor/repeat visit, frequency of visit, type of business, size of firm, experience in tourism business, position in the company, attendance in other shows,

information source and promotion of Kerala. Hence, the responses to both the questionnaires for these questions have been combined for profile.

#### **6.5.1.1 Nature of Business**

It was felt necessary to know the composition of the visitors as invitations are sent to tourism firms, media and other categories. More than 86 % of the respondents are tour operators which is the pattern in all tourism trade shows. These shows are B2B shows where destination resorts/hotels showcase their products. Their customers are tour operators who will evaluate their products.

#### **6.5.1.2 Hosted Visitors**

Many visitors are hosted by KTM Society. By 'hosted' is meant that the expenses of the visit i.e. airfare, accommodation, transportation etc. are borne by the KTM Society in varying degrees depending on the extent of the business the visitor is bringing to Kerala. Pre and post KTM tours are held to various destinations in Kerala whose cost is borne by the KTM members. This is a special incentive given to attract quality visitors to the trade show. It was necessary to know how many of the visitors are hosted. It is found that almost 89 % of the visitors are hosted. It remains to be seen whether the number of visitors will come down if the 'hosted' status is removed.

#### **6.5.1.3 Country of Origin**

Visitors were from different parts of the world. The researcher had done convenience sampling hence the source country of the visitors is not a true reflection of the total visitors. The sample respondents were from Philippines, Malaysia, the Gulf countries, Sweden, Germany, France, UK, US, Switzerland, Ukraine etc. while a sizeable number were from other states of India, especially

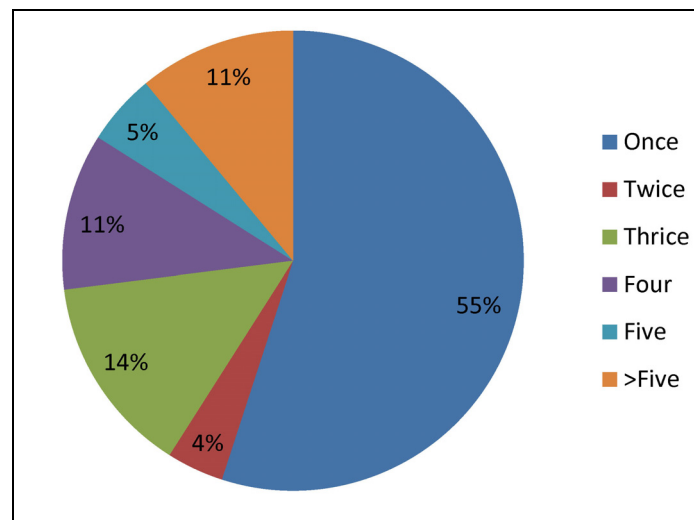


Delhi. More than 65% of the international respondents were of Indian origin. Hence, location of the Mart in Kerala, India might have some influence in the decision to visit KTM. However, this aspect has not been further explored in this study.

#### 6.5.1.4 Frequency of Visiting

KTM has been held since 2007. KTM 12 was the seventh edition of the Mart. The visitors were asked about their frequency of visiting KTM.

First time visitor - Almost 55.3 % of the visitors are first time visitors. This is a good indication that KTM is succeeding in getting new visitors from newer markets and sources. The table below indicates the frequency of visit to KTM:



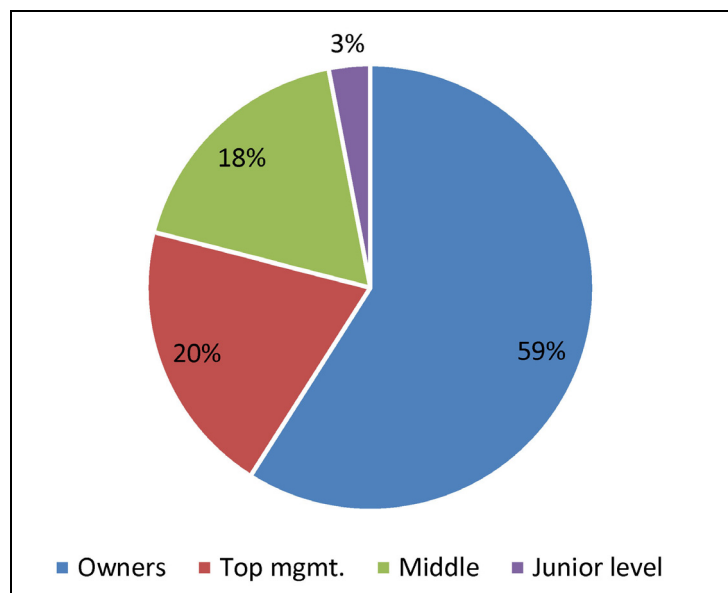
**Figure 6.12: Distribution of Frequency of Visits to KTM**

More than 50% of the visitors are first timers. This reconfirms the earlier analysis of KTM succeeding in expanding the visitor base. At least more than 10% of the visitors are loyal visitors who have been visiting the fair each time.

#### 6.5.1.5 Position in the Company

The importance of a particular trade show to a company's business can be gauged by the level of the firm's representative visiting the trade show. Hence, the visitors were asked to which level in the firm they belonged.

More than 59 % of the respondents are owners, top management constitutes 20%, and middle management is 18%. Junior level employees constitute only 3%. This shows the importance companies attach to participation in the KTM. When owners and top management themselves attend trade shows, it shows the interest the destination has for the visitors. Due to the top level presence, decisions on promoting a destination can be taken and talks initiated for further discussions. This is good news for the exhibitors.



**Figure 6.13: Position in the company of the Sample Visitors**

#### 6.5.1.6 Nature of Ownership

The nature of ownership of the business gives a good understanding of the industry. Hence visitors were asked about the nature of the ownership of their company. Most of the visitors (48%) are private limited companies and sole proprietorships (35%). 15% are partnerships. This is understandable as most of them are tour operators which, by the very nature of business, are in the private sector or single owners. Not surprisingly, only a small percentage of companies (2%) are in the public sector.

#### 6.5.1.7 Size of Business

It is very difficult to get information on the financial figures like turnover etc. as such information is kept confidential. So the next best indicator is the employee strength which is a fairly good indicator of the size of the firm.

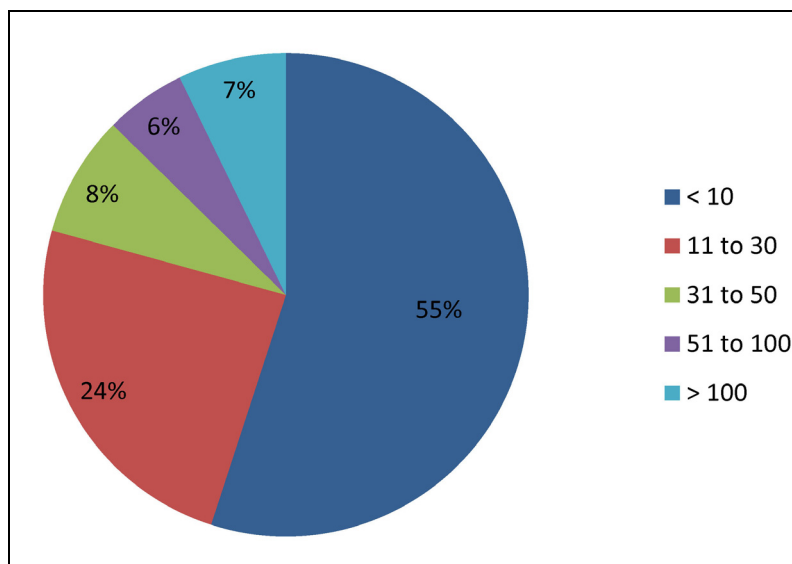


Figure 6.14: Distribution based on size of business

The figure above gives details the size of the firms. 55 % of the firms have employees less than 10. This reconfirms the earlier findings that most of the visitors are tour operators and are mainly proprietorship or private firms. This is the nature of the tourism industry which has a preponderance of medium sized or small firms. The next largest group is the 11 to 30 employees group which comprises almost 25 % of the sample. Large companies with employee strength more than 100 constitutes just 7%.

#### **6.5.1.8 Frequency of Visit to Other Trade Shows**

Trade shows are a commonly used promotion tool in tourism and there are well known tourism trade shows like World Travel Mart in London, ITB in Berlin/Singapore which attract visitors from all over the world. Visitors were asked about their participation in other trade shows.

The statistics show that the visitors to KTM attended other trade shows as follows :( per year average).

**Table 6.13: Participation in other Trade Shows**

<b>Number of times of participation in other trade shows</b>	<b>Percentage (%)</b>
1 to 3 times	39%
4 to 6 times	41 %
7 to 10 times	9%
10 times	11%

It is seen that most of the respondents are not new to trade shows. Hence, the visitors who visit KTM most probably have a good idea what to expect from KTM.

#### 6.5.1.9 Number of Years in Tourism Business

The experience in the tourism industry is a good indicator of the maturity of the market segment. Hence the firms were requested to indicate the number of years in the tourism business.

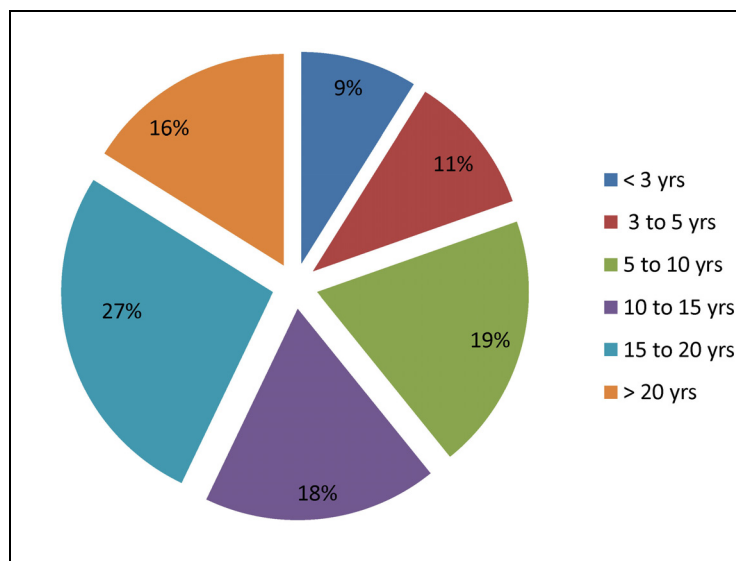
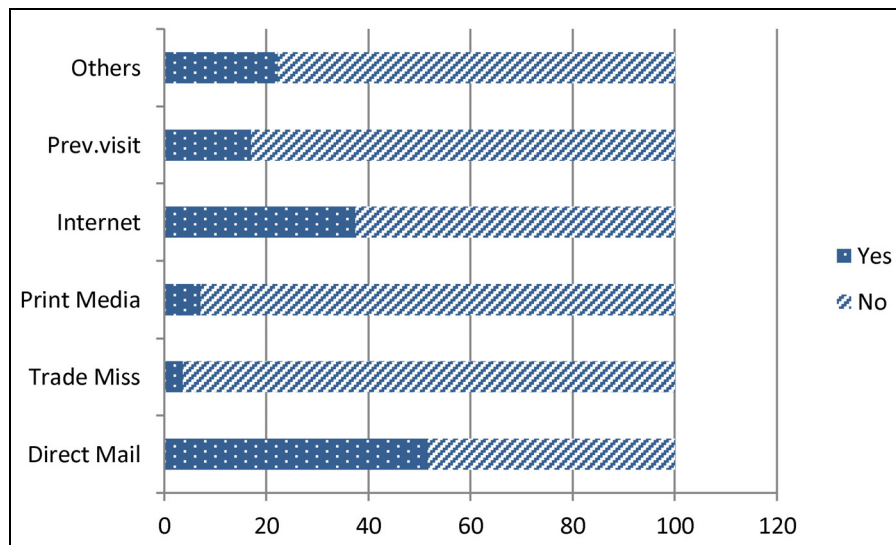


Figure 6.15: Distribution based on experience in tourism

There is not much variance in the figures shown above. The firms with more than 20 years difference constitute the highest percentage with 27% while firms with less than 3 years' experience constitute the smallest percentage with 9%. This may be because firms start attending trade shows, especially outside their region, only after they gain some years' experience.

#### 6.5.1.10 Major Information Source

To get an understanding of the promotion effectiveness of KTM, the respondents were given a list of possible information sources on KTM and they indicated their choice (they could indicate more than one) as follows:



**Figure 6.16: Source of information**

Direct Mail from KTM or other exhibitors is the main source of information about KTM. More than 50 % have confirmed this. The KTM website has been indicated by 38 % of the respondents. This website ([www.keralatravelmart.org](http://www.keralatravelmart.org)) gives all information about the members, stalls etc. and is a good source of information about the event. 23% of the respondents have indicated 'others' like word of mouth publicity by previous visitors etc. Previous visits have been indicated by 17% of the firms. It is interesting to observe that the Indian trade missions abroad do not play a very significant role in disseminating information about KTM which shows the miniscule role played by Govt. of India in promoting KTM.

## 6.6 Promoting Kerala

The visitors were asked whether they were already promoting Kerala as the hosted status is given to those visitors who are planning to promote or already promoting Kerala. 75% of the respondents are already promoting

Kerala. Of those who are not yet promoting Kerala, 54 % said they intend to promote Kerala in the next 12 months.

#### **6.6.1 Perceptions of Kerala as a tourism destination**

Visitors were also asked about their perceptions of Kerala as a tourism destination based on their experiences and/or general information they have obtained. This information is important as perceptions about the destination plays a great role in the tourism trade's willingness to promote the destination.

This is what they had to say

An overwhelming majority (75 %) of the visitors strongly agreed that Kerala has beautiful scenery and natural attraction and that Kerala is a good destination for Ayurveda

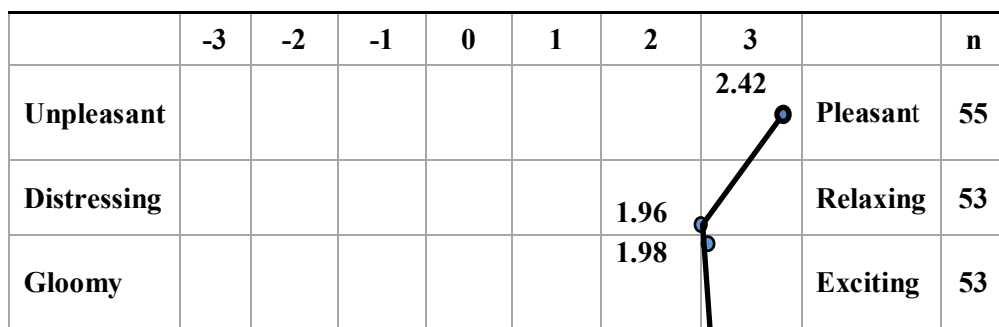
A good majority (more than 50 %) strongly agreed that Kerala is good value for money as it has interesting cultural attractions, suitable accommodations for all categories, personal safety for tourists, interesting and friendly people and appealing local food (cuisine). A fair majority (more than 40 %) somewhat agreed /strongly agreed that Kerala has a good climate.

Opinion was divided on many aspects of Kerala. There were many 'neutral' responses (more than 25 %) which appeared to be a more polite way of 'strongly disagree'. They were regarding quality of infrastructure, interesting historical attractions, an unpolluted and unspoilt environment and good clean beaches.

A few features got some strong negative responses which were on good nightlife and entertainment (43.1 % somewhat/strongly disagreed and 33.3 % were neutral), standard hygiene and cleanliness (15.3 % somewhat/strongly disagreed and 26.9 % were neutral).

### 6.6.2 Describing Kerala

Visitors were also to indicate the adjective which best described Kerala as a destination. A 7 point semantic differential scale was used where the respondents rated Kerala on three itemized , 7 – point rating scale bounded at each end by bipolar adjectives viz. Unpleasant/pleasant, Distressing/Relaxing and Gloomy/Exciting. The responses are graphically displayed as follows:



**Figure 6.17: Evaluating Kerala as a destination**

From the results, it is seen that the visitors to Kerala have evaluated Kerala as a very pleasant, relaxing and an exciting place. This analysis is important as the perception of Kerala as a destination has an important bearing on the attractiveness of Kerala as a destination to promote and consequently the attractiveness of KTM as a destination Mart to visit.

### 6.7 Motivations of Visitors

Motivations of the visitors to visit a destination travel fair vary. Understanding the motivations of visitors will help the exhibitors to plan their marketing strategies. The visitors were asked to indicate the importance regarding a list of motivations. The major motivations are listed below:



**Table 6.14: Motivations of Visitors to KTM 2012**

<b>Motivation Items</b>	<b>Mean</b>
To gather information on new products/services in Kerala	4.56
To see new properties/experience new services	4.41
To build relationships with exhibitors for future purchases	4.37
To meet new suppliers/service providers in Kerala	4.31
To develop new suppliers	4.26
To help me to gain first-hand knowledge about Kerala.	4.26
To gather industry trends and other market information	4.25
To interact and network with different exhibitors and other visitors	4.24
To enter into business contracts	4.12
To compare products/services/prices in Kerala	4.04
To invest in relationships with my current suppliers	4.00
To show industry support	3.98
To see a specific product	3.98

Gathering information on new products, to see new properties and relationship with exhibitors are the most important motivations for visitors which is different from what Godar and O'Connor (2001) have presented in a model of industrial buyer attendance motives at trade shows. Confirm decision, reinforce contract, become advocate, develop contact, receive reward and support industry are the motives identified for the various categories in that study. But it is quite similar to a study of Munuera and Ruiz (1998) who found, based on personal interviews that discovering new lines or new products, contacting potential suppliers and market research are the most important objectives.

### **6.7.1 Comparison of Motivations Vis a Vis first time/Repeat visitors**

The motivations between first time visitor to KTM and previous visitors to KTM have been compared in Table below. More than 50% of the visitors are first time visitors to KTM.

**Table 6.15: Visitors Motivations Vis a Vis first time/repeat visits**

	First Time	Repeat Visitors	Sig.
	Mean	Mean	
Enter into contracts	4.25	3.96	.016
Meet a specific company	3.81	3.80	.481
See a specific product	4.10	3.84	.322
Discuss specific problem	2.90	3.20	.682
Develop new suppliers	4.27	4.24	.329
Gather trends	4.35	4.12	.029
Interact and network	4.26	4.21	.274
Industry support	3.83	4.16	.451
Latest technologies	3.81	3.30	.010
Meet new suppliers	4.35	4.26	.304
Info on new products	4.52	4.61	.816
See new properties	4.53	4.25	.047
Gain first-hand knowledge	4.50	3.96	.050
Compare products/services	4.19	3.83	.077
Relationships with suppliers	3.67	4.42	.069
Attend special events	4.13	3.46	.000
Relationship with exhibitors	4.37	4.38	.154
Hosted buyer	4.06	3.50	.014
Reward for performance	3.27	2.96	.735

For six objectives, i.e. Entering into contracts, Gathering trends, Latest technologies, See new properties, Gain first-hand knowledge, Attend special events and being a hosted buyer, there is a variance between first timers and repeat visitors ( $p \leq .05$ ). The means for all these objectives are higher for first timers as they would have a greater interest in seeing new properties in Kerala and gaining first-hand knowledge about the destination.

### 6.7.2 Underlying Aspects of Motivations

An attempt was made to identify the underlying aspects of visitor attendance motivation. The various items to measure the four dimensions of visitor motivations were identified from literature (Lee, Yeung, Dewald, 2010)

i.e. Find new sources /market investigation, Relationship Building, Information search, Business Needs. All the means are showing a much above average figure. The highest means are ‘to find new sources /market investigation’ with ‘seeing new properties/experience new services’ indicating a high mean. ‘To build relationships with exhibitors’ shows the highest means for relationship related dimension which also has the highest mean.

**Table 6.16: Underlying Aspects of Visitors’ Motivations**

Visitor Motivations-Underlying aspects	Mean	Composite Mean
<b>Find new sources /market investigation(3 items)</b>		4.30
To see new properties /experience new services	4.41	
To meet new suppliers /service providers in Kerala	4.31	
To develop new suppliers	4.26	
<b>Relationship Building (4 items)</b>		4.30
To build relationships with exhibitors for future purchases	4.37	
To interact and network with different exhibitors and other visitors	4.24	
To invest in relationship with current suppliers	4.00	
To show industry support	3.98	
<b>Information search (3 items)</b>		4.15
To gather information on new products/services in Kerala	4.56	
To gather industry trends and other market information	4.25	
To stay abreast with latest technologies	3.60	
<b>Business Needs ( 4 items)</b>		3.70
To enter into business contracts	4.12	
To see a specific product	3.98	
To meet a specific company	3.80	
To discuss specific problems with current supplier	3.04	

## 6.8 Feedback on Quality of KTM 12

Quality of the trade show is a major deciding factor for repeat visits. Hence, the visitors were asked to indicate the extent to which they agreed /disagreed on various quality aspects of KTM 2012.

**Table 6.17: Visitors' Feedback on Quality of KTM**

Items on Quality	Mean
Registration desk	4.6
Helpful support staff	4.6
Venue chosen well	4.4
Adequate no of exhibitors	4.4
Booth staff good manners	4.35
Exhibition center	4.3
Duration of the exhibition	4.3
Explanation of booth staff	4.2
Easy booking of appointments	4.2
Registration procedure	4.1
Knowledgeable and proficient	4.1
Well-designed booths	4.08
Guide materials	4.03
Well-designed signage	3.8
Service facilities like rest areas	3.7
Conference etc. well organized	3.6
Invitation letters attracted	3.58
Special events attracted visitors	3.5
Giveaways attracted visitors	3.1

The above data shows that KTM was appreciated most for the registration desk and the helpful service people. This reflects the quality of the KTM administration. The venue was ranked third. The venue is a five star hotel with good accessibility hence this ranking. The least importance was giveaway, invitation letters to KTM and the special events. It is clear that the visitors /buyers come to KTM purely to do business and are not attracted by freebies. This reconfirms the earlier findings that the visitors know what to expect from a trade show participation.

## 6.9 Evaluation of Outcomes of Visiting KTM

Visitors/Buyers were asked to indicate the extent to which KTM 2012 helped them to achieve their important objectives for visiting KTM.

**Table 6.18: Visitors' Performance**

Performance Items	Mean
Meet new suppliers/service providers in Kerala	4.6
Gather information on new products	4.5
Build Relationships with exhibitors for future purchases	4.4
Actually see some of the properties in Kerala	4.35
Enter into new business contracts	4.3
Gather industry trends & other market information	4.25
Network with exhibitors & visitors	4.21
Gather Information for buying	4.07
Discuss problems with current suppliers	4.07
Show Industry support	4.0
Educate employees through firsthand experience of Kerala	3.9
Abreast with latest technologies	3.6
Attend special events & seminars organized during KTM	3.4

It is evident that meeting new suppliers has been the most important objective which has been met. A trade show is the best opportunity to meet maximum new suppliers in a short span. The next important objective attained is gathering information on new products which is a natural outcome of meeting new suppliers. The third important objective achieved is relationship with exhibitors which stresses the importance of relationships in business. The fourth most important objective achieved is seeing properties. The most significant aspect of this analysis is that most important objectives achieved are exactly same as the most important motivations for attending KTM indicated earlier. It

may be noted that the samples for the two factors i.e. motivations for attending KTM and Success in achieving objectives are different. Hence, it can be concluded that KTM has succeeded to a great extent in attainment of objectives of buyers/visitors which will attract them to attend future KTMs also.

### 6.9.1 Visitors' Success in Achievement of Objectives Vis a Vis Number of Visits

To check whether there was any difference in evaluation of performance between first time visitors and repeat visitors, Mann Whitney test, a non-parametric test was used as the distribution was not normal. This test works by looking at differences in the ranked positions of scores in both the groups. The group with the lower mean rank is the group with the greatest number of lower scores in it and vice versa.

**Table 6.19: Visitors Success in Achievement of Objectives Vis a Vis Number of Visits**

	<b>First Time Mean Rank</b>	<b>Repeat Visit Mean Rank</b>	<b>Exact Sig (2 tailed)</b>
Enter into contracts	31.95	24.52	0.58
Discuss problems with current suppliers	25.6	31.85	.130
Gather industry trends & other market info	29.42	27.44	.636
Meet new suppliers	31.5	25.04	.07
Gather info on new products	4.27	4.24	.329
See properties	28.3	28.73	.915
Educate my employees	27.82	29.29	.730
Gather info for buying	27.33	29.85	.547
Attend special events/seminars	30.68	25.98	.273
Network with exhibitors & visitors	27.58	29.56	.623
Show industry support	28.65	28.33	.946
Stay abreast with latest technologies	30.68	25.98	.265
Build relationships with exhibitors	30.03	26.73	.388

For these data, the Mann-Whitney test is non-significant (two-tailed)  $p > .05$  for both the groups for all the variables. This finding indicates that first-time visitors and repeat visitors evaluate their participation in a similar manner. For 10 of the variables, the first-timers reported higher satisfaction.

### 6.9.2 Overall satisfaction with participation in KTM 12

The visitors were asked about their general satisfaction with participation in KTM 12 with reference to the usefulness of KTM to their business and their satisfaction with their participation.

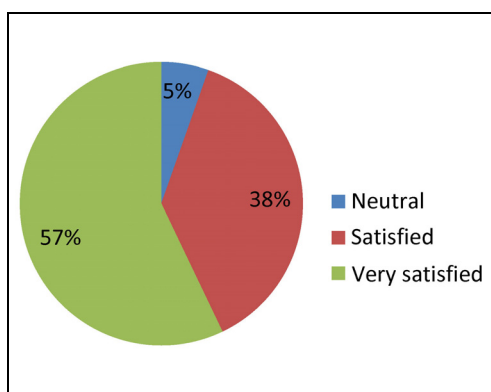


Figure 6.18: Usefulness of KTM

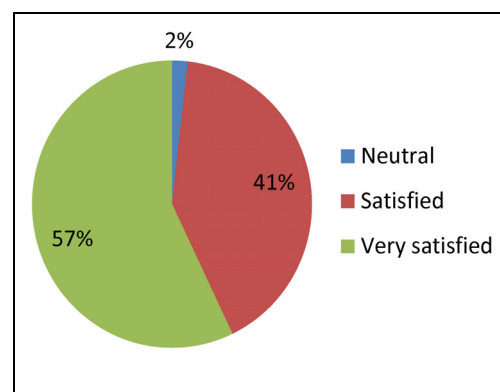
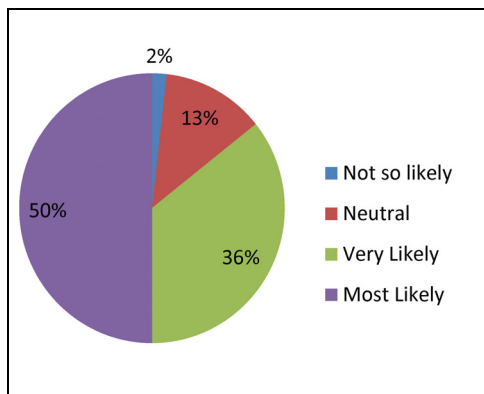


Figure 6.19: Satisfied with participation

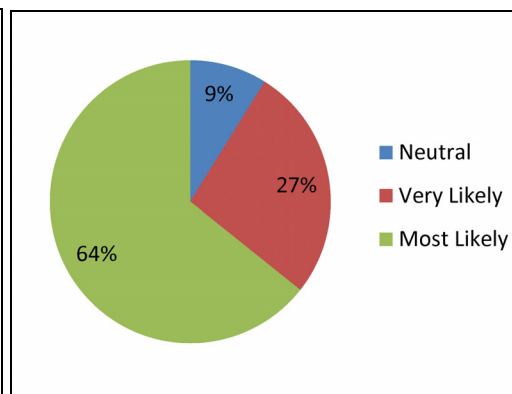
The above figures clearly indicate that KTM has been very useful for most of the participants (> 80%) and that more than 90% of the buyers were satisfied with their participation. But there were a few, though miniscule, group of buyers who were neutral about their satisfaction. Hence, there are still areas of improvement for KTM12.

### 6.9.3 Behavioral Intention

The outcome of the participation in KTM 12 is assessed by asking the visitors the likelihood of the next KTM and recommending KTM to other firms.



**Figure 6.20: Attending next KTM**



**Figure 6.21: Recommending KTM to others**

Most of the buyers/visitors are likely to attend the next KTM though a significant 14% has either indicated ‘neutral’ or ‘not so likely’. Not attending next KTM could be for a variety of reasons but KTM society has to heed this signal from the buyers as only repeat visitors can ensure the longevity of KTM.

Recommending KTM to others is a sure sign of satisfaction with KTM. About 10% is taking a neutral stand will recommend KTM but the rest have clearly stated that they will recommend KTM.

### 6.9.4 Underlying Aspects of Performance

An attempt has been made to find the underlying aspects of visitors’ performance. The various items to measure the three performance dimensions of visitors were identified from literature. (Smith, Hama, Smith (2003). i.e. Supplier Development (3 items), Information gathering (3 items) Relationship building (3 items). All the means are showing an above average figure.



**Table 6.20: Underlying Aspects of Visitors' Performance**

Visitor Performance -Underlying aspects	Mean	Composite Mean
<b>Supplier Development (3 items)</b>		4.48
To meet new suppliers/providers in Kerala	4.68	
To gather industry trends and other market information	4.25	
To gather information for buying	4.52	
<b>Information gathering (3 items)</b>		4.24
To actually see some of the properties in Kerala	4.36	
To gather information for buying (e.g. compare products/prices)	4.07	
To enter into new business contracts	4.30	
<b>Relationship building (3 items)</b>		4.23
To build relationships with exhibitors for future purchases	4.48	
To interact and network with different exhibitors and other visitors	4.21	
To show industry support	4.00	

The highest means are for Supplier Development dimension with meeting new suppliers/providers in Kerala indicating a very high mean. Seeing properties shows the highest means for Information gathering, the dimension with the second highest means. This outcome is the unique advantage of a destination trade show as the potential buyers get a first-hand knowledge about the hotels/ resorts in the destination. Recognising this, KTM arranges pre and post Mart tours for the visitors which gives them a hands on experience of Kerala's various tourism spots. Relationship Building is a close third dimension with building relationships with exhibitors for future requirements showing the highest mean.

### **6.9.5 Structural Model for Analysis of Relationship among dimensions, performance outcome and future visitor behaviour**

Based on theoretical considerations, the researcher posited that three causal constructs or factors (i.e. relationship building, supplier development, information gathering) influence overall trade show performance and the resulting behavioural consequence (i.e. future intentions to participate as a visitor in KTM and positive recommendation to others). Specifically, researcher models relationship building (rel), information gathering (info) and supplier development (S Dev) as dimensions which are linked to second order construct overall trade show performance (TSP). This construct (TSP) is then linked to future intentions to participate as a visitor in KTM (Re Visit) and recommending KTM to others (WOM). The entire structural model (six constructs) is tested simultaneously through Structural Equation Modelling using the Partial Least Square (PLS) based software, Warp PLS 3.0, and the result is as shown in Fig. 6.22.

It was found that all three fit criteria were met and the model had an acceptable predictive and explanatory quality as the data was well represented by the model. All the factor loadings of the reflective indicators were found to be more than 0.5 with ' $p < 0.01$ '. The model emerged as one with satisfactory value for R-squared and Q-squared being indicators for predictive validity. The square root of AVE for all constructs was found to be more than any of the correlations involving that latent variable. All these observations confirmed the reliability and validity of the constructs making it suitable to draw conclusions on causality (Refer Annexure 11).

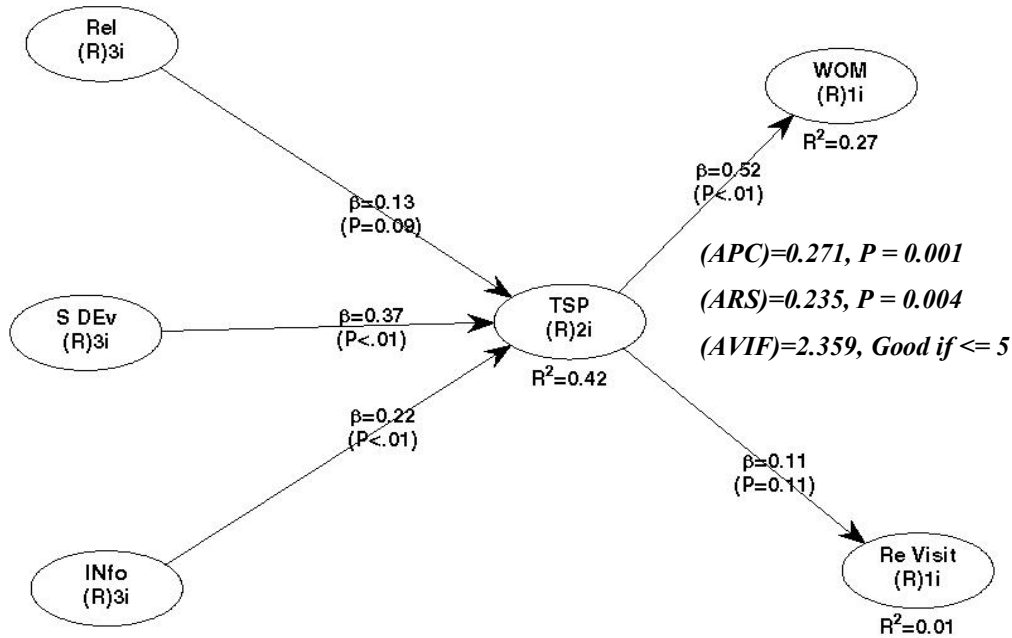


Figure 6.22: Estimated Model for Trade Show Performance - Visitors

Table 6.21: Model Estimates for the SEM Model (Visitors)

Variable Relationship	Values	
	Beta Value	Sig.
Rel. → TSP	.13	.09
S Dev. → TSP	.37	< .01
Info. → TSP	.22	< .01
TSP → WOM	.52	< .01
TSP → Re Visit	.11	.11

The study shows that highest contribution to the trade show's overall performance comes from Supplier Development ( $\beta=.37$ ) followed by information ( $\beta=.22$ ) and finally by relationship ( $\beta=.13$ ). All the three variables together contribute to 42% of variation in trade show performance (R squared value = 0.42). It is interesting to observe that Trade show performance account for 27% variations in WOM where as it is failing to explain the

variations in Revisits ( $\beta=.11$ ) and the relationship is found to be not significant also ( $p = .11$ ).

The above analysis clearly show  $p > .05$  for all performance items. Hence the hypothesis H2b that frequency of exhibiting in KTM has an impact on the performance evaluation is rejected.

#### **6.9.6 Degree of fit between exhibitors' and visitors motivations'**

Most sample exhibitors have indicated giving information on products as the main motivation. This is also the main motivation of sample visitors: gathering information on new products. There is thus complete matching of motivations between sample exhibitors and visitors to KTM, which is unlike the findings in other trade shows as indicated in literature. Developing and maintaining relationships is the second main motivation of exhibitors which is also the third main motivation of the visitors. There is thus a connection between the motivations of exhibitors in KTM and the visitors to KTM. This confirms Blythe's studies ((1999, 2010) that the essential element for communication to be effective is that the aims and objectives of exhibitors and visitors are compatible. KTM has succeeded to a great extent in attracting the right visitors to the trade fair which, from the exhibitor's perspective, is a great incentive for participating in the fair.

#### **6.9.7 Comparison of Motivations and Performance of Exhibitors**

The validated scales used for measuring motivations and performance for both exhibitors and visitors are derived from literature. Hence a direct comparison is not possible. But, nevertheless, a comparison is made of similar items in scales to examine whether there is any major differences between motivations and performance.

#### **6.9.7.1 Exhibitors**

The performance means are slightly higher for three items which are similar viz. strengthening employees' motivations, searching for new marketing ideas and collecting information about competitors' prices, products & strategies. KTM has succeeded in meeting the research and information expectations of the exhibitors. Refer Table 6.22 below.

**Table 6.22: Comparison of Motivations and Performance of Exhibitors**

<b>Exhibitors' Motivations and Performance Items</b>	<b>Moti.</b>	<b>Perf.</b>
Explore business opportunities. in new markets	3.98	3.89
Strengthen employees motivations	3.02	3.82
Enhance and maintain company image as perceived by customers, competitors and press	4.21	3.82
Find new buyers	4.08	3.79
Search for new marketing ideas	3.42	3.77
Introduce and evaluate reactions to new products	4.08	3.64
Collect info about competitors' prices, products & strategies	3.46	3.57

#### **6.9.7.2 Visitors**

The performance means are higher for seven items which are similar viz. Meeting new suppliers/service providers in Kerala, building relationships with exhibitors for future purchases, entering into new business contracts, gathering industry trends & other market information, gathering Information for buying, discussing problems with current suppliers and showing Industry support. The visitors appear to have many of their expectations met through KTM. Refer Table 6.23 below.

**Table 6.23: Comparison of Motivations and Performance of Visitors**

<b>Visitors' motivations and performance</b>	<b>Moti.</b>	<b>Perf.</b>
Meet new suppliers/service providers in Kerala	4.31	4.6
Gather information on new products	4.56	4.5
Build Relationships with exhibitors for future purchases	4.37	4.4
Actually see some of the properties in Kerala	4.41	4.35
Enter into new business contracts	4.12	4.3
Gather industry trends & other market information	4.25	4.25
Network with exhibitors & visitors	4.24	4.21
Gather Information for buying	4.04	4.07
Discuss problems with current suppliers	4.00	4.07
Show Industry support	3.98	4.0
Educate employees through firsthand experience of Kerala	4.26	3.9

## 6.10 Summary

This chapter details the quantitative methods used and the results obtained to understand the motivations and performance of exhibitors and visitors to the destination trade show Kerala Travel Mart. Analysis of the motivations of exhibitors reveal the profile of the respondents like Nature of Operations, frequency of participating in KTM and other travel trade shows, the size of the firm, experience in tourism industry and nature of ownership. For visitors the analysis, besides the above, also revealed the country of origin and position in the company. The analysis also indicated that direct mail from KTM/other exhibitors was the main source of information about KTM for the visitors and they perceived Kerala as a very pleasant, relaxing and exciting place which has great implications for Kerala as a destination.

The most important motivation for exhibitors to attend the KTM is giving information about company's products and services and for visitors gathering

information on new products/services in Kerala. Hence, there is complete matching of motivations which shows the success of KTM to a great extent. Independent t test revealed that there is not much difference between motivations between hotels/resorts and tour operators except for giving information where it was found that tour operators indicated significantly higher ratings. The t test also reveals that nature of ownership has no significant effect on motivations except for maintaining image and keeping up with competition which is of greater importance to single owner companies than private limited companies. One way anova shows that firm's experience in tourism industry has no significant impact. For visitors, six items showed a variance between first timers and repeat visitors. As for quality of services of KTM, the competence of organizers and KTM staff were given the highest ratings by both exhibitors and visitors.

As for performance, projecting an image of being a strong and solid company is the most important result from the participation in KTM for exhibitors. On comparing performance evaluation between hotels/resorts and tour operators, it was found there was a significant difference in four variables where hotels/resorts showed a higher means. However, there was no difference between first time and repeat exhibitors. For visitors, meeting new suppliers has been the most important achievement. The analysis also confirms that first time visitors and repeat visitors evaluate their performance in a similar manner.

Regarding overall evaluation of KTM, more than 50% of the sampled exhibitors were satisfied with their performance in KTM. More than 40% of the sampled exhibitors have indicated a likelihood of leads converting to sales in the next 12 months, 57% of the sampled exhibitors indicated that they are most likely to participate in the next KTM and 75% of the sample exhibitors

indicated they will recommend KTM to others. 80% of the sample visitors indicate that KTM has been very useful while more than 90% were satisfied with their participation. More than 86% of the sample visitors confirm they are likely to attend the next KTM while more than 90% are likely to recommend KTM to others.

A few hypotheses were also tested as to whether there was any association between nature of business/nature of ownership/years of experience/frequency of exhibiting and motivation/performance evaluation of exhibitors. No significant association was found.

A SEM analysis of the performance of exhibitors with possible outcomes indicates that the highest contribution to the overall performance came from information gathering and that overall trade show performance is able to account for 39% variation in intention to exhibit again and 44% in recommending KTM to others. The findings of a similar SEM analysis for visitors indicates that the highest contribution to the trade show's overall performance comes from Supplier Development and that trade show performance account for 27% variations in recommending KTM to others but fails to explain the variations in revisits.

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**META INFERENCES AND FINDINGS****Contents**

- 7.1 *Meta Inferences and Findings*
- 7.2 *Research Results*
- 7.3 *Conclusion*

**7.1 Meta Inferences and Findings**

In this chapter, the researcher combines the results of qualitative studies and quantitative studies for an overall conclusion or meta inference. Teddlie and Tashakkori (2009) describe a ‘meta inference’ as “an overall conclusion, explanation or understanding developed through and integration of the inferences obtained from the qualitative and quantitative strands of a mixed method study”.

Mixed methods was used for this study due to the unique nature of the subject. Morse (2010) states that one of the key aspects of mixed methods designs is that although the two components are conducted separately, the supplemental component is imported into the core component for analysis or into the results section to contribute to the narrative description of the results. She further states that the core component always form the theoretical base or foundation for the results, and the findings from the supplemental core embellish this, adding important detail. The combination of quantitative and qualitative evidence is highly synergistic (Eisenhardt, 1989).

This research study has the QUAL component as the core component and the *quan* component as the supplemental component. It is a sequential exploratory design which started with the QUAL component to explain holistically the dynamics of the destination collaboration and to identify the important variables in a destination collaboration and then proceeded with the *quan* component to closely examine motivation and performance variables.

## 7.2 Research Results

The purpose of the study was to examine the nature and dynamics of collaborative destination marketing using trade shows. Given the nature of the study and the various stakeholders involved, arriving at comprehensive results which reveal the nature of the collaboration process was a herculean job and very challenging. A theoretical framework of Wang and Xiang (2007) was thus used to give a focus to the vast subject. The framework used for this study for destination marketing collaboration consists of four major constructs:

- a) Preconditions
- b) Motivations
- c) Process of destination marketing alliance formation
- d) Outcome

Each of these constructs contain sub constructs , the number of which depends on the complexity of the main construct e.g. the process construct contains many sub constructs compared to the other constructs due to the complex nature of the collaboration process. Subsequent to the study, some new sub constructs have emerged which are detailed here.

Realizing the complexity of this study, the results are summarized around the research questions raised at the beginning of this research study. Seeking convergence and corroboration of results from different methods studying the same phenomenon, it is important to present the results from the various sources. The results of the QUAL component has been supplemented by the results of the quan component and secondary data.

The research questions are revisited and the answers to them, based on the research study, are presented.

### **7.2.1 Preconditions /Drivers of Collaboration**

The results of the study suggest that preconditions or drivers of collaboration must exist for a collaboration to take roots. Thus it is an important component of a destination collaboration and initiates a collaboration. The study has identified five important factors which are seen to have started Kerala Travel Mart.

- a) Market Imperatives
- b) Shared Vision
- c) Strong Product
- d) Visionary Leadership
- e) Government support

The nature of the collaboration and the regional difference has an impact on the kind of triggers necessary for a destination collaboration. For example, though economic condition and technology have been constantly mentioned in literature, (Gretzel, Fesenmaier, et. al., 2006), none of the interviewees mentioned these two factors as the reason for starting KTM. The same is true of

organization support in which are found sub constructs like leadership, human and financial resources and attitude to cooperation in literature. From this study, it was found that it was the initiative and the long term vision of a few industry leaders which started Kerala Travel Mart in Kerala. Without such leaders and industry captains, such ventures cannot start.

There was near unanimity among the interviewees about the reasons for the success of KTM and its longevity, which according to them, was due to a shared vision among the tourism firms in Kerala. There was a general consensus among the tourism fraternity that KTM was essential to showcase Kerala to the world and unless they make this happen, KTM will not succeed in its objectives. Perhaps this is one of the main reasons why other states in India have not emulated this collaborative model for conducting trade shows even though trade shows are a popular promotional tool in tourism and extensively held in all states in India.

Competition as a precondition already exists in the literature. But it is felt that market imperatives is a more comprehensive word as collaboration may also come about due to a conducive market climate or for a better positioning. The tourism environment tends to be susceptible to external forces that are beyond the control of the key stakeholders operating within it.

Government support - In most destinations, government backing for the collaboration is an essential precondition. Many interviewees confirmed that, during the initial years, a helping hand by the government facilitated the destination collaboration in the form of KTM.

Strong Product - A strong product is a sine qua non for a successful marketing venture, more so, in collaborative ventures like trade shows. One of the

reasons for the success of KTM could be attributed to the uniqueness of Kerala.

Descriptive survey of visitors brings out the positive feelings the visitors have towards Kerala. From the results of the semantic differential analysis, it is seen that the visitors to Kerala have evaluated Kerala as a very pleasant, relaxing and an exciting place which highlights the perception of Kerala as an attractive destination.

### **7.2.2 Motivations**

Tourism organizations in a destination entering into marketing alliances or collaborations are driven by many motivations. The case study analysis clearly confirms the below mentioned motivations compel firms to join destination collaborations

#### **7.2.2.1 Strategy oriented**

Expansion of markets to new countries is the main reason firms join collaborative marketing arrangements. By introducing new products at the show the firms can learn about customers' reaction to new products and can gauge the commercial potency of new products. They can thus increase their product portfolio.

#### **7.2.2.2 Transaction cost oriented**

Most interviewees confirmed that participating in a trade show was the most effective way to market their products. They could achieve economies of scale and scope, especially the small players who could not participate in international trade shows.

### **7.2.2.3 Learning oriented**

Participation in destination trade shows can be seen as a systematic, targeted, timely and ethical effort to analyze competitors in order to produce actionable insights for decision making. By drawing together competing firms at one place for a short time, trade shows present participants a potential gold mine of low cost access to competitive information. There was no explicit mention by the interviewees of learning being a motivation to attend KTM. However, there was mention of learning about new trends by attending the seminars and through interactions.

### **7.2.2.4 Relationship Building**

Many interviewees stressed the importance of networking in maintaining business and to forge new business. This is of great importance when the cultural and spatial distances between the firm and the customers are very high. This characterises the buyers and sellers at international trade shows. Many interviewees indicated success in building relationships at the show.

Finding the motivations to attend KTM was the main objective of two of the surveys conducted during KTM 2012 among tourism firms who exhibited / visited. The results of the survey confirmed that the main motivations for the sample exhibitors were:

- a) Giving information about company's products and services
- b) Developing and maintaining relationships with existing customers
- c) Creating and/or maintaining company image and goodwill.

Giving information about company's products and services are both strategic, transaction cost oriented and learning oriented. Communicating the

company's product features will ensure interest in the product and will generate leads. As has been indicated in other research studies also, selling at b2b trade shows rarely happens. The visitors come mainly to gather information. This was confirmed by the sample visitors' survey where the main motivations to attend shows were

- a) Meeting new suppliers
- b) Gathering information on new products
- c) Relationship with exhibitors

As both the surveys indicate, exchange of information takes place during KTM which reconfirms the learning oriented strategy brought out by the case study. Information also helps in reducing costs as firms are able to find the best deals. There is thus a connection between the motivations of exhibitors in KTM and the visitors to KTM. Maintaining relationships has emerged as an important sub construct from the interviews which has been substantiated by the survey results. As indicated above, relationships are the second most important motivation for exhibitors and the third most important motivation for visitors as per the surveys.

Creating and/or maintaining company image and goodwill is the second most important motivation for exhibitors which reconfirms the strategy oriented motivation which emerged from the interviews.

Further analysis of the survey results gave a more detailed picture of the motivations of exhibitors to participate in KTM. It was found that there is not much difference between the motivations based on nature of operations i.e. among tour operators and hoteliers, except for giving information about company's products & services where it was found tour operators indicated

significantly higher importance ratings for the objective with the highest means. The nature of ownership also has no significant effect on the motivations except for “maintaining company image and goodwill” and “keep up with competition” which is of greater importance to single owners. An interesting trend noticed is that as the firm’s experience increases, giving information about company’s products and services is the most important motivation. However, for a new firm, with less than 5 years’ experience, developing and maintaining relationships is the most important motivation. Firms with 10 to 20 years’ experience give finding new distribution channels as their next important motivations which is a natural corollary from the primary objective. For firms with more than 20 years’ experience, maintaining company image and goodwill is the next most important objective whereas for firms with less than 5 years’ experience, giving information on company’s products and services is the next important motivation.

Thus survey results gave substance and context to the results from the depth interviews. The surveys allowed the researcher to explore the motivation construct in more detail and with larger groups of people. The quantitative analysis reconfirmed the conclusions from the qualitative data.

### **7.2.3 Process of Collaboration**

The interviews with the representatives of the industry and the government revealed that the process of collaboration through Kerala Travel Mart was very dynamic and complex and involved many aspects and issues. They are:

- a) Stages of growth of the collaboration
- b) Form of the collaboration



- c) Mode of governance in the organization
- d) Management of conflicts

Some of the findings were consistent with similar findings in literature. But there were some unique findings due to the nature of the collaboration.

#### **7.2.3.1 Stages of alliance formation**

The life cycle model have been used as a reference point to identify the critical success factors for collaboration among organizations. Adapting from the reference life cycle framework of Wang and Xiang (2007), the following stages have been noted from the interviews with tourism representatives.

- a) The assembling stage
- b) The ordering and implementation stage
- c) The evaluation stage
- d) The transformation stage

*Assembling* - The interviews revealed much consensus among the collaboration partners about how the KTM developed over time. The main factors influencing its direction and success were identified as the state govt.'s assurance of support, both financial and tactical, and the spirit of collaboration and shared vision among the members of the KTM society, especially in the initial years.

This collaboration did not evolve gradually from one stage to another as in other collaborations found in literature (e.g. the North Pennines Tourism Partnership in Caffyn, 2000). However, the stages mentioned in most literature, including Wang and Xiang's (2007) model used as a reference for the research study, are perceived in KTM Society also viz. Issue identification, partner

selection, ordering and implementation happen almost simultaneously with the formation of the Society. This is so because the Mart had to be conducted almost immediately once the issues were identified and decision was taken to hold the first Mart. The Society had to be formed immediately with tourism firms becoming partners of the collaboration. The Managing Committee was formed and the various sub committees were also formed immediately so that the functions of the Mart could be started immediately.

*Ordering and implementation* - Assigning of various roles and executing the programs jointly decided was not a major challenge as all the partners were convinced of the necessity of keeping KTM going. The partnership was making them all turn around to face the area and confront its problems together. Collaborative working was also relatively new to most partners. Another challenge was to create an identity for KTM externally and to build up credibility and a profile locally. The most commonly mentioned outputs from the early stages were the formation of the Society with clear objectives and a shared vision.

The shared vision and the spirit of collaboration among the members is the most important feature of this collaboration. All the members realized that KTM was essential to bring the major buyers to Kerala so that they see for themselves the uniqueness of the destination and its various products. Without KTM, it was impossible to differentiate the destination amongst the multitude of destinations across the world and which were regularly featured in international fairs like World Travel Mart in London and ITB in Berlin and Singapore. But KTM could not have happened without the wholehearted support of the tourism firms in Kerala. The industry voluntarily gave their time and effort to make KTM happen. Hotels and resorts gave free rooms during

the Mart days, which was almost 30% of their room inventory. Leading travel agents persuaded major airlines, in the initial years, to give free / heavily subsidized airfare to the buyers to encourage them to come to Kerala. This spirit of cooperation still continues to this day as heavy competition from other destinations, even within India, has made it difficult to do away with the 'hosted' status to the buyers.

Many members mentioned the role of the government in the early stages. From initial handholding by way of assurance of financial backing during the first Mart in 2000 to subsequent withdrawal from active role (e.g. Chairmanship of the Managing Committee was voluntarily handed over to the private sector for a few years) to meeting expenses partially in every Mart through reimbursement of certain expenses like the inaugural ceremony, the role of the government is today quite passive and limited to ceremonial roles e.g. The representatives of the government like Tourism Minister, Tourism Secretary and Tourism Director and Chairman of Kerala Tourism Development Corporation attend the inaugural function on the first day of the Mart and interact with the media. The Tourism offices abroad are leveraged for regularly contacting foreign buyers. But, again, this function is limited to just providing the lists of buyers. The official presentations on Kerala now routinely include a slide on KTM. Besides this, there appears to be no active promotion of the Mart by the government. Some interviewees remarked that the State government is slowly trying to increase its role e.g. the Chairmanship of the Organizing Committee has again gone back to the government after a brief period when the post was held by the private sector.

The survey of the visitors had also asked the visitors the source of their information. Direct Mail from KTM or other exhibitors is the main source of information about KTM. More than 50 % have confirmed this. The KTM

website has been indicated by 38 % of the respondents. This website ([www.keralatravelmart.org](http://www.keralatravelmart.org)) gives all information about the members, stalls etc. and is a good source of information about the event. 23% of the respondents have indicated 'others' like word of mouth publicity by previous visitors etc. Previous visits have been indicated by 17 % of the firms. It is interesting to observe that the Indian trade missions abroad do not play a very significant role in disseminating information about KTM which shows the miniscule role played by Govt. of India in promoting KTM.

Thus the survey results indicate that the promotion efforts of KTM through direct mail and through website are more effective than the official machinery of the government. This contradicts the statement of the government representative that the Indian tourism offices abroad were leveraged to bring visitors to KTM. Thus the survey results gives a more realistic picture on this subject.

Second phase of implementation – In 2010, KTM went online in a big way. Interested buyers could go to the KTM site and schedule interviews with exhibitors. It was made mandatory that every hosted buyer meet at least 30 exhibitors to be eligible for reimbursement of expenses.

Changing election rules was another major milestone. In 2010, the byelaws were amended to enable direct voting for the posts of President, Vice President, Honorary Treasurer, Honorary Secretary and Joint Secretary. Earlier the committee members were first elected who then chose the office bearers. This change in rules enabled the members to know who they were going to vote for as President etc. This ensured greater transparency.

One reason for the smooth functioning of KTM has been the long tenure of the CEO since 2002. There has been only two CEOs till date to head KTM.

The first CEO's tenure was brief – from 2000 to 2002. The present CEO has been at the helm for 12 years which brings in stability. But there has been criticism from some interviewees that there is a lack of dynamism and proactive action by KTM.

To assess the quality of KTM, both the sample exhibitors and the visitors were asked to evaluate KTM during the survey.

*Assessment by exhibitors* - Quality of service of KTM and the competence of the organizers and staff was ranked number one by the exhibitors followed by choice of venue and thirdly the special events i.e. the opening ceremony and seminars. The cost of exhibiting in KTM 2012 was ranked last, preceded by the quantity of sales leads generated. The third last was the quality of sales leads generated which is a disturbing signal for the future of KTM. The dissatisfaction with the sales leads is an indication of the poor perception of the usefulness of the trade show for the participants.

*Assessment by visitors* - The analysis of the data showed that KTM was appreciated most for the registration desk and the helpful attitude of the KTM staff. This reflects the quality of the KTM administration. The venue was ranked third. The venue for KTM 2012 was a five star hotel with good accessibility and infrastructure. The least importance was giveaways, invitation letters to KTM and the special events. It is clear that the visitors /buyers come to KTM purely to do business and are not attracted by freebies.

Thus, the quantitative results clearly indicate that the implementation of KTM has been successful as far as the KTM machinery and arrangements are concerned. The procedures are streamlined through the running of KTM for the last 14 years. However, the survey brings out the dissatisfaction with the

quality and quantity of sales leads generated which were not very evident in the interviews though there were a few interviewees who did mention that the KTM did not bring much business.

*Evaluation* - The next step in the process i.e. evaluation is seen to be taking place internally among members. There has been internal discussions on the future directions of KTM as there is apprehension that internet is weaning away future buyers from trade shows. Besides, multiplicity of travel trade shows in India and abroad is diminishing the attraction of KTM. This is reflected in the stagnant numbers of international buyers coming to KTM. There is apprehension that KTM is becoming more a domestic trade show due to the increasing number of Indian buyers coming to KTM. Various alternatives are being discussed but no visible change in the direction of KTM is evident.

Continuous evaluation of performance is needed against the stated objectives of the collaboration. Such an analysis is critical in identifying areas for improvement within the collaboration and to facilitate future joint decision making. If problems are identified in a timely manner, a solution can be woven into the running of the collaboration more effectively.

There was considerable agreement amongst interviewees about the high and low points of the collaboration and the road travelled. All identified the government support and the shared vision as the starting triggers. Increasing threat from other Marts, increasing popularity of online, stagnant number of buyers have been various reasons cited for the possible decline of popularity of KTM in the future. Hardly anybody stated that KTM will continue in the same shape as now. There was only one lone voice who stated that KTM had

not served any purpose to the tourism fraternity. The rest were unanimous that KTM was beneficial to its stakeholders.

As far as the collaboration process was concerned, there was considerable commitment and enthusiasm from all partners to working together, tackling the problems of the area as a whole and for developing Kerala as a unique destination. The large number of partners meant that each achieved high levels of gearing for their own relatively small financial contributions. Some interviewees felt there was a core (generally members of committees) and periphery of partners with some much more active than others. Many were appreciative of the contributions made in time and energy that key individuals made during the early years of the collaboration. There were very few power or political conflicts probably due to the wide spread of power amongst a large number of partners and acceptance of leadership of the respected people in the industry. Partners had developed significant levels of mutual trust.

The survey among exhibitors indicated the exhibitors' overall evaluation of KTM i.e. the extent of their satisfaction/dissatisfaction with the overall performance of their company in KTM. The results show that more than 50% of the exhibitors were satisfied with the performance of their company at KTM.

The quality and quantity of sales leads generated by a trade show is an important indicator of quality. Though more than 50% of the exhibitors were very satisfied /satisfied with the quality and quantity of visitors, 25% of the exhibitors had no opinion while more than 15% were dissatisfied /very dissatisfied. These are warning signals which KTM must heed to ensure a demand for stalls.

More than 90% of the sampled buyers also were satisfied with their participation. There were a few, though miniscule, group of buyers who were neutral about their satisfaction which indicate areas of improvement.

*Transformation* - There appears to be a range of possible options for tourism partnerships to take when they reach a certain point; either to continue, possibly in a revised format, or to bring the collaboration to a close and continue its work through a different mechanism.

The following main options are suggested in the various interviews:

- a) Eventual demise of KTM due to decrease in visitors due to severe competition from other trade shows or decline due to non-preference for trade shows over other forms of direct sales promotion like internet.
- b) Expansion of KTM to include more products like other destinations e.g. Tamil Nadu and Karnataka. Whether this will have a bearing on the name Kerala Travel Mart remains to be seen.
- c) Change in the format i.e. one year in Cochin and the alternate year in some source market, either domestic or international or one year a show purely for domestic buyers and the next year, a show for international buyers.
- d) Change the form from a physical trade show into a virtual show or into sub specialized shows on niche areas like eco-tourism, culinary tourism etc.

Various factors will determine the future course and shape of KTM. Caffyn (2000) suggested that a partnership which survives must broaden its agenda periodically. This could be a crucial factor in continuing partnerships/



collaborations. Waddock describes the need ‘to keep re-hooking partners with a broadening agenda – keeping them interested and committed to the work being done. Caffyn describes this as ‘organizational drift’. Many other writers have warned of collaborative fatigue which may set in due to the pressures of ongoing partnership working. This could incorporate an element of boredom as partners’ interest is taken by new, more exciting initiatives. A few interviewees had already hinted their disinterest in KTM as they had achieved their objectives.

The most vital factor is resources- if the leading hotels/resorts decline to give rooms voluntarily to the ‘hosted buyers’ then KTM will have to find its own resources and may become unviable.

Partnerships are by nature temporary. An ending is therefore a likely outcome whether it is achieved but it would be much more beneficial to plan a positive end to a partnership and end on a high note, rather than drifting to an uncertain conclusion.

Thus, a new element has emerged under transformation, besides a. evolve into stronger partnerships and b. Finish completely. i.e. *Evolve into a different form and shape* - Over the years, any collaboration venture will transform into a new form or undergo modifications in its structure in order to grow or adapt to external conditions or due to internal compulsions.

Hence, it is concluded that the collaboration process is dynamic and cyclical which contains four distinctive stages: a. the assembling stage b. the ordering and implementation stage c. The evaluation stage and e. The transformation stage.

The survey results show that 57% of the exhibitors have indicated that they are very /most likely to exhibit at the next KTM which should be reassuring news for KTM Society . However, almost 25% are uncertain which is a not a positive sign.. It may be noted here that the stall fees paid by exhibitors is the main source of income for the trade show. Hence, in the short term, KTM may continue in its present form .The above survey also indicate that an overwhelming 75% of the exhibitors will recommend KTM to other tourism players in Kerala. Though the transcripts' analysis show that not all exhibitors are convinced about their individual success or participation, the survey data show they are convinced about the usefulness of KTM for Kerala (in the same format ) and its likely continuance for the near future. However, in the long run, unless changes are made in the format of KTM, continued participation by firms is uncertain.

Most of the buyers/visitors are have also indicated in the survey that they are likely to attend the next KTM though a significant 14% has either indicated 'neutral' or 'not so likely'. Not attending next KTM could be for a variety of reasons but KTM society has to heed this signal from the buyers as only repeat visitors can ensure the longevity of KTM. Recommending KTM to others is a sure sign of satisfaction with KTM. About 10% is taking a neutral stand will recommend KTM but the rest have clearly stated that they will recommend KTM. So the visitors' survey have also indicated that the present form of KTM may continue in the short term but in the long term, the same prediction cannot be made.

#### **7.2.3.2 Mode of governance**

The interview results suggest that at each stage the mode of governance within the collaboration differs. Wang and Xiang (2007) citing Rhodes ,1997,

states that the governance mode/structure reflects the forms of the social coordination within the alliance and the way governance is achieved through multi organizational partnerships. Different modes dominates at each stage of alliance. At the assembling stage, the network mode dominates where development of interdependent relationships based on trust, loyalty, and reciprocity enables collaborative activity to be developed and maintained. The informal networks that existed among members enabled the formation of the KTM Society. During the assembling stage, the format and form of the collaboration took a formal form and a hierarchy of sorts was established in the form of Kerala Travel Mart and the first Mart was conducted. The managing committee was constituted and the Organizing Committee and various sub committees were formed to smoothly run the Mart. The initial arrangement continues till date with minor modifications on the number of committees and other changes. Thus the hierarchical mode of governance overcomes the problems of coordination and collaboration found in the market place. The emergence of a coordinating structure in the form of KTM Society enabled procedures to be established for the conduct of the Mart.

The interviews revealed that in the second stage of ordering, a market mode of governance, which revolves around contractual relationships is seen prevailing. Markets provide a high degree of flexibility to actors who prefer to be independent and will choose to collaborate only when they see particular advantages for themselves.

There is a mix of hierarchy and informal networks in the implementation stage. Even though there are committees to run the show, it is the time and energy put in by the members and their willingness to give rooms etc. which is the key reason for the success of the Marts. The market structure again

dominates the evaluation and the transformation stage. The individual firms forming the partnership evaluate the results of the collaboration in terms of increase in business, generation of leads and establishing personal contacts. At the industry level, the overall impact on Kerala's image and brand is the criterion by which the collaboration is informally assessed. As for transformation stage, the market structure again is the main influence. What form the Mart should take, whether the existing form is satisfactory is again influenced by the market imperatives.

### **7.2.3.3 Forms of the alliance**

Collaborative marketing relationships among tourism organizations in a destination can be placed in a continuum of affiliation, cooperation, coordination, collaboration, and strategic networks depending upon the levels of formality, integration, and structural complexity. Affiliation represents the lowest, while strategic networks represent the highest level of formality, integration, and structural complexity along the continuum.

Collaborative marketing relationships can take any of these forms. However, in this particular case study most members have agreed that KTM is a collaboration though some have suggested strategic networks. KTM can be termed as collaboration as firms in the tourism industry of Kerala have engaged in an interactive process, using shared responsibilities through a formal structure called the Kerala Travel Mart Society through which the Mart is conducted every two years. All issues related to conduct of the Mart are jointly decided through a structured process.

The public private partnership that has been forged through KTM Society is strong and likely to remain stable as successive state governments

have seen the wisdom of a hands off policy as far as tourism is concerned. *Public Private Participation* is being added as a governance structure though it could be described as a partnership or a collaboration .This is so because a public private partnership is a very distinct form of governance seen in many destination collaborations across the world.

#### **7.2.3.4 Management of Conflicts**

Conflicts are present among tourism organizations throughout their collaborative marketing activities. These conflicts are reflected mainly by their efforts to make a balance between their individual organization's benefits and the common benefits to the entire destination, as well as their resultant strategies of cooperation versus competition.

Conflict is a commonly observed feature of inter-organizational collaboration. Some studies have found a negative relationship between conflict and effectiveness whereas others have suggested that conflict resolution can result in positive outcomes, particularly if it results in organizational learning. Bucklin and Sengupta (1993) argue that making a distinction between functional and dysfunctional conflict maybe helpful to participants in alliances , the key being to recognize the functional role of conflict and to learn to harness it towards meeting the objectives of the collaboration.

Many interviews hinted at conflicts of interests during committee meetings. Some opined that office bearers do not change often and the same people get elected all the time. But most of the interviewees agreed that the conflicts were managed within the meetings.

The exhibitors were asked open ended questions during the survey about their suggestions on KTM. Many conflict areas emerged which were mainly relating to the conduct of KTM 2012. viz. layout, allotment of stalls and online appointment system. These issues are discussed during the annual general body meeting which is held immediately after each Mart and corrective action is taken during the next KTM.

#### **7.2.4 Outcomes of the Collaboration**

Collaborative marketing efforts in destination generate specific outcomes for tourism organizations involved, and the results can be reflected in four major areas: (1) strategy realization, (2) organization learning (3) social capital building (4) Sustainable Tourism.

##### **7.2.4.1 Strategy Realization**

*Increased Product Portfolio* - Managing a product portfolio entails analyzing consumer behavior to determine how to expand with new products for the destination and how to improve profitability by removing underperforming products. A broader product portfolio offers consumers more holiday choices and gives a company more opportunities to capture consumers with different needs and tastes. Literature has also cited these tangible results as the outcomes of a successful trade show participation (Kerin and Cron, 1987).

The interviews had indicated the very tangible benefit of increased product portfolio due to the KTM. The number of varied products determines the strength of the destination. Kerala has both tangible and intangible elements e.g. physiography, culture and history which are offered to potential buyers – the backwaters, the wildlife and the art forms. KTM enables the buyers to actually experience and see the product for themselves. Hence, the exhibitors

are able to experiment with new product forms and encourage the buyers who visit KTM to actually see the new product which is not possible in other travel trade shows. Older products, say beaches, can be improved to enhance their images, new dimensions can be added to an existing image or completely new destinations can be developed with new themes and structures. Exhibitors cited Wayanad as a destination that has developed through KTM. So also houseboats as an innovative product found prominence through KTMs.

The survey among the exhibitors during the Mart also brought out this aspect. Introducing existing products to new markets and exploring business opportunities were ranked 4<sup>th</sup> and 5<sup>th</sup> by the exhibitors among the results achieved due to their participation in the Mart.

The quantitative results also reveals that more than 40% of the exhibitors have indicated that there is a likelihood of the sales leads from KTM converting into sales within the next 12 months. But surprisingly, almost 35% is neutral, which means there are a good number of exhibitors who are uncertain about the outcome. If this number is combined with the 'not so likely' group which comprise 7.9%, the signs could be worrisome for KTM as the main reason for firms to participate in a trade show is an increase in business in the long run.

For the visitors to the fair, it was evident that meeting new suppliers has been the most important objective which has been met. A trade show is the best opportunity to meet maximum new suppliers in a short span. The next important objective attained is gathering information on new products which is a natural outcome of meeting new suppliers. The fourth most important objective achieved is seeing properties. Thus the survey results corroborate the

findings of the qualitative study that KTM has succeeded to a great extent increasing product portfolio.

*Destination Competitiveness* - The competitiveness of a destination refers to its ability to compete effectively and profitably in the marketplace.

Interviewees found it difficult to pinpoint the overall impact of KTM. They felt the product, Kerala, was generally stronger now and businesses were run more professionally and more market savvy. The creation of a new identity for Kerala was held up as the biggest achievement along with establishing the joint working across the area. It was also felt that the people involved had acquired a much greater understanding of the issues of the area. Partners' outlooks had changed through working on such an initiative. They have become more cooperative and the 'we' feeling is well developed among many members. Kerala Brand has been firmly established with the launch of KTM. One interviewee went so far as to say that Kerala Tourism and Kerala Travel Mart have become synonymous. Acclaimed as India's only 'tourism super brand', Kerala has been able to develop strengths in certain core areas of product development and infrastructure creation. Specific indicators of success are difficult to identify for partnerships, particularly when they have not been agreed at the start. Number of visitors to the KTM has been the constant performance measure mentioned by the interviewees.

Visitors were asked to indicate the adjective which best described Kerala as a destination using a 7 point semantic differential scale. From the results, it is seen that the visitors to Kerala have evaluated Kerala as a very pleasant, relaxing and an exciting place. This analysis is important as the perception of Kerala as a destination has an important bearing on the attractiveness of



Kerala as a destination to promote and consequently the attractiveness of KTM as a destination Mart to visit.

The visitors' survey also indicated that 75% of the respondents are already promoting Kerala. Of those who are not yet promoting Kerala, 54 % said they intend to promote Kerala in the next 12 months. This reconfirms the perception that KTM enhances the destination competitiveness of Kerala.

*Tourism arrivals* - Increase in tourist arrivals is one of the main indicators of the success of a destination's marketing. The tourism statistics of Government of Kerala ([www.keralatourism.org](http://www.keralatourism.org)) clearly indicate there has been a substantial increase in tourism earnings and tourist arrivals. Till the year 2000 the foreign tourist arrivals were stagnant. It is only after 2000 the increase in foreign tourists has taken a big jump. KTM started in 2000. It could be a coincidence but the fact cannot be ruled out that KTM is an intrinsic part of Kerala's tourism promotion efforts. In 2003, the arrivals recorded India's highest growth in international arrivals at 26.8 per cent. In 2014, foreign tourist arrivals to Kerala were 8.58 lakhs, an 8.12% increase over 2012. All this shows the destination competitiveness of the destination Kerala. These figures are much better than UNWTO's indicated growth over the same period for Asia and the Pacific which is 6 %.

Though there has been a year on year increase in the total number of visitors, which is often cited by the members during the interviews, what emerges from these data is that the numbers of international buyers have remained stagnant in the past few years. There was a big increase in 2002 but since then it is stagnant and at times declined.

*Increase in earnings* - In 2002, the state was able to augment its tourism earnings to ₹ 706 crore as against ₹ 535 crore in 2001, representing an increase of 31.8 per cent. (GOK, 2014). The total foreign exchange earnings from tourist arrivals were ₹ 5561 million in 2013, a 22% increase over previous year.

#### **7.2.4.2 Organization learning**

Knowledge activities deal with extracting information from different customer and supplier-based sources as well as with generating relevant knowledge and applying it in the form of intelligent services for customers or destination stakeholders. It may be mentioned here that this theme was not specifically mentioned by many interviewees. Maybe it is taken as granted because trade shows are generally great venues for learning.

The results of the exhibitors' survey indicate that collecting information on competitors, doing market research, giving information about company's products and services had high means. This brings out the learning outcome which was not often mentioned in the interviews.

#### **7.2.4.3 Social Capital building**

Many interviewees had mentioned that the biggest takeaway for them from KTM was the relationships they make or build upon during the three days of the Mart. They make new acquaintances and friends which stand them in good stead later.

Developing and maintaining relationships with existing customers was indicated as the second highest motivation among exhibitors in the first survey. The third highest motivation was maintaining and developing relationships with suppliers. In the second survey among exhibitors the

second highest achievement through participation in KTM was mentioned as maintaining personal contacts with existing customers and third achievement maintaining and developing relationships with suppliers.

The third important objective achieved for visitors is relationship with exhibitors which stresses the importance of relationships in business.

#### **7.2.4.4 Sustainable Tourism**

A new aspect that evolved from the interviews is the outcome of sustainable tourism. The distinguishing characteristic of the sustainable approach is the focus on the responsibility of role-players in the tourism sector, and destinations in general, to take action to achieve sustainable tourism development. Increasing numbers of consumers are looking at the reputation and responsibility of the companies they buy from; they want to have “guilt free” holidays.

Collaborative trade shows bring the world to the small and unknown seller. Little known destination opens up thus distributing the benefits of tourism more evenly and promotes inclusive growth. All this indicates sustainable tourism as a very important outcome of a collaborative venture. Sustainable development has a primary objective of providing lasting and secure livelihoods which minimizes resource depletion, environmental degradation, cultural disruption and social instability. The Report of the World Commission on Environment and Development (UN, 1987) extended this basic objective to include concerns of equity, the needs of economically marginal populations and the idea of technological and social limitations on the ability of the environment to meet present and future needs.

Considerable emphasis has been given to the impact of KTM on the small and local players for whom KTM has been a window to the world. Many local companies like Rainbow Cruises (Houseboat), Olavype (homestay) categorically stated that KTM helped them immensely. Most interviewees stressed this aspect repeatedly. As sustainable tourism is about the small and local, KTM can be said to have given a fillip to sustainable tourism. This unique benefit of destination collaboration has emerged as an important finding of this research study.

### **7.3 Summary**

The research study has focused on a collaborative destination marketing through a trade show in Kerala, using the framework of Wang and Xiang (2007) to examine the collaboration process in depth. The results of the mixed methods study corroborated the main constructs in the framework like the preconditions, motivations, the process and the outcomes. But the results also brought out some interesting aspects of a collaboration like the importance of the market environment, a good product, role of a good leader, shared vision and government support to start a collaboration. Building relationships also emerges as an important motivation besides other motivations of strategy, transaction cost and learning, which was highlighted by both the interviews and the surveys. Growth of the collaboration takes four distinct stages viz. assembling, ordering and implementation, evaluation and transformation. Findings from the study of the process also highlights the possibility of the collaboration evolving into new forms over a period of time. Public private partnership also emerges as an important form of collaboration. Conflict management and mode of governance also are highlighted. Strategy realization, Organization learning and building of social capital are some of the important

outcomes of the case study and the quantitative study. A major finding of the study is the outcome of sustainable tourism from a destination collaboration which is an important finding, not mentioned specifically as an outcome in research studies.

The first phase i.e. qualitative study was essential to probe the whole process of forming the collaboration and the various stages it goes through. The depth interviews confirmed that the destination collaboration, that is, KTM followed a sequential process of growth from its initial stages. The second phase of the research indicated that the main participants were satisfied with their trade show participation by confirming repeat participation and positive referrals. It was important to find out whether the results at the individual participant level reflected at the destination level.

Thus the results of the qualitative studies were strengthened by the results of the quantitative studies on a larger sample, mainly on the motivations and outcomes. Triangulation of results is achieved through multiple sources of evidence viz. depth interviews, surveys, archival records and secondary data. It is thus argued that the research study has achieved the main objective of the study i.e. to explore the nature and dynamics of collaborative destination marketing using trade shows.

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## DISCUSSION, IMPLICATIONS AND CONCLUSION

<i>C</i>	8.1	<i>Introduction</i>
<i>o</i>	8.2	<i>The Collaboration Process</i>
<i>n</i>	8.3	<i>Implications for destination collaboration marketing</i>
<i>t</i>	8.4	<i>Implications for future research</i>
<i>s</i>	8.5	<i>Limitations of the study</i>
	8.6	<i>Conclusion</i>

### 8.1 Introduction

Marketing networks and collaborations are voluntary alliances between organizations involved in marketing and promoting products and services in a collective way. They occur due to a wide range of motivations and take a variety of forms. Studies on interorganizational collaboration in tourism appear to be particularly relevant at a time when partnership arrangements have proved to provide solutions to marketing and promoting tourism products in destinations. It is, therefore, surprising that the nature and dynamics of collaborative marketing in a destination has not been explored in a comprehensive way in the tourism literature (Fyall and Garrod, 2006). This study has attempted, in part, to fill a gap in the literature by applying the well cited theoretical framework of collaborative destination marketing of Wang and Xiang (2007) to an emerging destination with a different market structure. The framework highlights a number of important issues related to the formation process of tourism

marketing alliances within a destination. Emerging tourist destinations have unique characteristics, which differentiate them from matured destinations or destination at their decline stage. This research study has attempted to refine the existing categories and dimensions in the framework by examining in detail the situational characteristics and dynamics in a destination collaboration in the form of trade shows in Kerala, one of the fastest growing destinations in India. The research study has also attempted to fill the gap in trade show literature by highlighting the role of trade shows as a destination promotion tool.

The main objective of the study was to explore the nature and dynamics of collaborative destination marketing using trade shows. A sequential exploratory mixed method design was adopted – a qualitative study to explore in depth the process of collaboration at the destination level and subsequently a quantitative study for examining the motivations and performance at the participants' level – both exhibitors and visitors during a collaborative trade show – Kerala Travel Mart. The broad objective is subdivided into specific objectives for each strand of the study. A triangulation of results is thus attempted to corroborate the evidence and to strengthen the findings by complementary results.

A case study method was adopted and the study setting is the Kerala Travel Mart (KTM), a collaborative trade show held in Kochi every two years since 2000. Depth interviews were conducted with key participants and members of KTM Society to understand the preconditions, motivations, process and outcomes of the destination collaboration. Four surveys were conducted during the trade show KTM 2012 to study exhibitors' and visitors' motivations to participate in a destination trade show, to assess the performance of exhibitors and visitors in a destination trade show, to assess the relationship



between the exhibitors' performance in a destination trade show and future exhibit intentions and positive word of mouth, to assess the relationship between the visitors' performance in a destination trade show and future attendance intentions and positive word of mouth and to assess service quality of a destination trade show as perceived by exhibitors and visitors.

## **8.2 The Collaboration Process**

Depth interviews with industry leaders and KTM Society members and the four surveys during the KTM 2012 brought out the nature and dynamism of a tourism collaboration which can be best understood by examining the sequence of events of marketing alliance formation. The sequence of events includes the preconditions which trigger collaboration in a destination, the motivations for firms to join the collaboration, the dynamic evolutionary stages of the alliance as the collaboration develops over time and the outcomes as performance measurement in order to sustain the collaboration in the long run. The findings of the study validate the theoretical framework of Wang and Xiang (2007) to a great extent except for some important differences.

### **8.2.1 Collaborative Destination Marketing – A Result of Environmental Forces**

The results of the study indicate that preconditions set the tone and provide the necessity for tourism organizations to work with each other in order to achieve their ultimate goals. External forces serve as trigger for the preconditions for marketing alliance development. This is supported by literature. For example, Czernek (2013) notes that in their role as preconditions, determinants of cooperation are construed as certain competitive, technological, socio-cultural, economic, task-related or political forces that work towards cooperative interaction among independent entities. In this study, the essential

conditions preceding the collaboration or drivers of collaboration of a destination collaboration have been identified as market imperatives, shared vision among stakeholders, and strong product as a USP, visionary leadership and government support. Some of the findings like market imperatives, shared vision and visionary leadership have been highlighted in many research studies as important drivers of collaboration. The other two factors viz. strong product and government support demonstrate the importance of contextual differences in a marketing collaboration.

Leadership played a very important role during the formation stages of the collaboration as it was the initiative and the long term vision of a few industry leaders which started Kerala Travel Mart in Kerala. Shared Vision was a common recurrent theme during the interviews. The fact that such a collaborative venture has not been emulated by other states in India in spite of the success of KTM indicates the importance of a shared vision. Collaboration is all about common objectives and goals which the tourism industry in Kerala was able to achieve from the beginning.

Stakeholders may realize that it is time to collaborate and project a common image for the destination. Market imperatives like a better positioning of the destination Kerala and the necessity to bring the buyers to the destination were the main reasons for the emergence of KTM. It was also felt that the strategic marketing promotional tool of trade shows could be used very effectively for competitive advantage. More and more governments have realized the necessity of a partnership with the private sector to promote tourism in the destination. The government support may be in many forms but it is increasingly an essential precondition for a collaborative effort in an emerging destination. The helping hand of the government during the early

years was very clearly brought out in the study. Without this crucial support from the beginning, the Kerala Travel Mart would not have taken off.

The destination must be distinctive and should have unique attractions for the tourists. Kerala is a unique destination with its natural splendours and myriad art forms. It is a strong product to market through a destination trade show. The positive feedback on Kerala as a strong destination was also brought out in the study.

### **8.2.2 Reasons for entering into marketing collaborations**

Fyall and Garrod (2006) identified market related motives and lesser transaction costs as reasons for collaboration while Fuchs et al (2013) states that the generation and intelligent application of knowledge on customer needs and resources leads to reduction of asymmetries through collaboration. The literature on trade shows (Bonoma, 1983; Kerin & Cron, 1987) highlights selling and non-selling objectives of exhibitors in trade shows. In defining alliance formation, it is found from the study that the motivation of tourism organizations entering marketing alliances can be explained from four broad perspectives: strategic oriented, transaction cost oriented, organization learning oriented and relationship oriented.

Giving information about the company's products and services, maintaining company image and goodwill exploring market opportunities in new regions / segments, introducing new products at the show and exploring export opportunities are some of the strategic benefits which exhibitor firms perceive in a destination trade show. There are some differences in motivations among firms with longer tourism experience as their priorities are building company image and distribution channels which aid in creating competitive advantage.

Firms with lesser experience prioritise relationship building with suppliers and potential customers.

Hansen (1999) noted that information exchange at trade shows helps companies choose better trading partners, reduces legal and contracting costs, and helps to decide which parts of the business can be spun-off or kept in-house. The study confirmed that KTM helped in reduction of transaction costs. By participating in destination tradeshow, firms collect information about competitors' products, exchange information with visitors, evaluate displayed products by competitors and benchmark competitive position. By attending the seminars and through interactions, firms learn about new trends. However, it was apparent the firms were not fully exploiting the learning opportunity the trade shows gave like seminars with experts talking on latest trends and practices.

Literature confirms the important function of relationship building in trade shows e.g. Yuksel and Voola (2010)'s study found that the key motivation for participation was to improve relationships with customers. The study findings highlights this important motivation. The exhibitors get the opportunity to meet key decision makers who are otherwise inaccessible, and, establish personal contact with customers. Both exhibitors and visitors have realised the role of KTM as a relationship building tool and have benefited on this aspect especially new firms who develop leads through the contacts established during the trade show.

### **8.2.3 Development and Evolution of the Marketing Collaboration**

For the success of the marketing collaboration, it is essential to know how the collaboration evolves over a period of time and the various issues that come up during its growth.

### 8.2.3.1 Stages of Collaboration

There was much consensus among the collaboration partners about how the KTM developed over time. It is seen that tourism marketing alliances go through four distinctive developmental phases. Further, the evolutionary, dynamic nature of collaborative marketing is captured in the descriptions of its modalities, governance structures, and conflict management issues and reveals a number of meaningful aspects of effective destination marketing.

*Assembling stages* – Every collaboration, including KTM, starts with the assembling stage. The main factors for the direction and success of the collaboration in this stage were identified as the state government's assurance of support, both financial and tactical, and the spirit of collaboration and shared vision among the members of the KTM society. In its early stages, the main challenges the collaborative partnership faced were working collaboratively across a fragmented industry with a large number of partners with diverse interests. Another challenge was to build an identity for KTM both externally and in the domestic market. This was facilitated by the unique attributes of the destination Kerala. The challenges were surmounted due to the spirit of collaboration and shared vision which saw the first mart as a great success.

*Ordering and Implementation stage* – The next stages in the collaboration can be identified as separate two stages or as a single stage. As KTM was conceived and implemented almost simultaneously, the two stages (shown separate in the framework) merge into one. The procedures and arrangements have been streamlined as eight KTMs have been held till date. There is overall satisfaction with the general arrangements by KTM society by both exhibitors and visitors.

Two phases of the collaboration were identified. In the first phase from 2000 to 2010, KTM was established and processes streamlined. In the second phase, technology was leveraged through online registration of buyers and more transparency was brought in the election process. The study shows that the promotion efforts of KTM through direct mail and through website [www.keralatravelmart.org](http://www.keralatravelmart.org) are more effective than the official machinery of the government. Direct communication is still the most effective mode of promotion and reinforces the view that government should keep away from tourism and leave it to private initiative.

*Evaluation stage* – Evaluation is the process of evaluating and monitoring performance vis a vis objectives and plans. The study reveals that evaluation is seen to be taking place informally among members about the future directions for KTM. There are genuine fears about the future of KTM due to online threats, multiplicity of travel trade shows in India and abroad and erosion of the international nature of KTM due to the increasing number of domestic visitors. Various alternatives are being discussed but no visible change in the direction of KTM is evident. The study results confirm general satisfaction with the current performance of the company at KTM by both exhibitors and visitors. Though the implementation of KTM has been successful there is dissatisfaction with the quality (in terms of the nature and value of expected business) and quantity of sales leads generated. These are warning signals which KTM must heed to ensure a continuous growth of KTM. A formal strategic evaluation process is necessary to check performance of KTM against the stated objectives stated in the Memorandum. This will ensure course correction if required and ensure KTM is in a continuous growth path.

*Transformation* – Waddock (1989) suggested that a partnership which survives must broaden its agenda periodically. This could be a crucial factor in continuing partnerships/collaborations. Waddock (1989) describes the need ‘to keep re-hooking partners with a broadening agenda – keeping them interested and committed to the work being done. Caffyn (2000) mentions ‘organizational drift’. Many other writers have warned of collaborative fatigue which may set in due to the pressures of ongoing partnership working. This could incorporate an element of boredom as partners’ interest is taken by new, more exciting initiatives. KTM also needs to reinvent itself. The study reveals a range of possible options for KTM to take in the future viz. expansion of KTM to include more products like other destinations, change in the format or even eventual demise of KTM. The study suggests a high probability of a change in the format of KTM. There are indications that the present form of KTM may continue in the short term but in the long term, unless changes are made in the format of KTM, continued participation by firms is uncertain.

Each of the stages represented in the framework is characterized by certain activities that distinguish it from preceding or subsequent stages. The kind of activities in which a tourism alliance is engaged is a good indication as to where it is in its development. The study highlights that sometimes a tourism alliance may even appear to be operating in two stages at once. This has occurred in KTM where the trade show is held every two years. So every time KTM is organized, the second and third stages i.e. ordering, implementation and evaluation take place. When this happens, it is important to remember that each stage builds on the previous one and that attention is needed to resolve the collaboration issues as they arise, regardless of whether they are characteristic of a previous stage. Improving the effectiveness with which crucial tasks are

carried out at each stage will serve to make the collaboration function better and increasing the level of collaborative advantage that can be gained through the collaborative process.

#### **8.2.3.2 Mode**

The governance mode/structure reflects the forms of the social coordination within the alliance and the way governance is achieved through multi organizational partnerships (Wang and Xiang, 2007). The study results suggest that at each stage the mode of governance within the collaboration differed. At the assembling stage, the network mode dominated, during the assembling stage a hierarchy was established through a formal KTM Society, and in the implementation stage there was a mix of hierarchy and informal networks. The market structure again dominated the evaluation and the transformation stage. The collaboration process is thus a very dynamic process.

#### **8.2.3.3 Form**

Public Private Participation emerged as a governance structure distinct from a partnership or collaboration. Public private partnership is a very distinct form of governance seen in many destination collaborations across the world. More and more destinations have adopted this form as the destination benefits from both the private sector initiative and government machinery.

#### **8.2.3.4 Conflict Management**

The study indicates the presence of conflicts of interests in the KTM Society which manifests during committee meetings. Bucklin and Sengupta (1993) argue that making a distinction between functional and dysfunctional conflicts maybe helpful to participants in alliances, the key being to recognize the functional role of conflict and to learn to harness it towards meeting the



objectives of the collaboration. What emerges is that conflicts are resolved amicably within the collaboration and not allowed to vitiate the collaborative spirit which is a notable achievement and may have contributed to the longevity of this collaboration.

The resolution of issues in previous stages results in the smooth resolving of issues in subsequent stages. This suggests that the evolution of the alliance is developmental. It is important to allow for flexibility in a tourism alliance that may require the alliance to revisit a previously completed stage and effect changes to reflect changing situations e.g. format of elections to the managing committee, decided in the initial years during the ordering stage and incorporated in the Memorandum of Understanding was again modified after some years to bring in more transparency.

#### **8.2.4 Outcomes of the Marketing Collaboration**

An effective collaboration of tourism firms in a destination will result in strong linkages and positive outcomes in the economy and society. Four important outcomes of collaboration which emerged from the study include strategy oriented, organization learning oriented, social capital building oriented and sustainable tourism oriented.

Strategy - oriented outcomes were mainly reflected by tourism organizations being able to enhance their competitiveness through collaboration. The KTM participants experienced the very tangible benefit of increased product portfolio and increase in business through conversion of the sales leads from KTM.

Destination competitiveness is a major outcome under strategy realization. The positioning and brand image of the product, Kerala, has benefited through

KTM. The study brought out the visitors' very pleasant perception of Kerala which has an important bearing on the attractiveness of KTM as a destination Mart to visit. Wayanad and Bekal, new destinations in North Kerala have been successfully showcased through KTM. The increasing attractiveness of this destination is further evidenced by the tourism statistics which clearly indicates there has been a substantial increase in tourism earnings and tourist arrivals to Kerala for the past many years.

Learning-oriented outcomes concentrates on knowledge transfer, organization change and innovation through learning various types of skills required for collaboration. Knowledge transfer occurs when members attends talks and seminars which are held during the three days of the Mart. Sharland and Balogh (1996) highlights that trade shows are a potential gold mine of access to low cost information. The study also highlights the learning outcomes through information related activities of exhibitors such as collecting information on competitors, doing market research, giving information about company's products and services. Visitors also gain knowledge about the destination and its various products by onsite visits and interaction with exhibitors and government officials.

Social capital-oriented outcomes focuses on the relationship and trust building process among the various sectors of the tourism industry in the destination, as well as the benefits of the embedded relationship among tourism organizations, such as information exchange, future business opportunities, and the learning opportunities. The study highlights the big advantage for the participants at KTM viz. the relationships they make or build upon during the three days of the KTM. This stresses the importance of building and maintaining relationships in a trade show environment.

One of the most important findings has been the outcome of sustainable tourism through participation in KTM. The study has brought out the valuable contribution of KTM to inclusive growth by providing a platform for the small and local tourism firms of Kerala. KTM has been successful in bringing the global players to Kerala which give the local firms an international exposure and a foothold in the global market. This singular contribution of KTM is a crucial finding as responsible tourism has been an important plank of Kerala's tourism strategy. When environmentally unsustainable development of tourism is creating a backlash against the tourism industry the world over, this sustainable tool of tourism promotion available to a destination needs wider recognition.

This research study, supported by both qualitative and quantitative data confirms many aspects of the theoretical framework of Wang and Xiang, (2007) except for some important differences highlighted above. The use of a mixed method approach was appropriate i.e. case study research helped in examining the internal processes of an interorganizational collaboration in depth and the results of the four surveys helped in further supplementing and strengthening the study findings.

### **8.3 Implications for destination collaboration marketing**

This study offers practical implications for managers in destination organizations. Collaborative arrangements are a natural outcome in the highly fragmented tourism industry. The ultimate goal of collaboration in the tourism industry is to facilitate the creation of innovative products and services and practices towards increasing destination competitive advantage. Building partnerships and networks is a viable and tactical tool for organizations to improve their capabilities. Thus, it is important for them to gain a better

understanding of the issues and processes related to partnerships and collaborations.

This study suggests that it is not enough to start a collaboration process: how to manage this process and make these relationships enduring and aligned to the common goal is even more crucial. Partners entering the collaborative relationships with different interests, goals, and motivations oftentimes lead to conflicts. While certain governance structures are useful for establishing rules, norms, and disciplines, partnerships within the tourism setting largely hinge on mutual understanding and trust and a sense of commitment.

This study also suggests that strategy realization can be understood as the short-term outcome of collaboration whereas knowledge sharing, social capital building and sustainable tourism are important long term outcomes in the collaborative relationships.

The examination of the various sequential events in marketing alliance formation is expected to give an insight into the behaviour of organizations as they form alliances which will be of key strategic interest to stakeholders especially the government. It is expected that the study will give insights and practical guidance to the establishment and management of different destination collaborative efforts. Other destinations in India can follow this example of Kerala and start similar trade shows specific to the destination.

As the survey, interviews and secondary data indicate, Kerala Travel Mart has been a successful collaborative public private partnership. An in-depth study such as this gives an analytical picture to the tourism firms, of the whole process of which they have been a part for so many years. Industry leaders must pay attention to continually monitoring and refining the

collaboration, its purpose, its process and its outcomes. The study has also indicated that unless some changes are made in the present structure and form of KTM, this unique trade show may face serious challenges on account of declining visitors, competition from other destinations and virtual trade shows

Few, if any, hallmark events occur without some degree of public funding support at some stage. To the extent that the rationale for this use of public funds hinges on the tourism promotional effects of such events, tourism authorities should have an interest in evaluating this aspect of the event. As a justification for allocation of funds, the impacts of the events should be part of the evaluation process. As KTM has become an integral part of the tourism strategy of Kerala, it needs to be established whether KTM represents a more effective instrument to tourism promotion than programs aimed more directly at this objective. Such evaluations should be carried out as a routine element of the ongoing management process. This study has made a beginning in the evaluation process.

The study highlights the strategies the government machinery must make in order to effectively leverage the government network to promote KTM and similar collaborative efforts in key foreign markets and to take advantage of the power of networking externalities in their destination efforts.

#### **8.4 Scope for future research**

This research study offers important theoretical implications for tourism research as well as practical guidance for marketing alliance development in the tourism context.

First, this study represents an attempt to validate the theoretical framework of Wang and Xiang, 2007 for destination collaboration in an

emerging destination. By providing a comprehensive and integrated view of the collaborative process in an emerging destination, this study demonstrates the importance of such research studies by focusing on tourism organizations and destinations within a marketing context. The research study has thrown up some interesting new aspects in the theoretical framework which requires further research and validation in other types of partnerships and networks in other tourism destinations in other regions.

Second, this study also contributes to the study on tourism - specific partnerships and networks. However, given the case specific nature of the study, further empirical research is recommended in other destinations with different characteristics and industry structure and types of destination collaborations in order to confirm or challenge the findings in this study.

For tourism research, studies of inter-organizational collaboration in tourism is very relevant as public and private sectors are increasingly forging partnership arrangements to market and promote tourism products in destinations. The tourism sector is heavily dependent on entrepreneurship and cannot survive in the long run if it is not both sustainable and entrepreneurial at the same time. This study demonstrates how collaborative efforts like Kerala Travel Mart links entrepreneurs in tourism and shows how the effort can be sustainable in the long run. However, more longitudinal studies are required to assess the impact of the event on Kerala Tourism in more depth. The views of other stakeholders of this event, namely the city authorities, the people, etc. have not been considered as it is beyond the purview of this report.

## **8.5 Limitations of the study**

There are a few limitations to this study which are stated below.

This study has taken the example of a single case study as KTM is a unique collaborative venture not found anywhere else in India. This limits the possibility of a cross case analysis which might throw up some interesting insights on the collaborative process. The results are valid for one destination and could reflect the unique behavior of individuals in a local/regional culture that is different from those in other destinations.

The strength of the relationship among the main constituents of KTM i.e. visitors, exhibitors and KTM Society has not been explored further.

The study has focussed on the members of the KTM Society who are active participants in the biennial trade show Kerala Travel Mart. The study has not considered the inactive members of the Society. Inclusion of their views may have given a different perspective to the collaborative process.

The visitor survey conducted this research is limited in scope as it was not the main focus of the research. The constraints of a trade show could only permit convenience sampling among the visitors. A more detailed survey among all the visitors to KTM 12 and visitors to previous KTMs would have given more comprehensive results. However, it did throw some interesting insights which should be further pursued.

Attempts to systematically monitor media coverage arising from the event have not been done and therefore reach and frequency of the exposure achieved have not been properly measured and evaluated. Nor has it been possible therefore to establish the most effective means of maximising the promotional benefits of the event.

## 8.6 Conclusion

It is concluded that the broad objective of exploring the nature and dynamics of collaborative destination marketing using trade shows has been met through this study. It is also argued that the study is useful in increasing the understanding of collaborative marketing in tourism through trade shows and in generating further theoretical and empirical research in destination marketing collaborations, especially in the form of trade shows.

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**A PROTOCOL FOR INTERVIEWS**

<b>Constructs</b>	<b>Focus</b>	<b>Questions</b>
Preconditions	Environmental factors facilitating marketing alliances in a destination viz. crises, leadership, technology, Competition etc.	<p>What are the factors /problems/issues, which led to the birth/idea of Kerala Travel Mart ?What were the factors in shaping the concept of KTM in the initial years</p> <p>What were the reasons to prefer trade shows over other forms of public private partnerships to promote Kerala?</p> <p>Based on your experience, what factors generally contribute to the success of collaboration like trade shows etc. in promoting a destination? Why?</p> <p>What was the role of the State / Tourism department in conceiving and promoting the concept of KTM? Did the Tourism department play an effective role in the early years of growth of KTM?</p>
Motivations	Motivations or objectives for entering into a collaborative arrangement – strategic, cost advantage ,knowledge expansion etc.	<p>What are the benefits perceived by the tourism firms which motivates them to join the KTM</p> <p>What are the motivations for you to get involved in co-marketing relationships with Kerala Tourism wrt international trade shows , Kerala Travel Mart, road shows etc.</p> <p>Does participation in KTM help your company to expand the market for your products /expand the market for Kerala ?</p> <p>Does the participation in KTM in any way help you to reduce your overall marketing costs?</p> <p>Has participation in KTM helped you in expanding your capability or broaden knowledge base about new markets/competitors?</p> <p>Do you feel that participating in KTM will give you more competitive edge than participating alone ?</p>

Process	<p>Stages of Marketing Alliance Formation</p> <p>Governance structure</p> <p>Forms</p> <p>Conflict management</p>	<p>How the key issues were mutually identified and acknowledged among the tourism fraternity? What was the necessary groundwork done before the concept of KTM took shape?</p> <p>How were the various tourism firms persuaded to join the KTM</p> <p>How were the objectives finalized? Do you feel that the objectives of KTM are clear and well defined? Do the objectives articulate a strong vision about the purpose?</p> <p>How was the current structure of KTM evolved? What were the initial challenges faced? Do you feel that the committee selection process is fair and transparent? How does the process of selection ensure avoidance of opportunists?</p> <p>How much do you think compatibility in broad areas like sharing common values, principles, responsible helped in the early growth of KTM?</p> <p>Do you feel there is communication and accurate information flow among KTM members?</p> <p>What was the promotion measures used to spread awareness of KTM in international and domestic markets? Were they adequate? What were the measures used to increase the number of visitors from the trade from target countries?</p> <p>Is the KTM secretariat given freedom, resources and authority to perform their duties?</p> <p>Do the committee meetings and interactions generate openness, trust and commitment? Do members participate equally in KTM activities?</p> <p>What is the degree of consensus among the managing committee members?</p> <p>What are the current best trade fair practices around the world which KTM needs to adopt as a benchmark?</p>
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		<p>Is there a framework to continuously reevaluate objectives of KTM?</p> <p>What should be the performance measures to evaluate KTM?</p> <p>Do you think KTM is responsive to changes in consumer behavior?</p> <p>Based on your experience, what factors generally contribute to the success of collaboration like in trade shows etc.? Why?</p> <p>What are the challenges you foresee ahead in continuing with KTM in the present format?</p> <p>Should there be an expansion of the scope of KTM? Are there plans to diversify the scope of KTM?</p> <p>What are the factors that might jeopardize the success of collaboration? Why?</p> <p>Has the collaboration strengthened /weakened?</p> <p>How do you explain the stagnant numbers of tourism firms exhibiting in KTM? Do you perceive a lack of interest ,uncertainty among KTM members</p> <p>How is KTM adapting to technological changes especially the challenges of the virtual world</p> <p>How would you describe KTM –</p> <p>a coordination where firms align their activities to achieve compatible goals</p> <p>a collaboration, where firms surrender some autonomy for a common purpose</p> <p>a strategic network ,where firms share a common vision and use systems to achieve group objectives through strategy and joint efforts</p> <p>Do you feel that the present organization and structure of KTM are adequate</p> <p>Do the committee meetings and interactions generate openness, trust and</p>
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		<p>commitment? Do members participate equally in KTM activities? What is the degree of consensus among the managing committee members?</p> <p>What are the problems/issues that you usually encounter during the collaboration process i.e. during trade shows, KTM, Road shows? And how do you overcome the problems? Please give examples if you can.</p>
Outcome	<p>Results and Outcomes of collaborative destination trade shows viz. Strategy realization , Organization learning , Social capital building ,responsible tourism</p>	<p>Is trade show an effective tool to promote a destination? How do you evaluate trade show as a marketing tool in destination promotion based on KTM experience</p> <p>How effective KTM has been in changing perceptions of Kerala as a destination? Has KTM enhanced the image of Kerala and its stakeholders like suppliers?</p> <p>How has KTM succeeded in differentiating Kerala from other destinations and enhancing its competitiveness?</p> <p>What are the reasons why many of the other objectives of KTM have not been met?</p> <p>What are some key lessons you have learnt from your co-marketing efforts ?</p> <p>Has KTM resulted in access to relevant knowledge bases like visitor profiles , feedback etc.,competitors</p> <p>Based on your experience, what factors are important in making the learning process more effective in the collaboration ?</p> <p>Has KTM help in establishing relationships with potential customers and existing customers</p> <p>Has KTM help in maintaining/developing relationship with suppliers?</p> <p>Has the KTM resulted in attracting the right customers i.e. those with the smallest ecological footprint?</p>

		<p>Has the overall quality and quantity of visitors increased/decreased</p> <p>Has local stakeholders profited by KTM?</p> <p>How can KTM become a platform for responsible tourism initiatives like kudumbashree units, pro poor tourism</p> <p>Has the small tourism businesses benefited by the market synergy provided by KTM</p> <p>Do all the participants feel that the benefits will be available to all the participants due to this collaboration? Do all the participants feel that they are adding value to the partnership</p> <p>Lastly, do you have any other comments on the issue of collaborative destination marketing?</p>
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## **ANNEXURE 2**

### **TEMPLATE FOR SEMI STRUCTURED INTERVIEWS**

#### **Precondition**

Besides working with Kerala Tourism, what other tourism organizations /businesses do you work with at the local, regional, national or even international level in your marketing activities? What kind of co-marketing activities are you involved with these organizations? Please give me some examples.

What are the factors /problems/issues (e.g. Crisis, competition from other destinations, technology threat) which led to the birth/idea of Kerala Travel Mart?

What were the reasons to prefer trade shows over other forms of public private partnerships in promoting Kerala?

Are there similar collaborative efforts for destination promotion in other countries?

Based on your experience, what factors generally contribute to the success of collaboration like trade shows etc. in promoting a destination? Why?

What was the role of the State / Tourism department in conceiving and promoting the concept of KTM? Did the Tourism department play an effective role in the early years of growth of KTM?

Has leadership of a few individuals any role in shaping the concept of KTM

#### **Motivation**

What are the benefits perceived which motivated you to join the KTM

What are the motivations for you to get involved in co-marketing relationships with Kerala Tourism wrt international trade shows, Kerala Travel Mart, road shows etc.

Does participation in KTM help your company to expand the market for your products /expand the market for Kerala ?

Does the participation in KTM in any way help you to reduce your overall marketing costs?

Has participation in KTM helped you in expanding your capability or broaden knowledge base about new markets/competitors?

Do you feel that participating in KTM will give you more competitive edge than participating alone?

## **Process**

### *Assembling*

How the key issues were mutually identified and acknowledged among the tourism fraternity?

How did KTM ensure all the relevant stakeholders groups were properly identified and included in the collaboration process? Or how were the various tourism firms persuaded to join the KTM

### *Ordering*

How were the objectives finalized? Do you feel that the objectives of KTM are clear and well defined? Do the objectives articulate a strong vision about the purpose?

What factors would you consider to make certain that everything is geared towards the success of the collaboration?

How was the current structure of KTM evolved? What were the initial challenges faced? Do you feel that the committee selection process is fair and transparent? How does the process of selection ensure avoidance of opportunists?

How much do you think compatibility in broad areas like sharing common values, principles, responsible helped in the early growth of KTM?

### *Implementation*

How is information shared so that everybody is aware of what is going on in the collaboration process. Do you feel there is communication and accurate information flow among KTM members? How do you monitor ongoing progress and ensure compliance to decisions taken during collaboration meetings?

What was the promotion measures used to spread awareness of KTM in international and domestic markets? Were they adequate? What were the measures used to increase the number of visitors from the trade from target countries?

What were the ground rules established regarding acceptable and unacceptable collaborate behavior

Is the KTM secretariat given freedom, resources and authority to perform their duties?

Do the committee meetings and interactions generate openness, trust and commitment? Do members participate equally in KTM activities? What is the degree of consensus among the committee members?



*Evaluation*

What are the current best trade fair practices around the world which KTM needs to adopt as a benchmark?

Is there a framework to continuously reevaluate objectives of KTM?

What should be the performance measures to evaluate KTM?

Do you think KTM is communicating effectively to changes in consumer behavior?

*Transformation*

Based on your experience, what factors generally contribute to the success of collaboration like in trade shows etc.? Why?

What are the challenges you foresee ahead in continuing with KTM in the present format?

Should there be an expansion of the scope of KTM? Are there plans to diversify the scope of KTM?

What are the factors that might jeopardize the success of collaboration? Why?

What is the extant of collaboration for a venture like KTM? What led the industry to realize that a joint marketing effort is more likely to be successful? Has the collaboration strengthened /weakened?

How do you explain the stagnant numbers of tourism firms exhibiting in KTM? Do you perceive a lack of interest, uncertainty among KTM MEMBERS?

How is KTM adapting to technological changes especially the challenges of the virtual world?

*Form*

How would you describe KTM ?

A coordination where firms align their activities to achieve compatible goals

A collaboration, where firms surrender some autonomy for a common purpose

A strategic network, where firms share a common vision and use systems to achieve group objectives through strategy and joint efforts

Do you feel that the present organization and structure of KTM are adequate?



### *Mode*

Do the committee meetings and interactions generate openness, trust and commitment? Do members participate equally in KTM activities? What is the degree of consensus among the managing committee members?

### *Conflict Management*

What are the problems/issues that you usually encounter during the collaboration process i.e. during trade shows, KTM, Road shows? And how do you overcome the problems? Please give examples if you can.

## **Outcomes**

### *Strategy realization*

Is trade show an effective tool to promote a destination? How do you evaluate trade show as a marketing tool in destination promotion based on KTM experience

How effective KTM has been in changing perceptions of Kerala as a destination? Has KTM enhanced the image of Kerala and its stakeholders like suppliers?

How has KTM succeeded in differentiating Kerala from other destinations and enhancing its competitiveness?

What are the reasons why many of the other objectives of KTM have not been met?

### *Organization learning*

What are some key lessons you have learnt from your co-marketing efforts?

Has KTM resulted in access to relevant knowledge bases like visitor profiles, feedback, competitors?

Based on your experience, what factors are important in making the learning process more effective in the collaboration ?

### *Social capital building*

Has KTM help in establishing relationships with potential customers and existing customers

Has KTM help in maintaining/developing relationship with suppliers?

***Sustainable tourism development***

Has the KTM resulted in attracting the right customers i.e. those with the smallest ecological footprint?

Has the overall quality and quantity of visitors increased/decreased?

Has KTM resulted in spread of arrival of tourists throughout the year?

Has local stakeholders like profited from KTM

How can KTM become a platform for responsible tourism initiatives like promotion of Kudumbasree products through tourism?

Has the small tourism businesses benefited by the market synergy provided by KTM

Is KTM effective in highlighting Kerala's culture and history besides the physical assets and natural wealth of the State?

Do all the participants feel that the benefits will be available to all the participants due to this collaboration? Do all the participants feel that they are adding value to the partnership?

Lastly, do you have any other comments on the issue of collaborative destination marketing?

**ANNEXURE 3**

QE1

**QUESTIONNAIRE FOR EXHIBITORS TO KERALA TRAVEL MART**

This research is to examine the factors which are important to exhibitors/sellers while exhibiting in Kerala Travel Mart (KTM). As an important part of the tourism industry, your opinions will give us insights into the functioning of this important event. We will be grateful if you could spare some valuable time to fill this questionnaire. The insights gained from this study will contribute to the understanding of the dynamics of Kerala Travel Mart which will be of great value to all the stakeholders.

**PLEASE NOTE:**

There are no correct answers to the questions. We are only interested in knowing your opinion.

Instructions and scales are provided at top of each question. Please read carefully before answering the question.

Some items may appear similar, but they address different issues. Hence it is essential you respond to all the questions.

Wherever the word KTM appears, it refers to Kerala Travel Mart 2012

We assure you that this survey is purely for research purposes and your views will be kept confidential. No information regarding your responses will be shared with anybody except for research purposes.

**PART-A PROFILE OF COMPANY**

1. Name of company

2. Nature of Business : ( You may tick more than one)

- |                                       |  |   |
|---------------------------------------|--|---|
| <input type="checkbox"/> Hotel/resort | <input type="checkbox"/> Tour Operator | <input type="checkbox"/> Houseboat operator |
| <input type="checkbox"/> Homestay     | <input type="checkbox"/> Ayurveda      | <input type="checkbox"/> Airlines           |
| <input type="checkbox"/> Destinations | <input type="checkbox"/> Miscellaneous |   |
- (eg software developers, media )

3. Are you a first time exhibitor - ☐ Yes ☐ No

4. If no, number of times you have exhibited at KTM. \_\_\_\_\_

### PART- B MOTIVATIONS FOR PARTICIPATING IN KTM

The following is a list of possible motivations deemed important for exhibitors/sellers to exhibit at KTM. Please indicate the extent to which each of these statements reflect your motivations to attend KTM 2012, by indicating the number in the space provided

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree

Sl. No.	Motivation	Rating
1	To develop and maintain relationships with existing customers and to find out their requirements.	
2	To give information about company's products and services	
3	To find potential customers	
4	To create and/or maintain company image and goodwill	
5	To keep up with the competition	
6	To introduce and promote new products/services	
7	To find new distribution channels (contacts such as agents, sellers, wholesalers, retailers, etc.)	
8	To do market research viz. latest industry trends, new product ideas	
9	To collect information on the competition /competitors' products	
10	To make actual sales at the fair	
11	To help my company to increase the morale of employees	
12	To give my company an opportunity to explore market/business opportunities in new regions/segments	
13	To gives my company an opportunity to learn more on new suppliers, service providers, attractions, in Kerala	
14	To give my company an opportunity to network with senior industry leaders, top government officials, business associations	
15	The profile/quality of the visitors to KTM	
16	The cost of exhibiting in KTM is less as compared to other trade fairs	

### PART - C GENERAL

1. Total number of employees in your company(Tick the appropriate one)

- ☐ Less than 10                      ☐ 11 to 30                      ☐ 31 to 50  
☐ 51 to 100                      ☐ More than 100

2. Nature of ownership of the company (Tick the appropriate one)

- ☐ Single owner /proprietary                      ☐ Partnership/cooperative society                      ☐ Public limited company  
☐ Private limited company                      ☐ Government undertaking

3. Respondent's position in the company

- ☐ Owner/proprietor                      ☐ Senior management (Director/GM)                      ☐ Middle level management (Manager/Branch Head)  
☐ Junior level management (Officer/supervisor)

4. Number of trade shows you exhibited in the last 3 years.  
(Please note the number against each year and domestic/international)

Year	Domestic	International
2009		
2010		
2011		
2012		

5. Major trade fairs the company participated in the last three years Domestic (Please tick)

- ☐ TTF( Travel and Tourism Fair)                      ☐ IITM( India International Travel Mart)                      ☐ SATTE(South Asia Travel and Tourism Event)  
☐ GITB(Great Indian Travel Bazaar)                      ☐ Any other (Pl. specify) .....

International (Please tick)

- ☐ ITB Berlin/Singapore                      ☐ WTM, London (World Travel Mart)                      ☐ ATM(Arabian Travel Mart)  
☐ FITUR, Spain                      ☐ Any other (Pl. specify) .....

6. Number of years the company has been in tourism business (Tick the appropriate one)

- ☐ Less than 5 years      ☐ 5 to 10 years      ☐ 10 to 20 years  
☐ More than 20 years

7. The percentage (approximate) of your turnover that comes from outside India:

\_\_\_\_\_

8. Your suggestions for improving KTM

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Thanks for your participation in the study.

Shobha Menon  
Cochin University of Science and Technology

**ANNEXURE 4****FEEDBACK FORM TO EXHIBITORS TO KERALA TRAVEL MART**

This form is to obtain feedback from sellers/exhibitors who are exhibiting at Kerala Travel Mart (KTM) 2012. The insights gained from this study will further contribute to the understanding of the various dimensions of Kerala Travel Mart which will be of great value to all the stakeholders and also help in enhancing the effectiveness of future KTMs.

**PLEASE NOTE:**

There are no correct answers to the questions. We are only interested in knowing your opinion.

Instructions and scales are provided at top of each question. Please read carefully before answering the question.

Some items may appear similar, but they address different issues. Hence it is essential you respond to all the questions.

Wherever the word KTM appears, it refers to Kerala Travel Mart 2012

We assure you that this survey is purely for research purposes and your views will be kept confidential. No information regarding your responses will be shared with anybody except for research purposes.

**PART A (PROFILE OF COMPANY)**

1. Name of company: \_\_\_\_\_

2. Nature of Business: (You may tick more than one)

- |                                       |  |   |
|---------------------------------------|--|---|
| <input type="checkbox"/> Hotel/resort | <input type="checkbox"/> Tour Operator                                   | <input type="checkbox"/> Houseboat operator |
| <input type="checkbox"/> Homestay     | <input type="checkbox"/> Ayurveda  | <input type="checkbox"/> Airlines           |
| <input type="checkbox"/> Destinations | <input type="checkbox"/> Miscellaneous (e.g. software developers, media) |   |

Are you a first time exhibitor? ☐ Yes/ ☐ No

If no, number of times you have exhibited at KTM \_\_\_\_\_

**PART B (EVALUATION OF KTM 2012)**

Following is a list of attributes of KTM .Please indicate your level of satisfaction with these points by indicating a number against each statement

1	2	3	4	5
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied

1	The service quality of the KTM and the competence of the organizers and staff	<input type="checkbox"/>
2	The choice of venue	<input type="checkbox"/>
3	The quality of the facilities (restrooms, food counters etc.) at the venue	<input type="checkbox"/>
4	Opening ceremony, seminars and other special events organized during KTM	<input type="checkbox"/>
5	The online system of fixing appointments with buyers	<input type="checkbox"/>
6	The system of allocation of stalls to the sellers/exhibitors	<input type="checkbox"/>
7	The quality of the visitors/buyers who came to KTM (had decision making powers)	<input type="checkbox"/>
8	The visitors were from your target market	<input type="checkbox"/>
9	The quality of sales leads generated	<input type="checkbox"/>
10	The quantity of sales leads generated	<input type="checkbox"/>
11	The promotion of KTM by the organizers outside Kerala	<input type="checkbox"/>
12	Cost of exhibiting in KTM2012	<input type="checkbox"/>



**PART C (EVALUATION OF YOUR PARTICIPATION IN KTM 2012)**

The following is a list of expected results from participation in KTM as an exhibitor. Please indicate the extent to which KTM has helped you in achieving these results by indicating your agreement or disagreement with each statement by indicating in the space provided

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1	To introduce existing products to new customers				<input type="checkbox"/>
2	As a support to other sales activities				<input type="checkbox"/>
3	To introduce and evaluate reactions to new products				<input type="checkbox"/>
4	To search for new marketing ideas				<input type="checkbox"/>
5	To explore business opportunities in new markets				<input type="checkbox"/>
6	To find new buyers				<input type="checkbox"/>
7	To exchange information and experience with my competitors, suppliers and customers				<input type="checkbox"/>
8	To collect information about competitors' prices, products, and strategies				<input type="checkbox"/>
9	To establish relationship with potential customers who are otherwise inaccessible.				<input type="checkbox"/>
10	To maintain and develop relationships with suppliers				<input type="checkbox"/>
11	To meet decision-makers with whom I normally do not get in touch				<input type="checkbox"/>
12	To increase the speed and influence of the various steps in the decision process of my customers.				<input type="checkbox"/>
13	To maintain and develop personal contacts with existing customers.				<input type="checkbox"/>
14	To convince customers that we are a strong and solid company				<input type="checkbox"/>
15	A very effective market communication tool in general for the company				<input type="checkbox"/>
16	To enhance and maintain company image perceived by customers, competitors, and professional press				<input type="checkbox"/>
17	Helped company sales people to communicate face to face with potential customers				<input type="checkbox"/>
18	To motivate customers (e.g., meeting our employees at the show and outside the show area).				<input type="checkbox"/>
19	To strengthen our employees' motivation (e.g., break in daily routines, meeting customers at the show and outside the show area).				<input type="checkbox"/>

**PART D OVERALL PERFORMANCE**

This section is to know your overall evaluation of KTM. Please indicate the extent of your satisfaction/dissatisfaction with the points indicated below, by placing an appropriate number in the given blank space.

1	2	3	4	5
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied

1	The overall performance of my company at KTM	<input type="checkbox"/>
2	The overall quality of visitors to KTM	<input type="checkbox"/>
3	The quantity of visitors to KTM	<input type="checkbox"/>

The following are the possible results subsequent to KTM. . Please indicate the extent to which you agree to these points by placing an appropriate number in the given blank space.

1	2	3	4	5
Very unlikely	Not so likely	Neutral	Very likely	Most likely

4	Chances of some of the sales leads from KTM converting into sales within the next 12 months	<input type="checkbox"/>
5	Intention to exhibit at the next KTM 2014	<input type="checkbox"/>
6	I will recommend KTM to others in the tourism field in Kerala	<input type="checkbox"/>

Suggestions for improving KTM

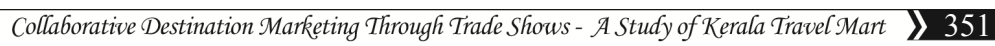
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Thanks for your participation in the study

Shobha Menon  
Cochin University of Science and Technology



## ANNEXURE 6

QV1

### QUESTIONNAIRE FOR VISITORS TOKERALA TRAVEL MART

This research is to examine the factors which are important for visitors/buyers while attending Kerala Travel Mart(KTM). As an important part of the tourism industry, your opinions will give us insights into the functioning of this important event. We will be grateful if you could spare some valuable time to fill this questionnaire. The insights gained from this study will contribute to the understanding of the dynamics of Kerala Travel Mart which will be of great value to all the stakeholders.

#### PLEASE NOTE

There are no correct answers to the questions. We are only interested in knowing your opinion.

Instructions and scales are provided at top of each question. Please read carefully before answering the question.

Some items may appear similar, but they address different issues. Hence it is essential you respond to all the questions.

Wherever the word KTM appears, it refers to Kerala Travel Mart

We assure you that this survey is purely for research purposes and your views will be kept confidential. No information regarding your responses will be shared with anybody except for research purposes.

### PART – A PROFILE OF COMPANY

1. Name of the company \_\_\_\_\_
2. Nature of business (You may tick more than one)  

<input type="checkbox"/> Tour Operator	<input type="checkbox"/> Hotel/Resort	<input type="checkbox"/> Airlines
<input type="checkbox"/> Service Provider	<input type="checkbox"/> Media	<input type="checkbox"/> Others (Specify)
3. Are you hosted by KTM? ☐ YES/ ☐ NO
4. Country of the visitors' company \_\_\_\_\_
5. Nationality of the visitor \_\_\_\_\_
6. If Indian, please specify to which state the visitor belongs \_\_\_\_\_
7. Are you a first time visitor to KTM \_\_\_\_\_
8. If no, how many times have you visited KTM \_\_\_\_\_

### PART - B MOTIVATIONS FOR ATTENDING KTM

The following is a list of motivations deemed important for visitors/buyers to visit KTM. Please indicate the extent to which each of these statements reflect your motivations to attend KTM 2012, by placing appropriate number in the given blank space.

1	2	3	4	5
Strongly Disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree

Sl.No.	Objectives	Rating
1	To enter into business contracts	
2	To meet a specific company	
3	To see a specific product	
4	To discuss specific problem/s with my current supplier	
5	To develop new suppliers	
6	To gather industry trends and other market information	
7	To interact and network with different exhibitors and other visitors	
8	To show industry support	
9	To stay abreast with the latest technologies	
10	To meet new suppliers/service providers in Kerala	
11	To gather information on new products/services in Kerala	
12	To see new properties/experience new services	
13	To help me to gain firsthand knowledge about Kerala.	
14	To compare products/services/prices in Kerala	
15	To invest in relationships with my current suppliers	
16	To attend the special events and seminars organized during KTM	
17	To build relationships with exhibitors for future purchases	
18	I attend KTM because I am a hosted buyer	
19	Attending KTM is my company's reward for my performance	

### PART– C KERALA AS A TOURISM DESTINATION

1. We want to know your perceptions of Kerala as a tourism destination based on your experiences and/or general information you have obtained. We have given a set of descriptions and we request you to mark (X) in the blank that best indicates how accurately one or the other adjective describes the image you have of Kerala.

	-3	-2	-1	0	1	2	3	
Unpleasant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Pleasant
Distressing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Relaxing
Gloomy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Exciting

2. Please find enclosed a list of descriptions about Kerala. Please indicate your rating of each description to indicate the extent of how that description, according to you, fits Kerala (Please put √ mark).

1	2	3	4	5
Strongly Disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree

	1	2	3	4	5
Kerala is good value for money					
Kerala has beautiful scenery and natural attractions					
Kerala has a good climate					
Kerala has interesting cultural attractions					
Kerala has suitable accommodations for all categories					
Kerala has appealing local food (cuisine)					
Quality of infrastructure in Kerala is good					
Personal safety of tourists is assured in Kerala					
Kerala has interesting historical attractions					
Kerala has an unpolluted and unspoilt environment					
Kerala has a good nightlife and entertainment					
Kerala has standard hygiene and cleanliness					
Kerala has interesting and friendly people					
Kerala is a good destination for ayurveda					
Kerala has good clean beaches					

### PART D - GENERAL

**1. Type of business**

- ☐ Sole proprietor/owner    ☐ Partnership    ☐ Private limited company  
☐ Public limited company    ☐ Govt./public sector

**2. Total number of employees in the company**

- ☐ Less than 10    ☐ 11 to 30    ☐ 31 to 50  
☐ 51 to 100    ☐ More than 100

**3. Number of years the company has been in tourism business**

- ☐ < 3 years    ☐ 3 to 5 years    ☐ 5 to 10 years  
☐ 10 to 15 years    ☐ 15 to 20 years    ☐ > 20 years

**4. Respondent's position**

- ☐ Owner    ☐ Top Management (Director/GM)  
☐ Middle Management (Manager/Branch Head)    ☐ Junior Management (Officer/supervisor)

**5. Frequency of attendance in other tourism trade shows(per year average)**

- ☐ 1 to 3 times    ☐ 4 to 6 times  
☐ 7 to 10 times    ☐ More than 10 times

**6. Major information source on KTM(You can tick more than one)**

- |   |                          |
|---|--------------------------|
| Newsletters of trade associations                         | <input type="checkbox"/> |
| Direct mail by exhibitors or organizers                   | <input type="checkbox"/> |
| Indian trade missions abroad                              | <input type="checkbox"/> |
| Newspapers / magazines                                    | <input type="checkbox"/> |
| Internet/KTM website                                      | <input type="checkbox"/> |
| Road shows of Kerala Tourism                              | <input type="checkbox"/> |
| Previous visits to KTM                                    | <input type="checkbox"/> |
| Word of mouth from other previous KTM visitors/exhibitors | <input type="checkbox"/> |
| Others (Please specify)                                   | <input type="checkbox"/> |

7. Number of delegates from the company visiting KTM (Please tick one)

☐

One

☐

Two

☐

Three

☐

More than three

8. Are you promoting India as a destination?

☐

Yes

☐

No

9. If yes, are you promoting Kerala as a destination?

☐

Yes

☐

No

10. If no, do you intend to promote Kerala in the next 12 months?

☐

Yes

☐

No

11. If yes, please indicate the approximate percentage of your turnover arising from visitors to Kerala?

\_\_\_\_\_

Thanks for participation in the study

Shobha Menon

Cochin University of Science and Technology



**ANNEXURE 7****FEEDBACK FORM FOR VISITORS TO KERALA TRAVEL MART 2012**

This form is to obtain feedback from visitors/buyers attending Kerala Travel Mart (KTM) 2012. We will be grateful if you could spare some valuable time to fill this questionnaire. The insights gained from this study will further contribute to the understanding of the usefulness of Kerala Travel Mart which will be of great value to all the stakeholders and enhance the effectiveness of future KTMs.

**PLEASE NOTE:**

There are no correct answers to the questions. We are only interested in knowing your opinion.

Instructions and scales are provided at top of each question. Please read carefully before answering the question.

Some items may appear similar, but they address different issues. Hence it is essential you respond to all the questions.

Wherever the word KTM appears, it refers to Kerala Travel Mart

We assure you that this survey is purely for research purposes and your views will be kept confidential. No information regarding your responses will be shared with anybody except for research purposes.

**PART A - PROFILE OF COMPANY**

9. Name of the company :  
(Optional) \_\_\_\_\_
10. Nature of business
 

<input type="checkbox"/> Tour Operator	<input type="checkbox"/> Hotel/Resort	<input type="checkbox"/> Airlines
<input type="checkbox"/> Service Provider	<input type="checkbox"/> Media	<input type="checkbox"/> Others (Specify)
11. Are you hosted by KTM? ☐ Yes/ ☐ No
12. Country of the visitors' company  
\_\_\_\_\_
13. Nationality of the visitor  
\_\_\_\_\_
14. If Indian, please specify to which state the visitor belongs  
\_\_\_\_\_

15. Are you visiting KTM for the first time? ☐ Yes/ ☐ No?
16. If no, how many times have you visited KTM? \_\_\_\_\_

### PART B (FEEDBACK ON QUALITY OF FAIR)

The following is a list of comments on various aspect of KTM 2012. Please indicate the extent to which you agree or disagree to these comments by placing an appropriate number in the given blank space.

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
1	The venue was well chosen for this exhibition			<input type="checkbox"/>
2	The exhibition centre was good in terms of quality of facilities			<input type="checkbox"/>
3	Timing and duration of the exhibition was appropriate			<input type="checkbox"/>
4	Registration procedure was easy and speedy			<input type="checkbox"/>
5	Registration desk was placed in a convenient spot			<input type="checkbox"/>
6	Registration support staff was helpful and courteous			<input type="checkbox"/>
7	Booking of appointments through website was easy and convenient			<input type="checkbox"/>
8	Adequate number of exhibitors participated			<input type="checkbox"/>
9	Exhibition guide materials like maps and exhibitor info were amply provided			<input type="checkbox"/>
10	KTM-related conferences, seminars, and events were well-organized and informative			<input type="checkbox"/>
11	Exhibitors' giveaways (bags, notepads, cups, pens, etc.) helped attract visitors to the booth.			<input type="checkbox"/>
12	Promotional special events showcased by exhibitors helped attract visitors to the booth			<input type="checkbox"/>
13	Free entry vouchers, invitation letters, product brochures with invitation etc. helped attract visitors to the booth			<input type="checkbox"/>
14	Signage at the exhibition was well designed and easily visible			<input type="checkbox"/>
15	Booths were well designed for comfortable visit and conversation			<input type="checkbox"/>
16	Conference and seminar rooms and other service facilities such as rest areas, food outlets were convenient for use			<input type="checkbox"/>
17	Explanation of booth staff at the stalls was helpful in better understanding products and services			<input type="checkbox"/>
18	Booth staff responded with good manners.			<input type="checkbox"/>
19	Booth stalls were knowledgeable and proficient on products and services.			<input type="checkbox"/>

**PART C (SUCCESS IN ACHIEVING YOUR OBJECTIVES)**

The following is a list of important objectives often stated by visitors as important to them for visiting a trade show. Please indicate the extent to which KTM 2012 helped you achieve these objectives by placing an appropriate number in the space given.

1	2	3	4	5
Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree

1	To enter into new business contracts	<input type="checkbox"/>
2	To discuss problem/s with my current suppliers	<input type="checkbox"/>
3	To gather industry trends and other market information	<input type="checkbox"/>
4	To meet new suppliers/service providers in Kerala	<input type="checkbox"/>
5	To gather information on new products and services in Kerala	<input type="checkbox"/>
6	To actually see some of the properties in Kerala	<input type="checkbox"/>
7	Educated my company's employees through first-hand experience of Kerala	<input type="checkbox"/>
8	To gather information for buying (e.g. compare products/prices)	<input type="checkbox"/>
9	To attend special events and seminars organized during KTM	<input type="checkbox"/>
10	To interact and network with different exhibitors and other visitors	<input type="checkbox"/>
11	To show industry support	<input type="checkbox"/>
12	To stay abreast with the latest technologies	<input type="checkbox"/>
13	To build relationships with exhibitors for future purchases	<input type="checkbox"/>

**PART D (OVERALL SATISFACTION)**

This section is to know your overall evaluation of KTM. Please indicate the extent of your satisfaction/dissatisfaction with the points indicated below, by placing an appropriate number in the given blank space.

1	2	3	4	5
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied

1	KTM 2012 has been very useful for my business	<input type="checkbox"/>
2	I am satisfied with my participation in KTM 2012	<input type="checkbox"/>

## Behavioural intention

1	2	3	4	5
Very Unlikely	Not so Likely	Neutral	Very Likely	Most Likely

3	The chances of attending next KTM 2014	<input type="checkbox"/>
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1	2	3	4	5
Very Unlikely	Not so Likely	Neutral	Very Likely	Most Likely

4	The chances of recommending KTM to others in the tourism industry	<input type="checkbox"/>
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**PART E MISCELLANEOUS INFORMATION**

## 5. Type of business

- ☐ Partnership
 ☐ Private limited company
 ☐ Public limited company  
☐ Govt. /public sector
 ☐ Sole proprietor/owner

## 6. Total number of employees in the company

- ☐ Less than 10
 ☐ 11 to 30
 ☐ 31 to 50  
☐ 51 to 100
 ☐ More than 100

## 7. Number of years the company has been in tourism business

- ☐ Less than 3 years
 ☐ 3 to 5 years
 ☐ 5 to 10 years  
☐ 10 to 15 years
 ☐ 15 to 20 years
 ☐ More than 20 years

## 8. Respondent's position

- ☐ Owner
 ☐ Top Management (Director/GM)
 ☐ Middle Management (Manager/Branch Head)  
☐ Junior Management (Officer/supervisor)

## 9. Frequency of attendance in other tourism trade shows (per year average)

- ☐ 1 to 3 times
 ☐ 4 to 6 times
 ☐ 7 to 10 times  
☐ More than 10 times

10. Major information source on KTM (You may tick more than one)

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Newsletters of trade associations | <input type="checkbox"/> Direct mail by exhibitors or organizers | <input type="checkbox"/> Indian trade missions abroad |
| <input type="checkbox"/> Newspapers / magazines            | <input type="checkbox"/> Internet/KTM website                    | <input type="checkbox"/> Road shows of Kerala Tourism |
| <input type="checkbox"/> Previous visits to KTM            | <input type="checkbox"/> Others (Please specify) _____           |   |

11. Number of delegates from the company visiting KTM (Please tick one)

- |  |                              |                                |
|--|------------------------------|--------------------------------|
| <input type="checkbox"/> One             | <input type="checkbox"/> Two | <input type="checkbox"/> Three |
| <input type="checkbox"/> More than three |                              |                                |

12. Do you promote India as a destination: ☐ Yes/ ☐ No

13. If yes, do you promote Kerala as a destination: ☐ Yes/ ☐ No

14. If no, do you intend to promote Kerala in the next 12 months: ☐ Yes/ ☐ No

15. If yes, the percentage of your business (average per year) from visitors to Kerala in a year \_\_\_\_\_

16. What do you suggest to improve KTM?:

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Thanks for your participation in the study

Shobha Menon  
Cochin University of Science and Technology

## ANNEXURE 8

**CODE TABLE USED FOR THE RESEARCH STUDY**  
**(Codes derived from theoretical framework and interview transcripts)**

CONSTRUCT	CODE	Brief Description	Interview Ref nos.
<b>PRECONDITIONS</b>	<b>PRECON</b>	<i>The external factors which sets the conditions for the formation of a collaboration</i>	
Crises	<b>PRECON 1</b>	Unplanned external environment issues which direct the efforts of potential partners toward a specific problem	8
Economic condition	<b>PRECON 2</b>	Economic changes in which individual organizations are not able to compete successfully by acting alone	Not highlighted in interviews
Organization support	<b>PRECON 3</b>	Level of organization support can facilitate or hamper the organization's ability to enter into collaborations.	Not highlighted in interviews
Competition/ <i>Market Imperatives</i>	<b>PRECON 4</b>	When market competition becomes too intense or for marketing strategy reasons, like positioning etc. ,firms may get together	1,2,4,6,10
Technology	<b>PRECON 5</b>	Information technology plays a facilitating role to bring firms together	9,15
<i>Government support</i>	<b>PRECON 6</b>	The backing of the government , financial and logistical, helps in formation of collaboration	1,2,3,4,9,10,12,15
<i>A strong product</i>	<b>PRECON 7</b>	A destination with unique attractions helps in easier collaboration formation	1,4,5,6,8,10
Attitude/ <i>Shared Vision</i>	<b>PRECON 8</b>	A sense of commitment and common goals for the destination facilitates a smooth collaboration effort	1,2,4,5,6,8,10,12, 14
<i>Visionary Leadership</i>	<b>PRECON 9</b>	Which is embodied in an individual and necessary to get the partnership moving or to convene the initial meeting	1,2,4,5,6,8,12,14

CONSTRUCT	CODES	Brief Description	Interview Ref.
<b>MOTIVATIONS</b>	<b>MOTIV</b>	<i>Motivations for firms to join the collaboration</i>	
<b>Strategy Oriented</b>	<b>MOTIVs</b>	<i>Strategic or resource needs of organizations – anticipated consequences for the competitive positioning of the organization</i>	
Expand Market	<b>MOTIVs1</b>	Expansion of the traditional markets to newer sources	1,2,3,10,12,13,15
Develop Product Portfolio	<b>MOTIVs2</b>	Enlarging the range of products offered	2,3,10,12,15
<b>Transaction Cost oriented</b>	<b>MOTIVc</b>	<i>Need for efficiency with the emphasis on providing incentives for efficient transactions and economizing on transaction costs</i>	
Efficiency	<b>MOTIVc 1</b>	Accomplish business goals with better utilisation of resources	1,3,5,14,10,11,13
Economic scale and scope	<b>MOTIVc 2</b>	Achieve reduction in cost	3,10,12,13,14,15
<b>Learning Oriented</b>	<b>MOTIVl</b>	<i>The ability of organizations to extract new knowledge and skills or to protect core competences from competitors</i>	
Expand capability	<b>MOTIVl 1</b>	Enhancing competencies through collaboration	1,2,11,12,15
Broaden Knowledge Base	<b>MOTIVl 2</b>	Increasing knowledge base	15
<b>Relationship Building</b>	<b>MOTIVr</b>	Building of new relationships with visitors and other exhibitors and building on old relationships	3,4,7,8,10,12,13,
<b>PROCESS</b>			
<b>ASSEMBLING</b>	<b>ASSEM</b>	<i>Describes a process of issue identification and partner selection so that understanding can be built around it</i>	
Issue Identification	<b>ASSEM1</b>	Identifying and mutually acknowledging the key issues within a problem domain among the potential partners	1,2,3,4,6,10,12,13,14
Partner Selection	<b>ASSEM2</b>	Selection of partners, which includes recognition of interdependence, domain consensus, goal similarity, partner fit, and mutual trust	4,5,6,7,8,10,12

CONSTRUCT	CODES	Brief Description	Interview Ref.
<b>ORDERING</b>	<b>ORDER</b>	<i>Ideas identified in the previous stage are streamlined and sorted through</i>	
Establish goals	ORDER1	The partners establish specific goals to achieve, set rules and agenda for realizing the goals, collect and share information	1,2,4,5,6,9,10,13
Develop programs	ORDER2	Explore and compare options and alternatives, and select viable solutions.	1,2,4,5,7,9,10,12,13,14
<b>IMPLEMENTATION</b>	<b>IMPLE</b>	<i>Ideas and thoughts are put into action, and plans and strategies are operationalized</i>	
Assign roles	<b>IMPLE 1</b>	Assign roles among partners so that everybody is clear about their responsibility.	1,2,3,4,5,9,10,12,13,14
Execute programs	<b>IMPLE 2</b>	Establishing the structure for the implementation of the collaborative activities.	1,2,3,4,5,7,8,9,10,12,13,14,15
<b>EVALUATION</b>	<b>EVAL</b>	<i>Assesses whether the predefined goals and objectives have been achieved</i>	
Assess predefined goals	<b>EVAL 1</b>	Reviewing individual projects and making decisions with respect to continuing the current projects	1,2,3,4,5,6,8,9,10,11,12,13,14,15
Check against expectations	<b>EVAL 2</b>	Revising the plans, planning and executing other similar projects, and ensuring accountability in operations.	1,2,3,4,5,6,8,9,11,14,12,13,14,15
<b>TRANSFORMATION</b>	<b>TRANS</b>	<i>Members in an alliance determine the future direction of their relationships at some point in the life cycle</i>	
Evolve into stronger partnerships	<b>TRANS 1</b>	The alliance may become stronger;	1,2,4,5,6,7,8,9,13
Finish Completely	<b>TRANS 2</b>	The alliance may formally end.	2,3,4,7,11
<i>Evolve into different forms</i>	<b>TRANS 3</b>	The alliance may take a different form and shape	2,4,5,6,8,9,10,12,13,14
<b>FORM</b>	<b>FORM</b>	<i>Collaborative marketing relationships among tourism organizations in a destination can be placed in a continuum, depending upon the levels of formality, integration, and structural complexity</i>	



Affiliation	<b>FORM 1</b>	Affiliation	Not highlighted in interviews
Cooperation	<b>FORM 2</b>	Cooperation	6
Coordination	<b>FORM 3</b>	Coordination	Not highlighted in interviews
Collaboration	<b>FORM 4</b>	Collaboration	1,2,4,6,7,9,10,12,13
Strategic Networks	<b>FORM 5</b>	Strategic networks	6,14
<i>Public private partnerships</i>	<b>FORM 6</b>	A partnership between government and the industry as a form of collaboration	1,2,3,6,9,10,12,14
<b>GOVERNANCE STRUCTURE</b>	<b>MODE</b>	Reflects the forms of the social coordination within the alliance and the way governance is achieved through multi-organizational partnerships	1,2,3,4,6,9,6,10,12,13
Hierarchy	<b>MODE1</b>	Imposition of an authoritative or a supervisory structure enables bureaucratic routines to be established.	1,2
Networks	<b>MODE2</b>	Development of interdependent relationships based on trust, loyalty, and reciprocity	1,6,10
Markets	<b>MODE3</b>	Revolves around contractual relationships.	1,2,5,6,13
<b>CONFLICT MANAGEMENT</b>	<b>CONFL</b>	Conflicts might arise between the parties when they try to seek agreements on the obligations and rules for future action in the relationship.	6,13
Conflict/compromise	<b>CONFL 1</b>	Most of the conflicts are handled and resolved in a rather informal way, usually following a progression of cooperation–conflict–compromise trajectory.	1,3,4,5,6,7,12,14
Individual/common benefits	<b>CONFL 2</b>	Balancing the relationship between benefits to the individual businesses and those to the destination as a whole	1,2,3,4,5,6,8,10,12,14

CONSTRUCT	CODES	Brief Description	Interview Ref.
Competition/cooperation	CONFL 3	Individual businesses will compete against each other for customers, but they need to first cooperate with each other to attract a large pool of visitors to the destination	1,2,4,5,6,7,10,11,12,13, 14
<i>No conflict</i>	CONFL 4	There is no major issue of conflict	10
COMMUNICATION	COMC	The goodness of fit between the organizations involved, greatly depends upon quality and frequency of mutual communication	1,2,10
TRUST	TRUST	Trust will increase the partners' tolerance for each other's behavior and help to avoid conflicts.	1,2,4,12,13
COMMITMENT	COMT	Commitment to the common vision is a must for success of the partnership	1,2,4,6,13
OUTCOMES	OUTC	<i>Collaboration leads to outcomes that are usually multifaceted and contingent upon the context in which the collaboration takes place</i>	
STRATEGY REALIZATION	OUTCs	<i>Realization of strategy is directly reflected in tourism organizations' enhanced competitive advantage through collaboration.</i>	
Increased product portfolio	OUTCs 1	The enhanced competitive advantage may include sharing marketing cost, effective use of pooled resources, and improved product portfolio	1,2,5,6,9,10,12,13,15
Destination competitiveness	OUTCs 2	Increased ability of the destination to maintain its market position relative to competitors	1,2,4,6,9,10,12,13
Increase in business	OUTCs 3	Competitive branding and image building,	3,4,13,15
ORGANIZATION LEARNING ORIENTED	OUTCI	<i>Collaboration essentially can be characterized as a joint learning experience and a vehicle by which firms transfer knowledge</i>	

CONSTRUCT	CODES	Brief Description	Interview Ref.
Knowledge transfer	<b>OUTCI1</b>	Involves a range of stakeholders, who may bring their knowledge, expertise, and other capacities to the collaborative marketing efforts	1,2,4,5,9,14
Organisation innovation	<b>OUTCI 2</b>	Collaboration will introduce change, improvement, and innovation through the interaction process	1,3,6,15
<b>SOCIAL CAPITAL ORIENTED</b>	<b>OUTCsc</b>	<i>Resources available in and through personal and business networks</i>	
Relationship building	<b>OUTCsc</b>	No one can be successful—or even survive—without the interconnected relationships among the various tourism businesses in a destination	1,2,3,4,5,6,9,10,12
<b>SUSTAINABLE TOURISM</b>	<b>OUTCst</b>	<i>Tourism that takes account of its social and environmental impacts, addressing the needs of the industry, the environment and local communities</i>	
<i>Created a level playing field</i>	<b>OUTCst 1</b>	Small players compete with bigger players on a common platform	1,2,4,6,10,13,14
<i>Flag bearer</i>	<b>OUTCst 2</b>	Collaboration can be an emblem for sustainable and responsible tourism	1,2,3,4,6
<i>Platform for SMEs</i>	<b>OUTCst 3</b>	Collaborations allow the small local player to get access to international market at least cost	1,2,4,6,7,9,10,11,12,13,14,15

**Note :**

- The themes/codes which emerged out of the research study and were not included in the reference theoretical framework are given in italics.
- All other codes have been derived from the constructs and themes in the reference theoretical framework.
- Details of the interview codes are given in Annexure 9

## ANNEXURE 9

PROFILE OF MEMBERS OF KERALA TRAVEL MART SOCIETY INTERVIEWEED				
Sl No.	Member	Area of Operations	Representative	Position
1.	CGH Earth	Hotels/ Resorts	Jose Dominic	Managing Director
2	Pioneer Holidays	Tour Operations	P.D. Joseph	Managing Director
3.	Kerala Travels Interserve	Tour Operations	K.C. Chandrasasan	Managing Director
4.	Great India Tour Company	Tour Operations	E.M. Najeeb	Managing Director
5.	Rainbow Cruises	Houseboats	Jose Mathew	MD
6.	Government of Kerala	Government	B. Suman	Secretary Tourism
7.	Paithrukam Hospitality Group	Ayurveda Resorts	Sajeev Kurup V.	Managing Director
8.	Windermere Estate	Boutique Resort	John K. Simon	Managing Director
9	Intersight Tours & Travels	Tour Operations	Johny Abraham George	Chairman and Managing Director
10	Abad Group	Hotels/ Resort	Riaz Ahmed	Managing Director
				Former Member and First Chairman of Managing Committee, Former Committee Member
				Founder Member ,Treasurer twice, Former committee Member
				Former Committee member
				Founder Member, Former President and Committee member
				Former Honorary Treasurer ,Current committee member
				Ex officio Committee member
				Former Honorary Secretary and current Committee member
				No post held
				Current President
				Former President and committee member

11	Olavipe Home Stay	Home stay	Anthony Tharakan	Managing Director	No post held
12	KTM Society	Organiser of KTMs	Mathew Philip	CEO	CEO of KTM Society since 2002
13	Dravidian Trails	Tour Operations	Swaminathan S.	Owner	Committee member
14	Taj Group of Hotels	Hotels	Thomas Rulin	Sales Director	Former Committee Member
15	Kerala Museum	Museum	Seeja Manoj	Administrator	No post held

Notes : 1. Committee Member refers to Managing Committee member .

2. President, Treasurer, Secretary are elected from the Managing Committee members .
3. 'No post held' refers to not having been an office bearer in the Managing Committee
4. Serial numbers of interviewees are the same as referred in Annexure 8.

## ANNEXURE 10

**DETAILS OF CRITICAL CONSIDERATIONS REGARDING VALIDITY  
(EXHIBITORS)**

S I No.	Consideration	Image	Info	Sales	Relation	Overall
1	Cronbach alpha coefficient	.811	.839	.770	.775	1
2	Composite reliability	.876	.903	.868	.870	1
3	Average variance extracted	.640	.757	.687	.692	1
4	Full Collinearity VIF	3.101	3.799	2.498	1.634	1.785
5	Effect sizes of path coefficient (For paths ending at <b>Overall</b> )	.055	.246	.042	.052	NA
6	Effect sizes of path coefficient (For paths ending at <b>Int.</b> )	.037	.154	.028	.023	.390
7	Effect sizes of path coefficient (For paths ending at <b>Rec.</b> )	.048	.176	.034	.030	.438
8	Convergent validity	Established as 1. all 'p' values <0.05; loadings >0.5; cross loadings <0.5 for reflective measures 2. VIF< 5; 'p' values < 0.05 for indicator weights of formative measures				
9	Discriminant validity	Established as square root of average variance extracted was found higher than any of the correlations involving that variable				
10	Predictive validity	Established a Q-squared coefficient of .351 for Overall, .400 for Int. and .453 for Rec.				

**ANNEXURE 11****DETAILS OF CRITICAL CONSIDERATIONS REGARDING  
VALIDITY (VISITORS)**

<b>S No.</b>	<b>Consideration</b>	<b>Rel</b>	<b>S Dev</b>	<b>Info</b>	<b>TSP</b>
1	Cronbach alpha coefficient	.597	.659	.636	.879
2	Composite reliability	.788	.816	.805	.943
3	Average variance extracted	.554	.600	.580	.892
4	Full Collinearity VIF	2.361	2.667	3.786	1.675
5	Effect sizes of path coefficient (For paths ending at <b>TSP</b> )	.129	.368	.223	NA
6	Effect sizes of path coefficient (For paths ending at <b>WOM</b> )	.067	.191	.116	.520
7	Effect sizes of path coefficient (For paths ending at <b>Re Visit</b> )	.015	.042	.026	.115
8	Convergent validity	Established as 1. all 'p' values <0.05; loadings >0.5; cross loadings <0.5 for reflective measures 2. VIF< 5; 'p' values < 0.05 for indicator weights of formative measures			
9	Discriminant validity	Established as square root of average variance extracted was found higher than any of the correlations involving that variable			
10	Predictive validity	Established a Q-squared coefficient of .434 for TSP			

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## List of Publication

### Journal Articles /Book Chapters

- [1] Co-authored journal article titled “Exhibitors’ and Visitors’ Motivations at Destination Trade Shows” in the journal titled “International Journal of Services, Economics and Management(IJSEM)”, 2014, Vol. 6 Issue 3 (ISSN: 1753-0822),pp 193-208. , published by Inderscience Publishers.
- [2] Co-authored journal article titled “Public private partnerships in tourism- A Case Study of Kerala Travel Mart” in the journal titled “African Journal of Hospitality, Tourism and Leisure (AJHTL)”, 2014, Vol. 3 (2) (ISSN: 2223-814X), Open Access- Online @ [http://: www.ajhtl.com](http://www.ajhtl.com)
- [3] Co-authored journal article titled “A Study of Exhibitor Firms at a Tourism Trade Show in “International Journal of Marketing and Business Communication”, April 2013, Volume 2, Issue 2 (ISSN: 2277-484X),pp 65-73, published by Publishing India Group.
- [4] Book chapter titled “A Multidimensional tool for SMES” in the Edited volume “Marketing Dynamics in Emerging Markets”, (ISBN: 978-93-80095-49-3), March 2014, pp 241- 258., published by Cochin University of Science and Technology,

### Papers presented at Conferences

- [1] “Collaborative Destination Marketing – A case study on Kerala Travel Mart” at International Conference in “Contemporary Trends in Tourism and Hospitality: Theory, Practice and Pitfalls”, Cohosted by Bournemouth University UK, the Indian Institute of Tourism and Travel Management IITTM (Ministry of Tourism, Government of India ) and Pondicherry University, Feb 18 to 21, 2014 at Pondicherry.
- [2] “An Exploratory Study on Exhibitors and Visitors Motivations at a Trade Show” at 4<sup>th</sup> International Symposium in Service Management in "Service Imperatives in the New Economy - Enhancing Customer Experience" A SERI INITIATIVE, Ohio, USA and hosted by Marian International Institute of Management , July 2 to 6. 2013 at Kuttikanam, Kerala.

- [3] “Motivations for using Trade Show as a Marketing Tool in Tourism” at National Conference on “Emerging Trends in Business” by Dept. of Management Studies ,Christ University Bangalore, Jan,2013 at Bangalore . Received the’ Best Paper award.
- [4] “Trade Shows – A Multidimensional tool for SMEs” at the National Seminar on “Emerging International Business Order”, School of Management Studies, Cochin University of Science and Technology, 30<sup>th</sup> /31<sup>st</sup> March 2012.
- [5] “Trade Shows: Exploratory Study of Exhibitors’ Objectives and Motivations” atInternational Conference-“Management Next: New Paradigms and Innovations”, Berchman’s Institute of Management Studies, SB College, Changanacherry in Jan.2012.
- [6] “Kerala Travel Mart: A Public Private Partnership” at National Conference on “Public-Private Partnership: Policies, Practices &Perspectives”, FISAT Business School, Angamaly, Aug.2011.
- [7] “Importance of Trade Fairs as a Tourism Marketing Tool” at National Conference-“Emerging Dimensions in Marketing” ,Saintgits Institute of Management, Kottayam, Nov.2010.

#### **Conference Proceedings**

- [1] “Collaborative Destination Marketing – A case study on Kerala Travel Mart” in “Book of Abstracts of the Joint International Conference in Contemporary Trends in Tourism and Hospitality : Theory, Practice and Pitfalls”s, ed. Wilkes K., Chaudhury M., and Raya P., Pondicherry University, pp 86
- [2] “An Exploratory Study on Exhibitors and Visitors Motivations at a trade show” in “Proceedings of the 4<sup>th</sup> International Symposium in Service Management in "Service Imperatives in the New Economy - Enhancing Customer Experience”ed. Dr. Kandampully J., SERI, USA, (ISSN: 1694-092X), 2013
- [3] “Motivations for using trade show as a marketing tool in tourism” in “Proceedings of the National Conference on Emerging Trends in Business NCETB –2013”,(ISBN:978-93-82305-10-1), Christ University, pp 82-91

- [4] “Trade Shows – A Multidimensional tool for SMEs”, in “Seminar Abstracts of the National Seminar on Emerging International Business Order”, School of Management Studies, Cochin University of Science and Technology , 2012, pp 30
- [5] “Tourism Marketing – Importance of Trade fairs as a Promotion Tool” in “Marketing in the Post Recession Era: Proceedings of the National Conference - Emerging Dimensions in Marketing”, ed. Varghese., Saintgits Institute of Management, Kuttikanam, Kerala, 2011, (ISBN:978-93-81361-03-0),pp 143-152.

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