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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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**A STRATEGIC FRAMEWORK FOR E-TOURISM DEVELOPMENT IN JAMMU AND KASHMIR STATE**

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**ABSTRACT**

*etourism is one of the best applications of ecommerce. Tourism is considered as the most sensitive sector and is greatly responsible for enhancing development of a nation. The concept of etourism has brought greater efficiency and competitiveness in tourism industry. Etourism provides modern tools which help in analyzing customer potential, developing effective procedures for capacity utilization thus providing better service at lower rates. It has also developed a transparent platform for information dissemination between tourism suppliers, intermediaries as well as end consumers. Present study seeks to develop various goals and their respective physical measures for implementation of competitive strategies and plans in strengthening etourism in Jammu and Kashmir. The paper further highlights some of the most capability factors in the areas of finance, internal business management, customer management and growth by using balanced scorecard for achieving strategic advantage in etourism in Jammu and Kashmir. The study also documents a survey of two hundred and eighty six people who are directly or indirectly linked with tourism industry in Jammu and Kashmir.*

**KEYWORDS**

etourism, ecommerce, capacity utilization, strategic advantage, customer potential, critical success factors.

**INTRODUCTION**

Business has always been changing its traits due to abundant changes in task as well as global environment. From the internal setup of a firm to the final consumer level all need and support a positive change in business events. Tourism is one among all those sectors which are offering their products and services from ages. There are some sectors which are more sensitive from others and tourism sector is one of the most sensitive sector. The most important characteristics that make it more sensitive is its tangibility. Innovation has successfully made tourism industry capable of identifying its competitive factors which will finally help industry to reach at customer potential. Most previous research suggested that people consider great applications of e-tourism. They consider that e-tourism implementation will help integration of activities which will finally improve the relationship among service providers and customers.

To develop and implement various strategies and plans for proper e-tourism setup it is necessary to identify various goals and their respective measures which will upgrade and promote quality standards in tourism.

**NEED FOR BALANCED SCORECARD**

World economy is today dominated by products as well as services mix. It is very difficult to access that whether the consumer is buying a product or for pure service attached to it. To properly analyze the consumer psychology the industry needs identification of certain core parameters so that it can reach at customer potential. Kaplan and Norton developed a method popularly known as balanced scorecard. This tool can help an industry as well as individual firm in evaluation and control of performance in four different dimensions. The first dimension is learning and growth perspective in which an organization can identify new tools which will help in business growth. The second dimension is internal business perspective which can be used by an organization to manage customer demands and also identify favorable locations for customers. Third dimension of balanced scorecard is regarding customer perspective which identifies customer potential and spreads awareness among customers about new products. However the fourth dimension includes financial perspective which could develop a framework for effective management of funds.

**PERFORMANCE MANAGEMENT APPROACHES SIMILAR TO BALANCED SCORECARD**

Balanced scorecard technique was devised by Kaplan and Norton. This technique acts as an effective tool in determining success factors for organizational development. Balanced scorecard helps in developing modern procedures in the areas of finance, internal business, customer perspective and also as a course of learning. It also helps in the proper integration of knowledge, skills and abilities for better productivity. There are many other approaches which could be used for enhancing performance of an industry. These approaches include benchmarking, organizational capability profile, key factor rating, strategic advantage profile etc. Benchmarking sets various standards for integrating procedures, techniques and also helps in developing alternative strategies. Organizational capability profile helps in identifying capability factors in the areas of marketing, production, Research and development etc. Moreover strategic advantage profile and organizational capability profile helps in determining competitive strategies while key factor rating technique determines most critical success factors for enhancing organizational effectiveness.

**OBJECTIVES**

1. To develop a model for upgrading performance management in e-tourism.
2. To identify various goals and measures which could make effective strategies for e-tourism development?
3. To present an innovative approach for e-tourism up gradation.
4. To develop an analytical framework for achieving competitive advantage in e-tourism.
5. To identify strategic success factors for e-tourism development.

**MATERIAL AND METHODS**

Present study has been worked out with the help of both primary as well as secondary data. The primary data has been collected with the help of a pretested questionnaire from two hundred and eighty six respondents linked to tourism sector. The secondary data has been collected from different sources. The sources

for secondary data includes various registered NGOs linked to tourism development, offices of various directors and deputy directors' tourism and other government information agencies.

The data and information so collected has been analyzed and certain cartographic has been applied to develop a model which can act as a tool for better achievement of tourism goals and objectives.

## RESULT AND DISCUSSION

Productivity of a sector is the result of value integration of goals and their respective measures. In order to improve productivity in tourism sector various goals and measures have been identified and a framework has been devised for creating value integration.

### GOALS

Balanced scorecard helps in the evaluation of performance of a business sector in four different dimensions. These dimensions include learning and growth perspective, internal business perspective, customer perspective and financial perspective. In order to qualitatively evaluate performance of tourism sector it is necessary to develop various goals and objectives for each perspective which must be accomplished in a particular period of time. The proper achievement of various goals and objectives directly depends on formulation and implementation of various strategies and respective plans. The various goals for different balanced scorecard perspectives have been tabulated in table 5.1. The goals identified for learning and growth perspective of balanced scorecard in tourism sector are curriculum up gradation, quality enhancement, opportunity identification and integration of knowledge and experience of strategic as well as lower level positions. In strengthening internal business perspective for tourism sector the various goals have been devised as capacity management, identification of favorable locations for tourists and various other positioning strategies.

Goals which will greatly help in increasing the ratio of customers in tourism industry has been identified as analysis of customer potential, checking customer satisfaction level and customer awareness about tourism products. Moreover finance is considered to be backbone of every industry. So management of financial issues is most necessary aspect. The goals devised for financial perspective include identification of various sources of funds, cost control procedures and efficient capital budgeting system.

### MEASURES

#### LEARNING AND GROWTH PERSPECTIVE

Measures represent various tools that determine the overall performance of a particular business. They also determine how much effectively the goals and objectives are accomplished.

A set of different measures have been determined in the study which helps in achieving various goals and objectives in respect of four balanced scorecard perspectives in tourism industry. The measures identified for achieving upgradation in curriculum have been identified as implementation of various training programs, development of various strategies and plans for different functional areas and implementation of various problem solving and decision making techniques at both strategic as well as at conventional level. For quality management the measures have been identified as development of value chain activities and regular audits in quality management both internally as well as with the help of any external agency. Future opportunities in tourism sector can be known by predicting future demand and by the analysis of competitiveness strengths that the industry could hold in future. However interdependencies between functional areas and use of other tools which resolve knowledge conflict between departments will help in achieving the objective of knowledge and experience integration.

#### INTERNAL BUSINESS PERSPECTIVE

The identification of various infrastructural resources and capacity management of both products as well as services will be effective measures of how tourism industry has qualitatively managed and implemented its capacity management goals. Moreover for locating favorable locations for customers in future, identification of location preferences and analysis of availability of all basic facilities could be better measures. However positioning strategy is one of the most important goals for tourism industry which could be analyzed by the analysis of how industry is able to create point of parity and point of difference for its products and services. Creation of customer focused value proposition system is also a good measure of examining applicability of positioning goals.

#### CUSTOMER PERSPECTIVE

The potential of customer can be measured by three feasible ways which include proper assessment of customer life time value, relationship analysis of customer and industry and the degree of customization provided by the tourism industry. The identification of value equity attached with customers, loyalty of a customer towards a product or brand and continuous reductions in customer defections could be better measures for determining customer satisfaction level. Moreover customer awareness is one of the most important objectives of tourism industry. The communication system of tourism industry, frequency of communication programs and identification of level of satisfaction drawn by customer out of these programs are effective tools for achieving the objective of high customer awareness in tourism industry.

#### FINANCIAL PERSPECTIVE

The determination of various schemes of funding from govt. and non-govt. agencies, maintenance of high level of credit worthiness and identification of seeking tax concessions from govt. are some effective measures of identification of sources of funds. Moreover implementation of tools which could check obsolescence, tools that control operational costs and strategies which will help minimize logistics costs could be helpful in achieving cost control objective in tourism sector. However an effective capital budgeting system can be developed by identifying low level cost of capital payment, better risk return measurement and use of feasible and sound capital structures.



## GOALS AND MEASURES FOR E-TOURISM USING BALANCED SCORECARD

Perspective	Goals	Measures
Learning and growth perspective	1. Curriculum upgradation	a) Training programs b) Strategies and plan development procedures in all functional areas c) Problem solving and decision making practices
	2. Quality enhancement	a) Value chain practices b) Quality audits
	3. Opportunity identification	a) Forecast techniques for predicting future demand b) Analysis of competitive strength for future
	4. Knowledge and experience integration	a) Analysis of interdependencies between functional areas b) Tools for solving knowledge conflict between departments
Internal business perspective	1. Capacity management	a) Identifying infrastructural resources b) Product and services capacity management
	2. Favorable location identification	a) Identification of location preferences practices b) Availability of basic facilities
	3. Positioning strategy	a) Analyzing points of parity and points of differences b) Creating customer focused value proposition
Customer perspective	1. Customer potential	a) Customer life time value analysis b) Relationship analysis c) Degree of customization
	2. Customer satisfaction	a) Value equity b) Product loyalty c) Reductions in customer defections
	3. Customer awareness	a) Communication of product information b) Frequency of awareness programs c) Utility drawn by consumer from promotional programs
Financial perspective	1. Identification of various sources of funds	a) Funds from various govt. and non-govt. agencies b) Tax concessions from govt. c) Credit worthiness
	2. Control on costs	a) Obsolescence management tools b) Effective control on operational costs c) Minimizing logistics costs
	3. Efficient capital budgeting system	a) Low level cost of capital identification b) Return and risk management system c) Feasible capital structure implementation

## CONCLUSION

Balanced scorecard can be used as an effective instrument in tourism industry for better management of business practices and increasing efficiency in different areas in tourism sector. It could be one of the best applications which will properly help in implementing e-tourism strategy in tourism sector in Jammu and Kashmir State. A framework has been devised in this paper which effectively increases the performance of various aspects directly by identification of goals and then measures which will finally set roadmaps for achievement of those goals. It has also been determined that balanced scorecard can integrate the identified goals with their respective measures to create an effective value chain system. The proposed model can also boost organizational capabilities and finally enhance the competencies of tourism industry in its core areas of finance, operations and customer segment in this complex business environment.

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