2015 INDIA
STATE RANKING SURVEY

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In association with

WORLD
TRAVEL &
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Introduction

The State Ranking Survey, a biennial publication compiled by HVS in association with the World Travel & Tourism Council, India Initiative (WTTCII), aims at analysing the state-wise potential of Travel and Tourism in India, and assessing the relative competitiveness of different states in the country. Historically, the evaluation has been carried out for 29 states; however, the split of Andhra Pradesh in 2014 has resulted in the addition of Telangana, increasing the tally to 30 states in this edition.

The Travel and Tourism industry is an integral part of the Indian economy. In 2013, the industry accounted for US$18.4 billion in foreign exchange reserves, becoming the third-largest foreign exchange earner in the country. In 2014, the foreign exchange earnings (FEE) from tourism recorded a growth of 9.7% over 2013, crossing the US$20 billion mark. Overall, the government has taken progressive steps for the industry in recent years with the introduction of the electronic visa scheme (e-Tourist Visa), formulation of a new tourism policy (a draft version of which was released earlier this year), creation of tourist circuits based on specific themes, and more. However, India still has several critical issues to circumnavigate in order to establish itself as a major destination for international tourism. As per the *Tourism Highlights 2015 Edition* report by the United Nations World Tourism Organization (UNWTO), the total number of International Tourist Arrivals (ITA) worldwide was 1,133 million in 2014, of which the Asia Pacific region accounted for 23.2% and South Asia, in particular, captured only 1.5%; India managed to attract merely 0.67% of the world's international tourist arrivals, largely under penetrating the market.

FIGURE 1 - ASIA PACIFIC INTERNATIONAL TOURIST ARRIVALS (2014)

Sub Region	International Tourist Arrivals (million)	Market Share
Asia Pacific (APAC)	263.3	23.2%
North-East Asia	136.3	12.0%
South-East Asia	96.7	8.5%
South Asia	17.1	1.5%
Oceania	13.2	1.2%

Source: UNWTO Tourism Highlights 2015 Edition

The World Travel & Tourism Council (WTTC), in its *Economic Impact 2015-India* publication, reported that the total contribution of Travel and Tourism to India's GDP was 6.7% (₹7,642.5 billion) in 2014, and is forecast to rise by 7.5% in 2015 with a subsequent year-on-year growth of 7.3% from 2015 to 2025. The industry also supported 36.7 million direct and indirect jobs in 2014, accounting for approximately 8.7% of the total employment in India. Nonetheless, India lags behind some of the other Asia Pacific countries in terms of relative total contribution of Travel and Tourism to the GDP (Figure 2).

The Travel and Tourism industry consists of multiple verticals which include hotels, airlines, and travel and tour

FIGURE 2 - ASIA PACIFIC: RELATIVE TOTAL CONTRIBUTION OF TRAVEL AND TOURISM TO GDP (2014)
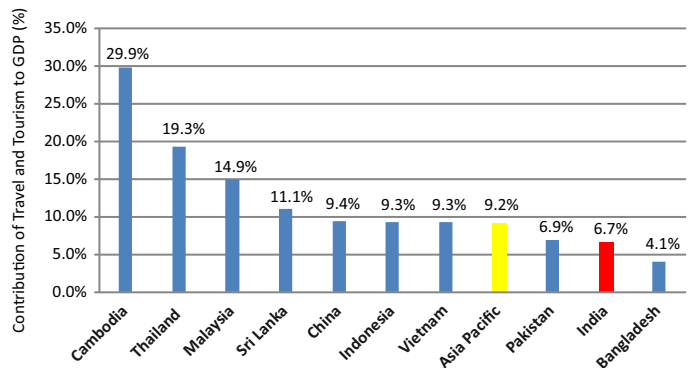
Source: WTTC Travel and Tourism Economic Impact 2015 - India

companies. The State Ranking Survey focuses on one component of this industry – hotels – and aims to identify the best performing states in India from the hospitality industry's viewpoint. In order to meet this objective, we employed 12 key parameters or criteria for evaluating the performance of different states. While some parameters apply specifically to hotel developers, others are more relevant for state governments.

It must be noted that in the last two editions, we used 11 parameters to determine the actual ranking index of the different states. However, in this year's survey we have added an additional parameter – the ease of doing business – to reflect each state government's suitability for attracting investment and propagating development. The 12 parameters were assessed based on data collected from various reliable sources. Each parameter was further assigned a specific weight commensurate with its individual impact on the hotel industry. The methodology used in deriving each of these rankings has been explained in greater detail later in this report.

Figure 3 outlines the defined sample set of states covered in this survey. The analysis accounts for 30 states including Delhi and the newly formed Telangana, but omits the Union Territories in order to avoid any probable distortion of data.

FIGURE 3 - DEFINED SAMPLE SET OF STATES

1) Andhra Pradesh	11) Jammu & Kashmir	21) Odisha
2) Arunachal Pradesh	12) Jharkhand	22) Punjab
3) Assam	13) Karnataka	23) Rajasthan
4) Bihar	14) Kerala	24) Sikkim
5) Chhattisgarh	15) Madhya Pradesh	25) Tamil Nadu
6) Delhi*	16) Maharashtra	27) Telangana
7) Goa	17) Manipur	28) Tripura
8) Gujarat	18) Meghalaya	29) Uttar Pradesh
9) Haryana	19) Mizoram	29) Uttarakhand
10) Himachal Pradesh	20) Nagaland	30) West Bengal

* Does not include Gurgaon, NOIDA, Greater NOIDA, Ghaziabad and Faridabad

Figure 4 presents the 12 identified parameters and their respective weights used to determine the actual ranking index corresponding to their individual impact on the hospitality industry.

FIGURE 4 - IDENTIFIED PARAMETERS AND ASSIGNED WEIGHTS

Parameters	Assigned Weight	Impact
Luxury Tax on Hotels	25	High
State Expenditure on Tourism	25	High
Tourist Visits	20	High
Presence of Branded Hotel Rooms	10	Medium
GSDP Per Capita	10	Medium
Effectiveness of Marketing Campaign	10	Medium
Urbanisation	10	Medium
Road and Railway Infrastructure	10	Medium
Aircraft Movement	10	Medium
Literacy Rates	5	Low
Ease of Doing Business	10	Medium
Intangible Aspects	15	Medium
Total	**160**	

Each of these parameters has been discussed in detail below.

Luxury Tax on Hotels

Luxury tax is a major debatable subject for the Indian Travel and Tourism industry. Currently, the percentage of luxury tax varies vastly across the different states, with some of them not levying it at all. As a result, the range of luxury tax within the country ranges from 0% to 20%. Another challenge is that the basis for the computation of the tax also varies. In some Indian states, the tax is levied on the published tariff, while in the case of others it is on the actual tariff. The former not only results in the guest effectively paying more tax for his or her stay but also causes ambiguity, as most hotels across the world have taxes applicable on the actual room tariff. Furthermore, it must be noted that luxury tax is only one of the taxes charged to a hotel guest in India, and overall, the total tax applicable may vary from 18% to 25% across different states.

Bearing the above in mind, the introduction of the impending Goods and Services Tax (GST) bill is likely to be welcomed by the industry at large. GST would be a single tax, which would subsume all forms of tax such as service tax, luxury tax, entertainment tax, value added tax, and others. However, there is still a considerable amount of doubt as to what the tax rate would be, as the bill is yet to be passed by the upper house of the parliament.

In order to assess the performance of the 30 sample states in this parameter, the Effective Tax Rate was calculated. This

FIGURE 5 - METHODOLOGY FOR LUXURY TAX ON HOTELS

Assumptions		Effective Tax Range	Points
Published Tariff	₹10,000	No tax	25
Discount	25%	1.0 to 5.0%	21
Actual Tariff	₹7,500	5.1 to 9.0%	18
		9.1 to 12.0%	15
		12.1 to 15.0%	11
		15.1 to 20.0%	7
		Above 20.0%	4

FIGURE 6 - POINT ALLOCATION FOR LUXURY TAX ON HOTELS

	Luxury Tax	Calculated On	Effective Tax Rate	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Arunachal Pradesh	0.0%	-	0.0%	25	1	1	1	1	0	0
Jammu & Kashmir	0.0%	-	0.0%	25	1	1	1	1	0	0
Manipur	0.0%	-	0.0%	25	1	1	1	1	0	0
Mizoram	0.0%	-	0.0%	25	1	1	1	1	0	0
Nagaland	0.0%	-	0.0%	25	1	1	1	1	0	0
Odisha	0.0%	-	0.0%	25	1	1	1	1	0	0
Sikkim	0.0%	-	0.0%	25	1	1	1	1	0	0
Uttar Pradesh	5.0%	Actual Tariff	5.0%	21	8	8	9	8	0	0
Andhra Pradesh	5.0%	Published Tariff	7.0%	18	9	10	11	12	1	3
Telangana	5.0%	Published Tariff	7.0%	18	9					
Gujarat	6.0%	Published Tariff	8.0%	18	11	11	12	13	0	2
Punjab	8.0%	Actual Tariff	8.0%	18	11	11	8	15	0	4
Uttarakhand	10.0%	Actual Tariff	10.0%	15	13	8	9	8	-5	-5
Bihar	10.0%	Actual Tariff	10.0%	15	13	13	14	16	0	3
Haryana	10.0%	Actual Tariff	10.0%	15	13	13	25	8	0	-5
Madhya Pradesh	10.0%	Actual Tariff	10.0%	15	13	13	14	16	0	3
Maharashtra	10.0%	Actual Tariff	10.0%	15	13	13	14	16	0	3
Rajasthan	10.0%	Actual Tariff	10.0%	15	13	13	14	16	0	3
West Bengal	10.0%	Actual Tariff	10.0%	15	13	13	14	16	0	3
Goa	12.0%	Actual Tariff	12.0%	15	20	21	14	8	1	-12
Karnataka	12.0%	Actual Tariff	12.0%	15	20	21	23	24	1	4
Assam	12.0%	Actual Tariff	12.0%	15	20	21	26	13	1	-7
Kerala	12.5%	Actual Tariff	12.5%	11	23	24	24	22	1	-1
Jharkhand	12.5%	Actual Tariff	12.5%	11	23	24	13	23	1	0
Chhattisgarh	10.0%	Published Tariff	13.0%	11	25	26	14	27	1	2
Himachal Pradesh	10.0%	Published Tariff	13.0%	11	25	13	14	25	-12	0
Tripura	15.0%	Actual Tariff	15.0%	11	27	13	14	16	-14	-11
Tamil Nadu	12.5%	Published Tariff	17.0%	7	28	28	27	25	0	-3
Delhi	15.0%	Published Tariff	20.0%	7	29	26	27	29	-3	0
Meghalaya	20.0%	Actual Tariff	20.0%	7	29	29	29	27	0	-2

Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: HVS Research

was computed assuming a published tariff of ₹10,000 with a 25% discount to derive the actual tariff. Points were allotted based on seven point-brackets that were developed and can be seen in Figure 5. Figure 6 illustrates our scoring for the Luxury Tax applied by the different states within the country.

Since our previous study, Tripura has slipped 14 places as a result of increasing its luxury tax from 10% to 15%. Similarly, Uttarakhand has moved down five places as a result of escalating its luxury tax from 5% to 10%. Himachal Pradesh, meanwhile, has dropped significantly in rankings owing to levying the luxury tax on published tariff now, as compared to actual tariff in the past. Moreover, Delhi, having recently increased its luxury tax from 10% to 15%, has moved down three places from the last survey. With this change, its luxury tax is among the highest in the country. Resultantly, by default, Goa, Karnataka, Assam, Kerala, Jharkhand, and Chhattisgarh have witnessed a favourable transition in rankings by one place each.

States such as Delhi, Kerala, Goa, Tamil Nadu, Himachal Pradesh and Rajasthan can be seen capitalising on luxury tax. On the other hand, Jammu & Kashmir, Manipur, Mizoram, Nagaland, Arunachal Pradesh, Odisha and Sikkim are consistent in terms of levying no luxury tax on hotel rooms.

State Expenditure on Tourism

Although the average state expenditure on tourism has seen a positive growth over the last five years, the amount as a percentage of the total expenditure continues to be dismally low. This is due to a number of reasons, the primary one being the allocation of resources and funds towards more important sectors such as infrastructure, or nurturing industries that are deemed pertinent to the economy of a particular state.

Under this parameter, by tabularising the capital expenditure and revenue expenditure, we have assessed the total expenditure by each state government towards tourism. Figures 7 and 8 present our point allocation criteria and ranking of the states for this evaluation parameter, respectively.

FIGURE 7 - METHODOLOGY FOR STATE EXPENDITURE ON TOURISM

Range	Points
Above 0.55%	25
0.41% to 0.55%	20
0.26% to 0.40%	15
0.10% to 0.25%	10
Below 0.10%	5

Sikkim continues to top this list having heavily ramped up its tourism spend to 2.84% of total expenditure in 2014/15 from 1.83% reported for 2012/13 in the previous edition of this report. Jammu & Kashmir has managed to move up one place to the 2nd rank, displacing Goa which lowered its tourism spend from 1.04% of total expenditure in 2012/13 to 0.48% in 2014/15 – a 54% drop. With security having improved in the state, tourism has seen a steady growth in Jammu & Kashmir over the last few years warranting an increase in

FIGURE 8 - POINT ALLOCATION FOR STATE EXPENDITURE ON TOURISM

	Revenue Expenditure* (₹ in lakh)		Capital Expenditure** (₹ in lakh)		Total State Expenditure (₹ in lakh)									
	All Sectors	Tourism	All Sectors	Tourism	All Sectors	Tourism	Tourism Spend as a % of Total Expenditure	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Sikkim	61,133	28	74,262	3,812	1,35,395	3,840	2.836%	25	1	1	1	2	0	1
Jammu & Kashmir	3,24,611	933	1,42,599	2,078	4,67,209	3,012	0.645%	25	2	3	2	1	1	-1
Goa	80,995	642	2,10,306	757	2,91,301	1,398	0.480%	20	3	2	3	3	-1	0
Arunachal Pradesh	71,793	125	64,796	295	1,36,589	420	0.307%	15	4	16	8	5	12	1
Gujarat	9,62,166	292	17,56,793	6,210	27,18,959	6,502	0.239%	10	5	7	6	12	2	7
Uttarakhand	2,44,745	39	2,24,248	645	4,68,993	684	0.146%	10	6	4	4	4	-2	-2
Himachal Pradesh	1,97,836	341	68,074	22	2,65,910	363	0.136%	10	7	11	16	18	4	11
Manipur	76,276	58	2,44,272	373	3,20,548	431	0.134%	10	8	23	11	11	15	3
Delhi	2,75,409	453	92,251	1	3,67,660	454	0.123%	10	9	10	20	13	1	4
Kerala	7,19,740	1,480	18,04,438	1,414	25,24,178	2,894	0.115%	10	10	5	9	7	-5	-3
Karnataka	11,07,573	1,223	28,51,959	3,072	39,59,532	4,295	0.108%	10	11	6	5	18	-5	7
Meghalaya	99,028	294	2,14,881	11	3,13,909	305	0.097%	5	12	9	14	15	-3	3
Telangana	7,97,893	1,123	5,01,603	0	12,99,497	1,123	0.086%	5	13					
Odisha	6,28,814	369	14,86,068	1,235	21,14,882	1,604	0.076%	5	14	19	15	18	5	4
West Bengal	10,59,782	607	28,96,473	1,880	39,56,255	2,487	0.063%	5	15	20	27	25	5	10
Maharashtra	18,44,226	3,344	45,99,765	637	64,43,991	3,981	0.062%	5	16	12	7	9	-4	-7
Mizoram	57,644	54	2,62,323	100	3,19,967	154	0.048%	5	17	18	18	10	1	-7
Madhya Pradesh	9,90,138	863	31,27,484.30	860	41,17,622	1,723	0.042%	5	18	17	19	14	-1	-4
Chhattisgarh	4,61,908	433	10,17,653	180	14,79,561	613	0.041%	5	19	13	12	12	-6	-7
Nagaland	79,114	80	1,34,948	0	2,14,062	80	0.037%	5	20	8	13	6	-12	-14
Jharkhand	3,94,879	81	5,37,917	185	9,32,797	266	0.029%	5	21	27	10	7	6	-14
Uttar Pradesh	19,74,249	364	40,70,745	1,311	60,44,993	1,674	0.028%	5	22	22	23	25	0	3
Haryana	5,27,027	32	7,30,765	315	12,57,792	347	0.028%	5	23	25	25	25	2	2
Assam	4,86,313	689	34,96,956	280	39,83,269	969	0.024%	5	24	24	26	25	0	1
Andhra Pradesh	9,81,418	331	5,28,849	30	15,10,267	361	0.024%	5	25	28	29	18	3	-7
Rajasthan	10,53,872	326	30,73,975	422	41,27,847	748	0.018%	5	26	21	21	18	-5	-8
Tripura	81,175	32	5,85,437	79	6,66,611	111	0.017%	5	27	29	24	18	2	-9
Tamil Nadu	12,73,898	20	29,74,101	590	42,47,999	610	0.014%	5	28	26	22	16	-2	-12
Bihar	9,17,654	114	9,17,655	114	18,35,309	227	0.012%	5	29	14	17	18	-15	-11
Punjab	4,48,937	0	4,91,463	38	9,40,400	38	0.004%	5	30	15	28	29	-15	-1

Revenue Expenditure - incurred in the course of regular business transactions and availed during the same accounting year.
**Capital Expenditure - incurred for acquiring a fixed asset or one which results in increasing the earning capacity and is availed in multiple accounting years.
Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: RBI - State Finances: A Study of Budgets 2014-15

corresponding spend. That being said, heavy rainfall and subsequent floods in 2014 caused a substantial decline in visitation, especially by domestic travellers, and going forth, the state will require considerable capital allocation to rebuild its infrastructure. Interestingly, Telangana has achieved the 13th rank with a tourism spend of 0.086%, whereas, Andhra Pradesh ranks 25th, 12 places behind Telangana, with a meagre tourism spend allocation of 0.024%.

The biggest movers this year are from the northeast part of the country, Manipur and Arunachal Pradesh, that have risen 15 and 12 places to assume the 8th and 4th ranks, respectively. This is commendable considering that both states saw steep declines during the last survey conducted in 2013. Evidently, the two states have increased their tourism spend significantly, with Arunachal Pradesh budgeting for 0.31% of its total expenditure (a whopping 675% jump from 0.04% recorded in the previous edition) and Manipur budgeting for 0.13% of its total expenditure (a remarkable 550% increase from 0.02% exhibited in the previous edition) towards this sector in 2014/15. West Bengal and Odisha have also ascended the ranks by five places each, with the former moving up 10 places since 2009, showing a steady growth in terms of tourism spend over this period. On the downside, since our 2013 edition, Punjab and Bihar have particularly displayed disappointing performance as a result of low tourism spend, each falling 15 places to ranks 29th and 30th respectively, while Kerala and Karnataka have dropped five ranks each due to a lower percentage of total expenditure despite an increase in the absolute amount of tourism spend over the same period. Maharashtra continues to drop in rankings for tourism spend with each edition of this survey in spite of having the highest total expenditure allocation in the country.

Tourist Visits

Tourist visitation per annum is one of the best indicators of the state's attractiveness and ability to generate travel and tourism demand. On a countrywide level, there has been an upward trend in tourist visitation. According to the Ministry of Tourism's *India Tourism Statistics 2014* report, the number of domestic travellers in 2014 (1,282 million) registered an increase of 11.9% over 2013, whereas international tourist visits were recorded at 22.6 million, an increase of 13.1% over the previous year.

Our ranking methodology accounts for both international and domestic tourist visitations, with equal weights given to both. Figure 9 explains the methodology of ranking and Figures 10 and 11 present the overall rankings for this parameter.

FIGURE 9 - METHODOLOGY FOR TOURIST VISITS

Rank	Points
1 to 5	10
6 to 10	8
11 to 15	6
16 to 20	4
21 to 25	2
Above 25	0

Tamil Nadu, Uttar Pradesh and Maharashtra have retained the top ranks in terms of tourist visits over the past five years. Tamil Nadu, well known for its temple towns, national parks, UNESCO world heritage sites, hill stations as well as state-of-the-art medical facilities, alone accounted for 25.5% of the total visitations in India in 2014, while Uttar Pradesh

FIGURE 10 - DOMESTIC AND INTERNATIONAL TOURIST VISITS (2014)

State	Domestic	Rank	State	International	Rank
Tamil Nadu	32,75,55,233	1	Tamil Nadu	46,57,630	1
Uttar Pradesh	18,28,20,108	2	Maharashtra	43,89,098	2
Karnataka	11,82,83,220	3	Uttar Pradesh	29,09,735	3
Maharashtra	9,41,27,124	4	Delhi	23,19,046	4
Andhra Pradesh	9,33,06,974	5	Rajasthan	15,25,574	5
Telangana	7,23,99,113	6	West Bengal	13,75,740	6
Madhya Pradesh	6,36,14,525	7	Kerala	9,23,366	7
West Bengal	4,90,29,590	8	Bihar	8,29,508	8
Jharkhand	3,34,27,144	9	Karnataka	5,61,870	9
Rajasthan	3,30,76,491	10	Haryana	5,47,367	10
Gujarat	3,09,12,043	11	Goa	5,13,592	11
Chhattisgarh	2,44,88,465	12	Himachal Pradesh	3,89,699	12
Punjab	2,42,71,302	13	Madhya Pradesh	3,16,195	13
Delhi	2,26,26,859	14	Punjab	2,55,449	14
Bihar	2,25,44,377	15	Gujarat	2,35,524	15
Uttarakhand	2,19,91,315	16	Jharkhand	1,54,731	16
Himachal Pradesh	1,59,24,701	17	Uttarakhand	1,01,966	17
Haryana	1,34,42,944	18	Jammu & Kashmir	86,477	18
Kerala	1,16,95,411	19	Telangana	75,171	19
Odisha	1,07,90,622	20	Odisha	71,426	20
Assam	48,26,702	21	Andhra Pradesh	66,333	21
Goa	35,44,634	22	Sikkim	49,175	22
Jammu & Kashmir	12,62,442	23	Tripura	26,688	23
Meghalaya	7,16,469	24	Assam	21,537	24
Sikkim	5,62,418	25	Meghalaya	8,664	25
Tripura	3,61,247	26	Chhattisgarh	7,777	26
Arunachal Pradesh	1,80,964	27	Arunachal Pradesh	5,204	27
Manipur	1,15,499	28	Nagaland	3,679	28
Mizoram	68,203	29	Manipur	2,769	29
Nagaland	58,413	30	Mizoram	836	30

Source: State/UT-wise Domestic and Foreign Tourist Visits 2013-2014, MoT, GoI

FIGURE 11 - POINT ALLOCATION FOR TOURIST VISITS

	Points Obtained			Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
	Domestic	International	Total						
Tamil Nadu	10	10	20	1	1	1	1	0	0
Uttar Pradesh	10	10	20	1	1	1	1	0	0
Maharashtra	10	10	20	1	1	1	4	0	3
Karnataka	10	8	18	4	4	5	4	0	0
Rajasthan	8	10	18	4	4	4	1	0	-3
West Bengal	8	8	16	6	6	5	7	0	1
Delhi	6	10	16	6	6	5	8	0	2
Madhya Pradesh	8	6	14	8	9	8	8	1	0
Bihar	6	8	14	8	9	9	13	1	5
Andhra Pradesh	10	2	12	10	6	5	4	-4	-6
Gujarat	6	6	12	10	9	9	8	-1	-2
Jharkhand	8	4	12	10	15	20	20	5	10
Punjab	6	6	12	10	15	13	22	5	12
Kerala	4	8	12	10	13	13	8	3	-2
Haryana	4	8	12	10	15	18	16	5	6
Telangana	8	4	12	10					
Himachal Pradesh	4	6	10	17	9	9	13	-8	-4
Uttarakhand	4	4	8	18	13	13	8	-5	-10
Odisha	4	4	8	18	18	18	18	0	0
Goa	2	6	8	18	18	16	13	0	-5
Chhattisgarh	6	0	6	21	21	25	25	0	4
Jammu & Kashmir	2	4	6	21	18	16	16	-3	-5
Assam	2	2	4	23	21	20	18	-2	-5
Meghalaya	2	2	4	23	21	23	22	-2	-1
Sikkim	2	2	4	23	21	20	20	-2	-3
Tripura	0	2	2	26	21	23	22	-5	-4
Arunachal Pradesh	0	0	0	27	26	25	25	-1	-2
Manipur	0	0	0	27	27	27	27	0	0
Mizoram	0	0	0	27	27	27	27	0	0
Nagaland	0	0	0	27	27	27	27	0	0

Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: HVS Research

continues to be a strong contender primarily due to the various tourist attractions located in Agra, Varanasi and Sarnath. Overall, the state accounted for 14.3% of the total tourists in the country in the past year. Finally, Maharashtra much like Tamil Nadu, is an important gateway into India, possessing a number of commercial hubs and leisure destinations that resulted in it capturing 7.6% of total tourist visits in 2014.

Telangana and Andhra Pradesh have achieved the 10th rank, with both states recording high domestic visitation. However, upon closer inspection, it is evident that while Andhra Pradesh exceeds Telangana in domestic traffic primarily on account of the holy pilgrimage city of Tirupati being located in the state, the location of Hyderabad helps Telangana on the foreign visitation front.

Punjab recorded a surge in rankings rising five places since the last survey and 12 places since the first edition in 2009 aided by a strong growth in both domestic and foreign visitation over the years. Furthermore, Haryana and Jharkhand have moved up by five places. Both states have made noteworthy progress since our first survey, rising up the list with each edition, mainly on the back of increased domestic visitation. With both international and domestic hotel brands showing interest in these markets and the state governments taking proactive steps to improve infrastructure, the duo is likely to maintain this momentum.

On the contrary, Himachal Pradesh witnessed a downhill journey dropping eight places since the last survey attributed to the floods which occurred in 2013 and resulted in caution among tourists travelling to the region.

Presence of Branded Hotel Rooms

The total number of existing branded hotel rooms in a state is indicative of the tourism demand within the state as well as its economic and business potential. Most hotel projects, prior to being developed, undergo an extensive evaluation study, in order to assess the potential of long-term demand, growth and economic feasibility. Therefore, one can safely assume there to be a correlation between number of branded rooms in a state and its overall tourism attractiveness and hospitality competitiveness.

FIGURE 12 - METHODOLOGY FOR PRESENCE OF BRANDED HOTEL ROOMS

Rank	Points
1 to 3	10
4 to 6	8
7 to 9	6
10 to 12	4
13 to 15	2
Above 15	0

FIGURE 13 - POINT ALLOCATION FOR PRESENCE OF BRANDED HOTEL ROOMS

	No. of Branded Rooms	State Area (Km²)	Branded Rooms per 100 Km²	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Delhi	13,277	1,483	895.28	10	1	1	1	1	0	0
Goa	4,909	3,702	132.60	10	2	2	2	2	0	0
Haryana	6,252	44,212	14.14	10	3	3	3	4	0	1
Kerala	3,300	38,863	8.49	8	4	4	4	3	0	-1
Tamil Nadu	9,503	1,30,058	7.31	8	5	5	6	6	0	1
Maharashtra	21,570	3,07,713	7.01	8	6	6	5	7	0	1
Karnataka	12,759	1,91,791	6.65	6	7	7	7	5	0	-2
Telangana	5,875	1,14,840	5.12	6	8					
Punjab	2,068	50,362	4.11	6	9	8	8	16	-1	7
West Bengal	2,721	88,752	3.07	4	10	9	9	11	-1	1
Gujarat	5,727	1,96,024	2.92	4	11	11	15	14	0	3
Uttarakhand	1,289	53,483	2.41	4	12	12	10	8	0	-4
Rajasthan	7,328	3,42,239	2.14	2	13	13	13	13	0	0
Uttar Pradesh	4,425	2,40,928	1.84	2	14	14	14	17	0	3
Andhra Pradesh	1,719	1,60,205	1.07	2	15	10	11	15	-5	0
Himachal Pradesh	562	55,673	1.01	0	16	17	16	12	1	-4
Tripura	100	10,486	0.95	0	17	16	17	10	-1	-7
Sikkim	63	7,096	0.89	0	18	15	12	9	-3	-9
Jharkhand	421	79,714	0.53	0	19	18	19	19	-1	0
Madhya Pradesh	1,587	3,08,245	0.51	0	20	19	18	18	-1	-2
Assam	357	78,438	0.46	0	21	22	21	22	1	1
Chhattisgarh	416	1,35,191	0.31	0	22	25	25	25	3	3
Jammu & Kashmir	556	2,22,236	0.25	0	23	21	22	21	-2	-2
Odisha	282	2,22,236	0.13	0	24	20	20	20	-4	-4
Bihar	46	94,163	0.05	0	25	23	23	24	-2	-1
Arunachal Pradesh	20	83,743	0.02	0	26	24	24	23	-2	-3
Manipur	0	22,327	0.00	0	27	25	25	25	-2	-2
Meghalaya	0	22,429	0.00	0	27	25	25	25	-2	-2
Mizoram	0	21,081	0.00	0	27	25	25	25	-2	-2
Nagaland	0	16,579	0.00	0	27	25	25	25	-2	-2

Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: HVS Research

Figures 12 and 13 present our point allocation criteria and ranking for the number of existing branded rooms in each state, respectively.

The top 10 states in terms of the density of branded hotel rooms remain mostly the same between 2013 and this year, though they have all shown a significant increase in supply. Delhi consistently has had the highest penetration of branded rooms per 100 square kilometres in the country, largely due to the state being the capital, a major gateway for travel into India, and an important business destination. The capital recorded an increase of 1,938 branded rooms from the previous survey, predominantly due to the opening of five hotels in Aerocity, a-first-of-its-kind hospitality district in the country. Goa follows in 2nd place, drawing on its reputation as one of the country's leading leisure destinations that attracts a multitude of foreign tourists primarily from Europe, Asia and the Americas each year. Haryana ranks 3rd, mainly due to a strong concentration of hotel rooms in Gurgaon. Maharashtra has also shown a tremendous growth in branded rooms having increased supply by 2,706 rooms from the last edition of this report, while Karnataka witnessed an increase in supply by 2,787 rooms, most of which were added in its capital, Bengaluru. Telangana's ranking is seven places ahead of Andhra Pradesh, chiefly on account of a high base of branded rooms present in Hyderabad.

Chhattisgarh, Assam, and Himachal Pradesh are the only three states to witness an upward movement in rankings, with Chhattisgarh leading the pack; the state has 416 branded hotel rooms as of date compared to zero in 2013. However, in order for them to gain points, it is essential that they add a substantial number of branded hotel rooms going forth. On the contrary, as a result of a slight drop in the branded supply, Sikkim and Odisha depict a downward trend in rankings, falling by three and four places, respectively, since the last edition.

FIGURE 14 - METHODOLOGY FOR GSDP PER CAPITA

Rank	Points
Above 99,999	10.0
75,000 to 99,999	7.5
50,000 to 74,999	5.0
25,000 to 49,999	2.5

FIGURE 15 - POINT ALLOCATION FOR GSDP PER CAPITA

	GSDP* (₹ in crore)	Population (2011)	GSDP Per Capita (₹)	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Variance (13-15)	Variance (11-15)
Goa	48,897	14,57,723	3,35,434	10.0	1	1	1	0	0
Delhi	3,91,125	1,67,53,235	2,33,462	10.0	2	2	2	0	0
Sikkim	12,377	6,07,688	2,03,674	10.0	3	3	11	0	8
Haryana	3,88,917	2,53,53,081	1,53,400	10.0	4	4	3	0	-1
Maharashtra	15,10,132	11,23,72,972	1,34,386	10.0	5	5	4	0	-1
Gujarat	7,65,638	6,03,83,628	1,26,796	10.0	6	6	6	0	0
Uttarakhand	1,22,897	1,01,16,752	1,21,479	10.0	7	9	10	2	3
Himachal Pradesh	82,585	68,56,509	1,20,448	10.0	8	10	9	2	1
Kerala	3,96,282	3,33,87,677	1,18,691	10.0	9	7	7	-2	-2
Tamil Nadu	8,54,238	7,21,38,958	1,18,416	10.0	10	11	8	1	-2
Punjab	3,17,556	2,77,04,236	1,14,624	10.0	11	8	5	-3	-6
Telangana	3,91,751	3,52,86,757	1,11,019	10.0	12				
Karnataka	6,14,607	6,11,30,704	1,00,540	10.0	13	14	13	1	0
Arunachal Pradesh	13,545	13,82,611	97,967	7.5	14	12	14	-2	0
Mizoram	10,297	10,91,014	94,380	7.5	15	15	15	0	0
Andhra Pradesh	4,64,184	4,93,86,799	93,989	7.5	16	13	12	-3	-4
Nagaland	17,749	19,80,602	89,614	7.5	17	16	21	-1	4
West Bengal	7,06,561	9,13,47,736	77,348	7.5	18	18	16	0	-2
Rajasthan	5,17,615	6,86,21,012	75,431	7.5	19	17	22	-2	3
Meghalaya	21,922	29,64,007	73,961	5.0	20	20	18	0	-2
Tripura	26,810	36,71,032	73,031	5.0	21	21	19	0	-2
Chhattisgarh	1,85,682	2,55,40,196	72,702	5.0	22	19	17	-3	-5
Jammu & Kashmir	87,570	1,25,48,926	69,783	5.0	23	22	23	-1	0
Odisha	2,72,980	4,19,47,358	65,077	5.0	24	23	20	-1	-4
Madhya Pradesh	4,34,730	7,25,97,565	59,882	5.0	25	25	26	0	1
Manipur	14,324	27,21,756	52,628	5.0	26	27	25	1	-1
Jharkhand	1,72,773	3,29,66,238	52,409	5.0	27	24	24	-3	-3
Assam	1,59,460	3,11,69,272	51,159	5.0	28	26	27	-2	-1
Uttar Pradesh	8,62,746	19,95,81,477	43,228	2.5	29	28	28	-1	-1
Bihar	3,43,663	10,38,04,637	33,107	2.5	30	29	29	-1	-1
Average	3,40,320	4,02,29,072	1,05,602						

GSDP of 2013-14 at Current Prices
Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: Census of India 2011 and NITI Aayog, Government of India

GSDP Per Capita

Gross State Domestic Product (GSDP) is a major indicator of the economic well-being of a state. In monetary terms, GSDP is a measure of the volume of goods and services produced within a state, annually. In difficult economic conditions, the Travel and Tourism industry is typically the first to get affected and the last to recover. Thus, GSDP per capita was introduced as a ranking parameter in 2011 and continues to be one of the fundamentals for our comparison.

Figures 14 and 15 illustrate our point allocation methodology and the ranking of the states based on GSDP per capita, respectively.

Goa, Delhi and Sikkim continue to maintain the top three positions within this parameter, while up by two ranks, Himachal Pradesh and Uttarakhand have seen notable improvements since the last survey due to their GSDP per capita having grown by 29.4% and 30.5%, respectively, over this period. Conversely, Kerala, Punjab, Arunachal Pradesh, Andhra Pradesh, Rajasthan, Chhattisgarh and Jharkhand

witnessed a slump in rankings dropping two to three places, chiefly due to higher growths in GSDP per capita recorded by other competitive states. Uttar Pradesh still lags in this parameter in the 29th place despite having the second highest absolute GSDP in the country, owing to the burgeoning population in the state.

Additionally, the fact that 60% of the sample states, including Karnataka, Andhra Pradesh, West Bengal and Rajasthan have a GSDP per capita that is lower than the state-wide average draws attention to the relatively lower standard of living, pace of growth of the economy and productivity in these states compared to the rest of the country.

FIGURE 16 - METHODOLOGY FOR EFFECTIVENESS OF MARKETING

Rank	Points
1 to 3	10
4 to 6	8
7 to 9	6
10 to 12	4
13 to 15	2
Above 15	0

FIGURE 17 - POINT ALLOCATION FOR EFFECTIVENESS OF MARKETING

	Official Website	Alexa Overall Ranking	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Bihar	bstdc.bih.nic.in	16,767	10	1	1	2	1	0	0
Kerala	keralatourism.org	51,418	10	2	2	1	3	0	1
Maharashtra	maharashtratourism.gov.in	82,550	10	3	4	3	6	1	3
Delhi	delhitourism.gov.in/delhitourism/index.jsp	82,658	8	4	3	11	5	-1	1
Goa	goa-tourism.com	1,30,162	8	5	9	8	18	4	13
Madhya Pradesh	mptourism.com	1,40,784	8	6	6	4	13	0	7
Gujarat	gujarattourism.com	1,44,754	6	7	7	10	8	0	1
Telangana	telanganatourism.gov.in	1,57,604	6	8					
Karnataka	karnatakaholidays.net	1,75,396	6	9	11	6	12	2	3
Andhra Pradesh	aptdc.gov.in	1,86,316	4	10	10	13	14	0	4
Rajasthan	rajasthantourism.gov.in	2,18,964	4	11	5	7	2	-6	-9
Tamil Nadu	tamilnadutourism.org	2,28,665	4	12	12	5	21	0	9
Mizoram	tourism.mizoram.gov.in	2,32,735	2	13	16	25	26	3	13
Jammu & Kashmir	jktourism.org	2,91,812	2	14	20	15	23	6	9
Uttarakhand	uttarakhandtourism.gov.in	2,95,943	2	15	17	12	11	2	-4
West Bengal	westbengaltourism.gov.in	3,02,219	0	16	13	17	4	-3	-12
Sikkim	sikkimtourism.gov.in	4,22,199	0	17	19	20	19	2	2
Meghalaya	megtourism.gov.in	4,67,991	0	18	21	22	17	3	-1
Haryana	haryanatourism.gov.in	4,82,014	0	19	18	19	15	-1	-4
Odisha	orissatourism.gov.in	5,27,254	0	20	15	18	9	-5	-11
Chhattisgarh	chhattisgarhtourism.net	7,90,857	0	21	25	16	28	4	7
Uttar Pradesh	up-tourism.com	9,00,325	0	22	14	14	16	-8	-6
Arunachal Pradesh	arunachaltourism.com	9,16,232	0	23	24	26	22	1	-1
Himachal Pradesh	himachaltourism.gov.in	14,51,118	0	24	8	9	10	-16	-14
Punjab	punjabtourism.gov.in	15,05,685	0	25	27	23	27	2	2
Jharkhand	jharkhandtourism.in	16,05,895	0	26	22	27	25	-4	-1
Manipur	manipur.nic.in/tourism.htm	17,33,361	0	27	28	21	20	1	-7
Nagaland*	tourismnagaland.com	21,64,610	0	28	29	29	29	1	1
Assam	assamtourism.org	1,09,64,844	0	29	23	24	7	-6	-22
Tripura	tripuratourism.nic.in	1,27,48,974	0	30	26	28	24	-4	-6
Average		**13,14,004**							
Incredible India	incredibleindia.org	**63,701**							

Recent data for tourismnagaland.com is not available. The last available data has been used for this website.
Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: Alexa.com August 2015

Effectiveness of Marketing Campaign

Destination marketing plays a key role in the promotion of Travel and Tourism within a state. Each state in the country has its own tourism department which helps strategise and develop an appropriate marketing concept in order to attract visitors to a destination, service or facility within the state. However, as marketing covers multiple strategies, we have limited our focus to the assessment of the state tourism websites. This is under the premise that tourists are increasingly relying on the internet for making their travel choices and a well-designed tourism website can not only promote a destination effectively but also offer the required information to aid planning and boost visitation to the state.

Therefore, in analysing the effectiveness of each state's marketing campaign, we have appraised their tourism websites based on the volume of traffic they have received. For our rankings, we have used Alexa.com, a subsidiary company of Amazon.com, which tracks traffic on all websites and is considered an international benchmark for website ratings.

Figure 16 illustrates our methodology for point allocation and Figure 17 presents the Alexa ranking of the individual state tourism websites and accordingly our comparative ranking based on this criterion.

Incredible India, the country's official tourism campaign website has recorded a downward movement from rank 59,339 in 2013 to 63,701 in 2015. Although the campaign, overall, has generated significant global inbound travel for the country and its respective states, and is considerably active in terms of content, which includes booking of tour packages, audio tours, visa applications, travel and stay booking facilities, the drop indicates that the government needs to revamp it in order to stay competitive and better promote tourism both inside and outside the country.

Bihar continues to hold on to its number one position among the 30 states, primarily due the interest it garners by virtue of being an important destination for Buddhism, housing sites such as Bodhgaya, Nalanda, Kesari and others. Kerala too maintains its 2nd rank since the last survey, drawing upon its strong tourism campaign. Furthermore, Goa and Mizoram have both ascended the list by 13 ranks each since the first edition of the survey whilst moving up three-four places since 2013, showcasing a major improvement in their state tourism websites. In the meantime, Chhattisgarh, keeping pace with its increase in ranking across other parameters, has also progressed with respect to this criterion by rising four places this year. In contrast, Himachal Pradesh and Uttar Pradesh have recorded a slump in rankings dropping by 16 and eight places, respectively.

Urbanisation

Urbanisation is defined as the shift from traditional or rural economies to modern and industrial ones. It also emphasises the transformation of a predominantly rural population to an urban one. The 1961 census set out to define 'urban' in India as those areas with a municipality corporation, having a minimum population of 5,000 people and a population density of a minimum of 400 people per square kilometre where at least 75% of the male working population is engaged in activities outside agriculture.

The figures for this parameter have been drawn from the most recent Census of India in 2011, and hence the rankings remain unaltered from the last edition of this survey, except for the changes owing to the inclusion of Telangana.

Figures 18 and 19 present a percentage-wise listing of the urban population of each state along with our ranking methodology, respectively.

FIGURE 18 - METHODOLOGY FOR URBANISATION

Rank	Points
Above 79.9%	10
65.0% to 79.9%	8
50.0% to 64.9%	6
35.0% to 49.9%	4
20.0% to 34.9%	2
Below 20.0%	0

FIGURE 19 - POINT ALLOCATION FOR URBANISATION

	Total Population	Urban Population	As a % of total population	Points Obtained	Rank 2015
Delhi	1,67,53,235	1,63,33,916	97.5%	10	1
Goa	14,57,723	9,06,309	62.2%	6	2
Mizoram	10,91,014	5,61,977	51.5%	6	3
Tamil Nadu	7,21,38,958	3,49,49,729	48.4%	4	4
Kerala	3,33,87,677	1,59,32,171	47.7%	4	5
Maharashtra	11,23,72,972	5,08,27,531	45.2%	4	6
Gujarat	6,03,83,628	2,57,12,811	42.6%	4	7
Karnataka	6,11,30,704	2,35,78,175	38.6%	4	8
Telangana	3,52,86,757	1,36,09,000	38.6%	4	9
Punjab	2,77,04,236	1,03,87,436	37.5%	4	10
Haryana	2,53,53,081	88,21,588	34.8%	2	11
West Bengal	9,13,47,736	2,91,34,060	31.9%	2	12
Uttarakhand	1,01,16,752	30,91,169	30.6%	2	13
Manipur	27,21,756	8,22,132	30.2%	2	14
Andhra Pradesh	4,93,86,799	1,46,10,410	29.6%	2	15
Nagaland	19,80,602	5,73,741	29.0%	2	16
Madhya Pradesh	7,25,97,565	2,00,59,666	27.6%	2	17
Jammu & Kashmir	1,25,48,926	34,14,106	27.2%	2	18
Tripura	36,71,032	9,60,981	26.2%	2	19
Sikkim	6,07,688	1,51,726	25.0%	2	20
Rajasthan	6,86,21,012	1,70,80,776	24.9%	2	21
Jharkhand	3,29,66,238	79,29,292	24.1%	2	22
Chhattisgarh	2,55,40,196	59,36,538	23.2%	2	23
Arunachal Pradesh	13,82,611	3,13,446	22.7%	2	24
Uttar Pradesh	19,95,81,477	4,44,70,455	22.3%	2	25
Meghalaya	29,64,007	5,95,036	20.1%	2	26
Odisha	4,19,47,358	69,96,124	16.7%	0	27
Assam	3,11,69,272	43,88,756	14.1%	0	28
Bihar	10,38,04,637	1,17,29,609	11.3%	0	29
Himachal Pradesh	68,56,509	6,88,704	10.0%	0	30

Source: Census of India 2011, Telangana State Portal and Andhra Pradesh State Portal

Delhi is the most urbanised state in country, with almost 98% of its population being urban, followed by Goa with 62%. Overall, the country's urban population has increased by a decadal growth rate of 31.8%, outpacing the rural decadal growth rate of 12.3%. Looking at absolute numbers, Maharashtra ranks the highest with an urban population of 50.8 million people, which accounts almost 14% of India's urban population. On the other hand, Himachal Pradesh,

Bihar, Assam and Odisha are among the least urbanised states with over 80% of their population still categorised as rural.

It is important to highlight that although Mizoram ranks 3rd out of the 30 states, it is an inaccurate representation, as the majority of its population is concentrated in and around only a few cities while the rest of the state is mainly hills and valleys. Additionally, with Hyderabad, the fourth most populous urban agglomeration being located in Telangana, the newly formed state is six ranks ahead of its neighbour, Andhra Pradesh.

Road and Rail Infrastructure

Travel and Tourism is closely linked to transport policies and infrastructure development. In India, a major chunk of tourist movement is domestic in nature and, therefore, depends heavily on roadways and railways as modes of transportation. Despite the country having among the largest road and rail networks in the world, its infrastructural growth in these areas has not been able to match demand, leading to capacity constraints. Moreover, infrastructure development has also faced multiple roadblocks, such as funding, land acquisition issues, delays in identification and awarding of projects, securing of environmental clearances and skilled labour shortages.

To suitably compare the states against this parameter, we have taken into account the total road length (surfaced road) and total railway route length per 100 square kilometres of area within the state. Figures 20-23 present these criteria.

FIGURE 20 - METHODOLOGY FOR ROAD AND RAIL INFRASTRUCTURE

Rank	Points
1 to 5	5
6 to 10	4
11 to 15	3
16 to 20	2
21 to 25	1
Above 25	0

Across three consecutive surveys, Delhi has emerged as the overall leader in both roadway and railway infrastructure; Punjab also retains rank one, similar to that obtained in 2013. Jharkhand has climbed four places since the last survey on account of a significant increase in its rail infrastructure, whereas Himachal Pradesh has dropped by four ranks due to only a marginal growth in its rail networks between the survey periods. Himachal Pradesh's descent has been further augmented by an increase in the rankings of competitor states. Similarly, Rajasthan has dropped by three ranks as a result of negligible expansion of its road infrastructure.

Aircraft Movement

Aviation is a major mode of transport in the country today, particularly with the advent of low fare-no frill models in the past decade. A strong economic growth, coupled with the aspirations of a rising middle class, has driven the sector to

FIGURE 21 - ROAD INFRASTRUCTURE

State	Road Length per 100 Km² of area (Km)	Points Obtained	Rank 2015
Delhi	1,570.7	5	1
Kerala	339.3	5	2
Goa	219.7	5	3
Punjab	173.9	5	4
Tripura	168.9	5	5
Tamil Nadu	150.0	4	6
Maharashtra	143.1	4	7
Uttar Pradesh	142.3	4	8
West Bengal	142.0	4	9
Nagaland	112.4	4	10
Karnataka	104.5	3	11
Haryana	87.9	3	12
Sikkim	81.4	3	13
Andhra Pradesh	77.0	3	14
Gujarat	76.2	3	15
Himachal Pradesh	72.2	2	16
Assam	72.0	2	17
Uttarakhand	67.4	2	18
Bihar	62.5	2	19
Rajasthan	59.9	2	20
Chhattisgarh	51.2	1	21
Madhya Pradesh	50.4	1	22
Manipur	49.2	1	23
Mizoram	40.4	1	24
Odisha	38.8	1	25
Jharkhand	37.1	0	26
Meghalaya	35.8	0	27
Arunachal Pradesh	24.4	0	28
Telangana	23.4	0	29
Jammu & Kashmir	13.8	0	30

Source: Basic Road Statistics of India 2012-13, Transport Research Wing, Ministry of Road Transport and Highways, Government of India
Roads and Buildings Department, Government of Telangana
Infrastructure Mission Statement, Energy, Infrastructure and Investment Department, Government of Andhra Pradesh
Economic Survey 2014-15, Government of Bihar
Economic Review 2014-15, Government of Rajasthan
Economic Survey 2013-14, Government of Odisha

FIGURE 22 - RAIL INFRASTRUCTURE

State	Railway Length per 100 Km² of area (Km)	Points Obtained	Rank 2015
Delhi	47.1	5	1
West Bengal	11.5	5	2
Bihar	7.2	5	3
Jharkhand	7.1	5	4
Punjab	6.8	5	5
Haryana	6.8	4	6
Uttar Pradesh	6.2	4	7
Kerala	5.2	4	8
Tamil Nadu	4.8	4	9
Assam	4.5	4	10
Andhra Pradesh	4.4	3	11
Gujarat	3.8	3	12
Maharashtra	3.6	3	13
Odisha	3.1	3	14
Madhya Pradesh	3.0	3	15
Goa	2.6	2	16
Karnataka	2.6	2	17
Telangana	2.5	2	18
Rajasthan	2.5	2	19
Chhattisgarh	1.9	2	20
Tripura	1.8	1	21
Uttarakhand	1.0	1	22
Himachal Pradesh	0.6	1	23
Jammu & Kashmir	0.2	1	24
Nagaland	0.1	1	25
Arunachal Pradesh	0.0	0	26
Mizoram	0.0	0	27
Manipur	0.0	0	28
Meghalaya	0.0	0	29
Sikkim	0.0	0	29

Source: Indian Railways Statistical Publications 2013-14, Ministry of Railways (Railway Board)

FIGURE 23 - POINT ALLOCATION FOR ROAD AND RAIL INFRASTRUCTURE

	Points Obtained			Rank 2015	Rank 2013	Rank 2011	Variance (13-15)	Variance (11-15)
	Road	Rail	Total					
Delhi	5	5	10	1	1	1	0	0
Punjab	5	5	10	1	1	2	0	1
West Bengal	4	5	9	3	3	6	0	3
Kerala	5	4	9	3	3	2	0	-1
Uttar Pradesh	4	4	8	5	3	2	-2	-3
Tamil Nadu	4	4	8	5	6	2	1	-3
Bihar	2	5	7	7	6	6	-1	-1
Goa	5	2	7	7	6	6	-1	-1
Maharashtra	4	3	7	7	9	12	2	5
Haryana	3	4	7	7	9	6	2	-1
Assam	2	4	6	11	13	12	2	1
Tripura	5	1	6	11	9	11	-2	0
Andhra Pradesh	3	3	6	11	15	12	4	1
Gujarat	3	3	6	11	9	6	-2	-5
Karnataka	3	2	5	15	13	12	-2	-3
Jharkhand	0	5	5	15	19	19	4	4
Nagaland	4	1	5	15	17	17	2	2
Odisha	1	3	4	18	19	23	1	5
Madhya Pradesh	1	3	4	18	19	19	1	1
Rajasthan	2	2	4	18	15	16	-3	-2
Himachal Pradesh	2	1	3	21	17	19	-4	-2
Uttarakhand	2	1	3	21	19	19	-2	-2
Chhattisgarh	1	2	3	21	19	17	-2	-4
Sikkim	3	0	3	21	24	25	3	4
Telangana	0	2	2	25				
Manipur	1	0	1	26	26	25	0	-1
Jammu & Kashmir	0	1	1	26	26	25	0	-1
Mizoram	1	0	1	26	24	23	-2	-3
Arunachal Pradesh	0	0	0	29	28	29	-1	0
Meghalaya	0	0	0	29	28	25	-1	-4

Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: HVS Research

FIGURE 25 - POINT ALLOCATION FOR AIRCRAFT MOVEMENT

	Total Aircraft Movement*	Points Obtained	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Maharashtra	3,21,399	10	1	1	1	1	0	0
Delhi	3,00,889	10	2	2	2	2	0	0
Tamil Nadu	1,57,490	8	3	3	3	3	0	0
Karnataka	1,44,989	6	4	4	4	4	0	0
West Bengal	1,07,253	6	5	6	5	6	1	1
Telangana	94,057	4	6					
Kerala	92,702	4	7	7	7	7	0	0
Gujarat	47,765	2	8	8	8	8	0	0
Goa	33,422	2	9	11	10	11	2	2
Assam	30,863	2	10	9	9	9	-1	-1
Uttar Pradesh	28,550	2	11	13	13	13	2	2
Rajasthan	28,510	2	12	12	11	10	0	-2
Jammu & Kashmir	28,355	2	13	10	12	12	-3	-1
Madhya Pradesh	19,746	2	14	14	14	14	0	0
Andhra Pradesh	14,430	2	15	5	6	5	-10	-10
Bihar	12,695	2	16	16	16	19	0	3
Odisha	12,512	2	17	15	15	15	-2	-2
Punjab	9,410	2	18	18	17	17	0	-1
Chhattisgarh	8,425	2	19	17	19	18	-2	-1
Jharkhand	7,642	2	20	21	20	21	1	1
Tripura	7,612	2	21	19	21	16	-2	-5
Uttarakhand	4,840	2	22	22	21	22	0	0
Manipur	4,803	2	23	20	18	20	-3	-3
Haryana	0	0	24	22	21	22	-2	-2
Himachal Pradesh	0	0	24	22	21	22	-2	-2
Meghalaya	0	0	24	22	21	22	-2	-2
Arunachal Pradesh	0	0	24	22	21	22	-2	-2
Mizoram	0	0	24	22	21	22	-2	-2
Nagaland	0	0	24	22	21	22	-2	-2
Sikkim	0	0	24	22	21	22	-2	-2

*Denotes number of take-offs and landings (one flight constitutes two movements).
Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: Airports Authority of India (Traffic News - Annexure IIC), 2015
(Data from Apr-14 to Mar-15)

new heights; Indian aviation is expected to become the third largest aviation market globally by 2020. It carried 67.4 million domestic passengers during 2014, having grown 9.7% year-on-year, as per the Directorate General of Civil Aviation (DGCA).

Multiple factors come to play when airlines decide which terminals or airports to fly to. These include Aviation Turbine Fuel (ATF) charges, taxes on ATF charges (which add 30-40% on an average to the airline's total operating cost), cost of capital, airport parking charges, and labour laws to name a few. Therefore, the total aircraft movement is reflective of all the factors that an airline would take into consideration in its decision-making process for flying certain routes, and is a good indicator of overall airport infrastructure. Figures 24 and 25 illustrate the aircraft movement across states and present our scoring methodology and rankings for this parameter, respectively.

Maharashtra, Delhi and Tamil Nadu remain the top three destinations for aircraft movements since 2009; this is primarily attributed to the states possessing the three major

FIGURE 24 - METHODOLOGY FOR AIRCRAFT MOVEMENT

Rank	Points
Above 199,999	10
150,000 to 199,999	8
100,000 to 149,999	6
50,000 to 99,999	4
Below 50,000	2
No Movement	0

airports in the country, which together account for 42.9% of the total aircraft movements across India. Out of the top three, Maharashtra accounts for the maximum aircraft movement capturing 21% of the total.

West Bengal obtained the 5th rank this year acting as the major entry point for the north eastern states. Notably, Uttar Pradesh has also risen two places in this year's survey after having retained a stable rank from 2009 to 2013. Telangana ranks 6th, largely as a result of a high number of aircraft movements recorded at Hyderabad's Rajiv Gandhi International Airport and consequently, Andhra Pradesh, which is now devoid of any major airport, has fallen 10 places from rank 5 in the last edition to rank 15 this year.

Literacy Rate

Literacy rates are an important indicator of social mobility and development within a state. With respect to Travel and Tourism, literacy has an indirect impact. For that reason alone, we have attributed less weightage (5%) to this parameter.

Figures 26 and 27 present our ranking methodology along with the ranking of the states, respectively. The literacy rates have been drawn from the last Census carried out in India (2011), which is a decadal exercise. Therefore, results in our ranking remain unchanged from the last edition of this survey, except for movements caused by the inclusion of Telangana.

FIGURE 26 - METHODOLOGY FOR LITERACY RATE

Rank	Points
1 to 5	5
6 to 10	4
11 to 15	3
16 to 20	2
21 to 25	1
Above 25	0

FIGURE 27 - POINT ALLOCATION FOR LITERACY RATE

	Literacy Rate	Points Obtained	Rank 2015
Kerala	93.9%	5	1
Mizoram	91.6%	5	2
Tripura	87.8%	5	3
Goa	87.4%	5	4
Delhi	86.3%	5	5
Himachal Pradesh	83.8%	4	6
Maharashtra	82.9%	4	7
Sikkim	82.2%	4	8
Tamil Nadu	80.3%	4	9
Nagaland	80.1%	4	10
Manipur	79.9%	3	11
Uttarakhand	79.6%	3	12
Gujarat	79.3%	3	13
West Bengal	77.1%	3	14
Punjab	76.7%	3	15
Haryana	76.6%	2	16
Karnataka	75.6%	2	17
Meghalaya	75.5%	2	18
Odisha	73.5%	2	19
Assam	73.2%	2	20
Chhattisgarh	71.0%	1	21
Madhya Pradesh	70.6%	1	22
Uttar Pradesh	69.7%	1	23
Jammu & Kashmir	68.7%	1	24
Jharkhand	67.6%	1	25
Andhra Pradesh	67.4%	0	26
Rajasthan	67.1%	0	27
Arunachal Pradesh	67.0%	0	28
Telangana	66.5%	0	29
Bihar	63.8%	0	30

Source: Census of India 2011

Over the last decade, there has been a considerable improvement in the literacy rate across the country, with the literate population of India constituting 74% of the total population in 2011. Kerala leads the states in terms of literacy levels in the country, having witnessed a decadal increase of 3.1% since 2001. Bihar, though ranking the lowest among all Indian states, has shown a major increase in literacy rate from 47.5% in 2001 to 63.8% in 2011.

Ease of Doing Business

In 2014, the central government announced its aim to improve India's rank in the World Bank-led "ease of doing business index" from the 134th position to the 50th position. Ease of doing business has been a sore point for long, considering the high barriers to entry and cumbersome procedures required for obtaining approvals and clearances in the country. In fact, for hotels as well, each state has a different set of licenses totalling to about a 100 in some cases!

In line with this goal, during the *Make in India* workshop held in December 2014, state governments decided on a 98-point agenda for implementing business reforms. These action points were mainly targeted at building transparency and improving the efficiency and effectiveness of various government regulatory functions and services for doing business. An evaluation was carried out to assess the reforms undertaken across states from 1 January 2015 till 30 June 2015 in the following eight areas: (i) setting up a business; (ii) allotment of land and obtaining a construction permit; (iii) complying with environmental procedures; (iv) complying with labour regulations; (v) obtaining infrastructure related utilities; (vi) registering and complying with tax procedures; (vii) carrying out inspections; and (viii) enforcing contracts.

Figures 28 and 29 present our ranking methodology and the

FIGURE 28 - METHODOLOGY FOR EASE OF DOING BUSINESS

Rank	Points
1 to 5	10
6 to 10	8
11 to 15	6
16 to 20	4
21 to 25	2
Above 25	0

FIGURE 29 - POINT ALLOCATION FOR EASE OF DOING BUSINESS

	Ease of Doing Business Score	Points Obtained	Rank 2015
Gujarat	71.1%	10	1
Andhra Pradesh	70.1%	10	2
Jharkhand	63.1%	10	3
Chhattisgarh	62.5%	10	4
Madhya Pradesh	62.0%	10	5
Rajasthan	61.0%	8	6
Odisha	52.1%	8	7
Maharashtra	49.4%	8	8
Karnataka	48.5%	8	9
Uttar Pradesh	47.4%	8	10
West Bengal	46.9%	6	11
Tamil Nadu	44.6%	6	12
Telangana	42.5%	6	13
Haryana	40.7%	6	14
Delhi	37.4%	6	15
Punjab	36.7%	4	16
Himachal Pradesh	24.0%	4	17
Kerala	22.9%	4	18
Goa	21.7%	4	19
Bihar	16.4%	4	20
Assam	14.8%	2	21
Uttarakhand	13.4%	2	22
Tripura	9.3%	2	23
Sikkim	7.2%	2	24
Mizoram	6.4%	2	25
Jammu & Kashmir	5.9%	0	26
Meghalaya	4.4%	0	27
Nagaland	3.4%	0	28
Arunachal Pradesh	1.2%	0	29
Manipur	-	-	-

Note: Visits were not conducted in Manipur due to prevailing conditions in the state.
Source: Assessment of State Implementation of Business Reforms, Make in India, World Bank Group, KPMG, CII & FICCI, September 2015

results of this assessment, respectively. It is to be noted that the current assessment excludes Manipur.

Gujarat is the frontrunner in this parameter with an ease of doing business score of 71.1%, depictive of the percentage of overall implementation of the 98-point agenda. The state government has institutionalised an online system for VAT, CST and Professional Tax related services and also mandates that VAT and Professional Tax registration certificates be issued within one working day. It has additionally set up a single window portal for investor facilitation, which provides details and timelines for different services across various departments of the government.

Andhra Pradesh, despite its separation from Telangana is at rank two. Investors in the state benefit from an online single window portal with clearly defined timelines for application filing, tracking and approvals, which speeds up the entire process. Similar to Gujarat, the state has implemented an online system for registrations and return filing under VAT and other State taxes.

On the downside, Nagaland ranks 28th with most tax related procedures being considerably automated but the single window system still under development, even as Arunachal Pradesh ranks 29th, scoring only 1.2% in this parameter, with only computerisation of commercial tax having been partially carried out.

Intangible Aspects

In this final parameter we aim to capture the intangible aspects that support or hinder Travel and Tourism in each state. In order to restrict the impact of subjective assessment, we have given this parameter a 15% weightage. The three key factors that shaped our decision to gauge these intangible aspects include (i) Safety and Security (law and order conditions and safety); (ii) Human Resources (availability of qualified human resources for Travel and Tourism); and (iii) Political Stability (tenure of the ruling party, and development policies of the current government).

Figure 30 presents our assessment of the intangible aspects for all states.

As evident from Figure 30, Maharashtra and Tamil Nadu have emerged as frontrunners with respect to intangible aspects, owing to stable state governments, perceived security being relatively high when compared to other states, and a strong human resource talent pool.

On the other hand, Bihar has been ranked last in the intangible aspect. Perceived lack of law and order, alarmingly low statistics for urbanisation and literacy and consequently a limited pool of quality human resource, and a volatile government have resulted in its poor performance.

Consolidated Rankings

Figure 31, overleaf, presents the consolidated rankings across parameters.

FIGURE 30 - POINT ALLOCATION FOR INTANGIBLE ASPECTS

	Points Obtained	Security (5)	HR (5)	Political Stability (5)	Rank 2015
Maharashtra	14	4	5	5	1
Tamil Nadu	14	4	5	5	1
Gujarat	13	4	4	5	3
Rajasthan	13	5	4	4	3
Delhi	12	2	5	5	5
Goa	12	3	4	5	5
Karnataka	12	3	5	4	5
Punjab	12	3	4	5	5
Himachal Pradesh	12	5	3	4	5
Andhra Pradesh	12	4	4	4	5
Madhya Pradesh	12	4	3	5	5
Haryana	12	3	4	5	5
Telangana	12	4	4	4	5
Sikkim	11	3	3	5	14
Odisha	11	3	3	5	14
Tripura	10	4	1	5	16
Kerala	10	4	3	3	16
Uttarakhand	10	4	2	4	16
West Bengal	10	4	3	3	16
Assam	10	3	2	5	16
Uttar Pradesh	10	3	3	4	16
Manipur	9	3	1	5	22
Jharkhand	9	3	2	4	22
Mizoram	9	4	1	4	22
Chhattisgarh	9	2	2	5	22
Jammu & Kashmir	8	2	3	3	26
Nagaland	8	4	1	3	26
Arunachal Pradesh	8	3	2	3	26
Meghalaya	8	4	1	3	26
Bihar	6	2	1	3	30

Source: HVS Research

The Top Five

Maharashtra ranks 1st in this year's survey moving up one position from the previous edition. The state benefits from a strong economy, good infrastructure, presence of a sizeable quantum of branded hotel rooms and a variety of demand generators to occupy these rooms. In line with these factors, Maharashtra has recorded perfect scores in four parameters – tourist visits, GSDP per capita, effectiveness of marketing campaign and aircraft movement. The state has in fact performed well across all other parameters too, with the exception of its expenditure on tourism. As highlighted earlier, its tourism spend as a portion of the total state expenditure dropped from 0.09% in 2013 to 0.06% this year. This in our opinion is perhaps a conflicting trend considering the central government's increased focus on tourism especially over the past one year.

Delhi slips to rank two this year. Delhi's advantage lies in it being the capital, a major port of entry and exit to the country, and an important business destination. The highest concentration of branded hotel rooms per square kilometre is a testament to Delhi serving as a key leisure and commercial destination in the country. The state has achieved full scores in six out of the 12 parameters. Excellent infrastructure with the highest road and rail length per 100

FIGURE 31 - CONSOLIDATED RANKINGS

	Luxury Tax on Hotels	State Expenditure on Tourism	Tourist Visits	Presence of Branded Hotel Rooms	GSDP Per Capita	Effectiveness of Marketing Campaign	Urbanisation	Road and Railway Infrastructure	Aircraft Movement	Literacy Rates	Ease of Doing Business	Intangible Aspects	Total	Rank 2015	Rank 2013	Rank 2011	Rank 2009	Variance (13-15)	Variance (09-15)
Weight	25	25	20	10	10	10	10	10	10	5	10	15	160						
Maharashtra	15.0	5.0	20.0	8.0	10.0	10.0	4.0	7.0	10.0	4.0	8.0	14.0	115.0	1	2	1	4	1	3
Delhi	7.0	10.0	16.0	10.0	10.0	8.0	10.0	10.0	10.0	5.0	6.0	12.0	114.0	2	1	3	6	-1	4
Goa	15.0	20.0	8.0	10.0	10.0	8.0	6.0	7.0	2.0	5.0	4.0	12.0	107.0	3	3	2	3	0	0
Karnataka	15.0	10.0	18.0	6.0	10.0	6.0	4.0	5.0	6.0	2.0	8.0	12.0	102.0	4	5	4	12	1	8
Tamil Nadu	7.0	5.0	20.0	8.0	10.0	4.0	4.0	8.0	8.0	4.0	6.0	14.0	98.0	5	7	4	1	2	-4
Gujarat	18.0	10.0	12.0	4.0	10.0	6.0	4.0	6.0	2.0	3.0	10.0	13.0	98.0	5	4	7	9	-1	4
Kerala	11.0	10.0	12.0	8.0	10.0	10.0	4.0	9.0	4.0	5.0	4.0	10.0	97.0	7	5	6	2	-2	-5
Sikkim	25.0	25.0	4.0	0.0	10.0	0.0	2.0	3.0	0.0	4.0	2.0	11.0	86.0	8	8	9	8	0	0
Punjab	18.0	5.0	12.0	6.0	10.0	0.0	4.0	10.0	2.0	3.0	4.0	12.0	86.0	8	11	11	15	3	7
Telangana	18.0	5.0	12.0	6.0	10.0	6.0	4.0	2.0	4.0	0.0	6.0	12.0	85.0	10					2
West Bengal	15.0	5.0	16.0	4.0	7.5	0.0	2.0	9.0	6.0	3.0	6.0	10.0	83.5	11	12	14	13	1	2
Uttar Pradesh	21.0	5.0	20.0	2.0	2.5	0.0	2.0	8.0	2.0	1.0	8.0	10.0	81.5	12	15	12	19	3	7
Haryana	15.0	5.0	12.0	10.0	10.0	0.0	2.0	7.0	0.0	2.0	6.0	12.0	81.0	13	17	16	21	4	8
Andhra Pradesh	18.0	5.0	12.0	2.0	7.5	4.0	2.0	6.0	2.0	0.0	10.0	12.0	80.5	14	14	15	10	0	-4
Rajasthan	15.0	5.0	18.0	2.0	7.5	4.0	2.0	4.0	2.0	0.0	8.0	13.0	80.5	14	13	13	11	-1	-3
Madhya Pradesh	15.0	5.0	14.0	0.0	5.0	8.0	2.0	4.0	2.0	1.0	10.0	12.0	78.0	16	18	18	15	2	-1
Jammu & Kashmir	25.0	25.0	6.0	0.0	5.0	2.0	2.0	1.0	2.0	1.0	0.0	8.0	77.0	17	10	10	5	-7	-12
Uttarakhand	15.0	10.0	8.0	4.0	10.0	2.0	2.0	3.0	2.0	3.0	2.0	10.0	71.0	18	9	8	7	-9	-11
Odisha	25.0	5.0	8.0	0.0	5.0	0.0	0.0	4.0	2.0	2.0	8.0	11.0	70.0	19	19	20	17	0	-2
Bihar	15.0	5.0	14.0	0.0	2.5	10.0	0.0	7.0	2.0	0.0	4.0	6.0	65.5	20	20	19	19	0	-1
Himachal Pradesh	11.0	10.0	10.0	0.0	10.0	0.0	0.0	3.0	0.0	4.0	4.0	12.0	64.0	21	15	17	17	-6	-4
Mizoram	25.0	5.0	0.0	0.0	7.5	2.0	6.0	1.0	0.0	5.0	2.0	9.0	62.5	22	21	21	22	-1	0
Jharkhand	11.0	5.0	12.0	0.0	5.0	0.0	2.0	5.0	2.0	1.0	10.0	9.0	62.0	23	29	25	24	6	1
Arunachal Pradesh	25.0	15.0	0.0	0.0	7.5	0.0	2.0	0.0	0.0	0.0	0.0	8.0	57.5	24	24	22	14	0	-10
Manipur	25.0	10.0	0.0	0.0	5.0	0.0	2.0	1.0	2.0	3.0	0.0	9.0	57.0	25	25	26	25	0	0
Nagaland	25.0	5.0	0.0	0.0	7.5	0.0	2.0	5.0	0.0	4.0	0.0	8.0	56.5	26	21	23	22	-5	-4
Chhattisgarh	11.0	5.0	6.0	0.0	5.0	0.0	2.0	3.0	2.0	1.0	10.0	9.0	54.0	27	27	28	27	0	0
Assam	15.0	5.0	4.0	0.0	5.0	0.0	0.0	6.0	2.0	2.0	2.0	10.0	51.0	28	25	27	26	-3	-2
Tripura	11.0	5.0	2.0	0.0	5.0	0.0	2.0	6.0	2.0	5.0	2.0	10.0	50.0	29	23	23	28	-6	-1
Meghalaya	7.0	5.0	4.0	0.0	5.0	0.0	2.0	0.0	0.0	2.0	0.0	8.0	33.0	30	28	29	29	-2	-1

Note: Rankings for Andhra Pradesh from 2009 to 2013 include Telangana.
Source: HVS Research

square kilometres, coupled with the largest airport in India has helped the state to perform better than its counterparts. However, the state has recorded a relatively low score in terms of luxury tax on hotel rooms, which continues to be levied on published tariff. Moreover, the tax percentage has also seen an increase since 2013. Additionally, Delhi's state expenditure on tourism when viewed in absolute amounts, despite an increase since 2013, still lags behind states such as Jammu & Kashmir, Goa, and Gujarat, among others. The lack of a single window portal in terms of ease of doing business has also caused the state to score relatively low in that parameter. Furthermore, while the intangible aspect of security has seen a marginal enhancement, it continues to serve as a deterrent for the state.

Goa ranks 3rd this year, displaying similar performance as in the previous survey. One of the country's most popular tourist destinations, the state achieved a perfect score in the presence of branded rooms. Additionally, the state has benefitted from high literacy rates and the highest GSDP per capita in the country. Conversely, it has recorded a relatively low score in tourist visits. While this appears contradictory to the state's image of being a top leisure locale, deeper investigation shows that the statistic is closely related to supporting infrastructure development. Infrastructure growth has been slow in Goa and its only airport is operated by the defence services, limiting passenger traffic and contributing to the low score for aircraft movement. Moreover, the much talked about development of the MOPA airport still remains uncertain. Notwithstanding this limitation, Goa continues to exhibit strong year-on-year growth in demand for room nights and is on the wish list of every hotel developer/brand. The state has also taken several measures such as easing licensing and procedural requirements for development of hotels.

Karnataka, coming in 4th, has moved up one place since the last survey. What is worth drawing attention to is the fact that the state has risen eight places since 2009. Karnataka has performed well across several parameters this year. In particular, the state has seen high tourist visitation, attracting a good mix of business and leisure travellers, thanks to it featuring destinations such as Bengaluru, Mysore, Chikmangalur, Hampi and Coorg. Moreover, it has seen a marginal improvement in its political stability in the recent past, resulting in an increase in the score for intangible aspects, in addition to showing promise in terms of the ease of doing business. Nonetheless, we believe that Karnataka's tourism potential has not yet been harnessed completely and the state will need to improve its performance in the areas of tourism spend, levy of luxury tax, presence of branded hotel rooms, urbanisation, literacy rate and rail/road infrastructure in order to stay ahead of the competition in the coming years.

Gujarat, falling one place since 2013, shares the 5th rank with Tamil Nadu this year. The state has achieved high scores in the ease of doing business, GSDP per capita and intangible parameters; however, it performed only moderately well across the other criteria. Historically associated with mainly industrialisation, the state has been making a conscious effort to attract tourists. Increased expenditure on tourism, particularly on the capital expenditure side, a marketing campaign titled *'Khusboo Gujarat ki'*, the Sabarmati Riverfront Development Project in Ahmedabad, and addition of over 1,100 rooms to its branded inventory are all perceived to be steps in that direction.

Tied in for 5th place, **Tamil Nadu** has achieved a perfect score in total number of tourist visits as in GSDP per capita. Tamil Nadu is known for its medical tourism, which generates a high number of domestic and foreign visitations. Additionally, the state is well positioned to enhance tourism considering the presence of several beaches, temples and culture centres. On the flip side, the state ranks amongst the bottom three in terms of state expenditure on tourism, allocating only a miniscule amount of the total state expenditure toward this sector.

Biggest Movers

Figures 32 and 33 present the biggest movers over a six-year and a two-year period, respectively.

FIGURE 32 - BIGGEST MOVERS: 2009 TO 2015

	Rank 2015	Rank 2009	Variance (09-15)
Haryana	**13**	21	**8**
Karnataka	**4**	12	**8**
Punjab	**8**	15	**7**
Uttar Pradesh	**12**	19	**7**
Delhi	**2**	6	**4**
Gujarat	**5**	9	**4**
Arunachal Pradesh	**24**	14	**-10**
Uttarakhand	**18**	7	**-11**
Jammu & Kashmir	**17**	5	**-12**

Source: HVS Research

FIGURE 33 - BIGGEST MOVERS: 2013 TO 2015

	Rank 2015	Rank 2013	Variance (13-15)
Jharkhand	**23**	29	**6**
Haryana	**13**	17	**4**
Punjab	**8**	11	**3**
Uttar Pradesh	**12**	15	**3**
Himachal Pradesh	**21**	15	**-6**
Tripura	**29**	23	**-6**
Jammu & Kashmir	**17**	10	**-7**
Uttarakhand	**18**	9	**-9**

Source: HVS Research

About HVS

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About the Authors

Manav Thadani, MRICS, Chairman - HVS Asia Pacific, joined the company in 1995 in its New York Office. He went on to start the India operations in 1997 and was HVS' first employee in Asia. Over the last 18 years, HVS India has expanded into multiple verticals including Strategic Consulting, Executive Search, Marketing Communications, Energy & Sustainability and Professional Skills Development. Presently, besides serving as a mentor to HVS South Asia, Manav provides direction to the larger team across APAC, ensuring that all offices in the region operate cohesively and effectively. Additionally, he runs three conferences in the region – Hotel Investment Conference - South Asia (HICSA), China Hotel Investment Conference (CHIC) and Tourism, Hotel Investment & Networking Conference (THINC) Indonesia. Manav is also the current Chairman of the World Travel & Tourism Council, India Initiative (WTTCII).

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