

## *Conference Proceedings*

# HOSPITALITY INDUSTRY VISION 2025

Current Trends, New Innovations and the Future Ahead

*Organised by:*

NATIONAL COUNCIL FOR HOTEL MANAGEMENT  
& CATERING TECHNOLOGY (NCHMCT), NOIDA

(An Autonomous Body under Ministry of Tourism, Government of India)



**Bharti Publications**

योगेन्द्र त्रिपाठी भा.प्र.से.  
Yogendra Tripathi, IAS




सचिव  
भारत सरकार  
पर्यटन मंत्रालय  
नई दिल्ली  
SECRETARY  
GOVERNMENT OF INDIA  
MINISTRY OF TOURISM  
NEW DELHI

## MESSAGE

NCHMCT has been a front runner in fulfilling the manpower requirement of hospitality industry. Its network of 80 affiliated institutes in the country has done a commendable job in running various employment oriented courses & enabling the youth of India to be successful hospitality professionals & entrepreneurs.

The theme for this year's International Conference "Hospitality Industry: Vision 2025" is relevant & apt focus for current times. Tourism in India is growing rapidly. Not just the numbers but also increase in average duration of stay & tourist spend is one of the highest. While growth is a good sign, we need to ready ourselves for the demands & requirements to have happy satisfied visitors. Scholarly deliberations during the conference on current hospitality trends, new innovations & future ahead will help us to gear up and be ready for challenges in future.

I congratulate the organizing committee for coming up with the idea, translating it in action. I convey my best wishes for the grand success of the conference.

  
( Yogendra Tripathi )  
February 4<sup>th</sup>, 2019

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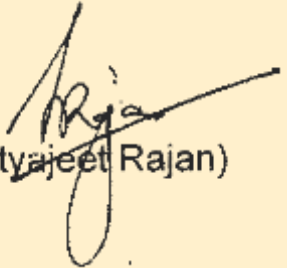
## MESSAGE

It gives me profound satisfaction in penning down this message for the International Conference proceedings conducted by NCHMCT on the theme of Hospitality Industry: *Vision 2025*. I congratulate NCHMCT for organizing this International Conference on multiple dimensions of *Current trends, New Innovations & Future Ahead in Hospitality Industry*. It serves as an arena where various scholars from our country meet and contemplate on issues significant for our industry.

Hospitality Industry is experiencing tremendous growth in recent years in each and every sub-sector. Tourism and hospitality sector is undergoing radical technological advancement. In coming years, our industry will witness further growth and advancement. It will maximize guest enjoyment in terms of service.

I truly believe that this book would be an enriching read and will make the readers more knowledgeable.

I wish the conference all success. I also wish NCHMCT all the best in all their efforts.

  
(Satyajeet Rajan)

ज्ञान भूषण आई.ई.एस.  
Gyan Bhushan, I.E.S



आर्थिक सलाहकार एवं मुख्य कार्यकारी अधिकारी  
एन.सी.एच.एम.सी.टी.  
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## MESSAGE

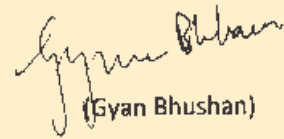
National Council for Hotel Management & Catering Technology is committed to academic excellence & continuous up gradation in the field of Hospitality training & Education. Our bench marks are set at International Standards. The alumni of our affiliated institutes have validated the quality of our academic inputs by proving themselves at the helm of hospitality industry leadership not only in India but globally. This consistent success in past three decades does not generate complacency in us but it brings the realism that only sustained positive change, continuous improvement & evolvement as per the needs of future is the key to maintain our market leader status.

In the above context, last year we organized successful National Conference on 'Indian Food Heritage' & the enthusiastic participation of faculty members, students & delegates have motivated us to come up with this year's International Conference on the theme of "Hospitality Industry- Vision 2025"

We are grateful to the distinguished speakers of National & International repute who have been kind enough to agree to share their views in the conference. The discussions & deliberations are indeed going to enrich all concerned.

I thank all the participants for working on their topics, carrying out extensive research work & presenting the findings. These research papers compiled in this book format are going to be an important source of reference for present & future generation.

I would like to commend the efforts of organizing committee in putting out all of their efforts to arrange for the conference.

  
(Gyan Bhushan)

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## PREFACE

*The Future depends upon what we do in Present*

—*Mahatma Gandhi*

National Council for Hotel Management and catering Technology works in the area of coordinated growth and development of hospitality education in the country. In line with our commitment towards fostering the research and development in the field of hospitality education this two day International Conference on the theme of **‘Hospitality Industry: Vision 2025- Current Trends, Innovations & the Future ahead’** is being organized with the support of Ministry of Tourism, Government of India. Our last year’s conference on the theme of Indian Food Heritage was our attempt to have a look at our past and learn from it to identify actionable points in present which may result in creating a positive future. This year we come with a different paradigm in which we where we are trying to peep into the future with the help of our expert speakers and scholarly researchers and aiming to calibrate our actions in present to prepare and equip ourselves for the changes in future.

Hospitality and Tourism is evolving at a rapid pace globally. The dynamic shift in technology, advent of social media and digital marketing, rapid communication and connectivity, wide reach of internet and smart phones are all playing a decisive role in this paradigm shift. Issue of sustainability, environmental concerns and increased focus on safety and security in hospitality sector are also considered as key factors in decision-making both for policy makers as well as for hospitality professionals. Deliberations during the conference are expected to address all these issues and enable us to come up with a road map for our action plan.

We are thankful to all expert speakers for sparing their valuable time, research scholars and paper presenters for their in depth research articles and all conference delegates for their active participation and value- added inputs during the conference.

**Priyadarshan Lakhawat**

Dy. Director (Academics & Trg), NCHMCT  
Conference Organizing Secretary

## **ACKNOWLEDGMENT**

It's a matter of immense pleasure to show our gratitude towards Shri Yogendra Tripathi, IAS, Secretary Tourism GoI and Chairperson NCHMCT, Shri Satyajeet Rajan, IAS, Director General-Tourism, Shri Gyan Bhushan, IES Economic Advisor & CEO NCHMCT for their support and guidance at every step. We thank Shri L.K.Ganguli, Director (A&F) and Shri Satvir Singh, Director (Studies) NCHMCT for their notable contribution as our chief advisors. We also thank all the members of editorial board for their valuable inputs and constant support for making this conference a success. We sincerely express our indebtedness and deep sense of gratitude to all the researchers and article writers for their contribution in this book, without which the proceedings would not have taken the direction and shape as presented in this book.

**Conference Organizing Committee**

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**Section I**  
**NEW AGE HRD & TRAINING CONCEPTS**



## Mapping the Effectiveness of a Facilitators' Based Training Program at NCHMCT, Noida

*Amol Kumar\* & Dr. Ajay Singh\*\**

### ABSTRACT

The purpose of this research is to examine and assess the relevance as well as the perception of the Facilitators, only those faculties (Asst. Lecturer, Lecturer, Senior Lecturer, HOD's) who have underwent Certified Learning Facilitator (CLF) training at National Council for Hotel Management and Catering Technology located at Noida. The major objective of this strategically formulated CLF (which has been tailor made on the lines of Qualified Learning Facilitator (QLF) developed by Lausanne Hospitality Consulting, a subsidiary of Ecole hôtelière de Lausanne, Switzerland) is to enhance the levels of Institute of Hotel Management (IHM)s in order to meet the global standards. This CLF program (CLF) encompasses various elements essential to evolve as a faculty, from teaching to facilitating, pedagogy to andragogy, by the effective applications of the learning methodology which includes One-On-One (OOO) learning, One-On-Many (OOM) learning, preparation of learning artifacts, moving from teaching to learning, an exposure of International Business Protocol (IBP), and many more. This program definitely provides rich and meaningful experience to the participants which certainly results in enhancing their teaching skills. This 7-days of centralized off-the-Institute training, truly understands in terms of fulfilling the needs and expectations of hospitality industry and academia from global perspective, which may certainly enforce the objectivity of producing best hospitality talents, for India as well as abroad. The CLF has been specially crafted for the in house academicians associated only with Institute of Hotel Management (IHM's) / Food Craft Institute (FCI's) at present under the umbrella of apex body for imparting Hospitality education in our country, i.e., NCHMCT, Noida (An Autonomous Body under Ministry of Tourism, Government of India).

The study would highlight the needs for academic learning program and the perception of the academicians about CLF which may lead to upgradation or alleviation of the standards of NCHMCT affiliated Institutes. The outcome of this study is based on quantitative as well as qualitative data from respondents (who have completed the CLF program), to analyze the key parameters and dimensions of such trainings and also to bring effectiveness in the training methodologies imparted through such kind of training program.

**Keywords:** Certified Learning Facilitator (CLF), One On One (OOO), One On Many (OOM) & Learning Methodology.

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\* Faculty, NCHM-IH, Noida (Under NCHMCT, An autonomous body under Ministry of Tourism, Government of India).

\*\* Associate Professor, ABES Engineering College, Ghaziabad, U.P.

## INTRODUCTION

***Hospitality Industry-An Overview:*** The hospitality industry falls under the business arena where huge amount of capital investments takes place, and over the world also this industry is symbolized by a type of industry in which multibillion of dollars are infused to operate this business business. This industry mainly depends on the availability of leisure time and disposable income. A hospitality unit such as a hotel, restaurant, or an amusement park consists of multiple groups such as facility maintenance and direct operations (butlers, servers, housekeepers, porters, kitchen workers, bartenders, management, human resources and sales & marketing, etc. Wikipedia(2018)

As per Aspiring minds National Employability Report(2012) right now our Indian hospitality industry is witnessing an exponential growth. The industry has recorded a double digit growth of more than double digits percentage figure in terms of revenue, from past few years and various reports confirms that it is still growing very rapidly. New major international chains are entering the expanding Indian hospitality sector. All existing major national and international players are outreaching or stretching their footprints now towards moderate and growing cities that are generally categorized by tier-2 & 3. Many global hospitality major such as Marriott, Accor, Best Western and Carlson already have a crucial addition to their existing portfolio of hotels.

### **Some key findings of the major research at pan India level suggests that:**

1. Just immediately after the hospitality graduates passes out of the institute/college/university hireable percentage for a hospitality job directly is quite low (6% to 18%).
2. <20% of the students passing out from various hotel management institutes in India are rightly fitted to work in the hospitality sector. Surprisingly several researches also highlights the fact that students scored quite low on basic skills such as English language skill, Logical Ability along with soft skills like Self-Management, Quality Orientation, and Managerial Skills etc. This indicates the fact that change management and innovative practices are essentially required to train students in right direction in order to cope up with the demands for meeting the current and futuristic requirements.

The pace in development of Hospitality and Tourism in our country has boosted a demand for the reforms in the education pertaining to hospitality and tourism, as well. Strengthening the faculty resources as well as paving the facilities for research in this domain, removing the dissonancy in staff structures in terms of payment, appointment of full time faculties in government institutes and universities, boosting FDP's and related training programs, setting up of either own facilities or with foreign collaboration, standardization in guidelines for offering hospitality and tourism based programs uniformly at pan India level as well as uniformity in nomenclature of degrees were few suggested parameters for fostering innovations in hospitality and tourism education by Dahiya (2013).

The National Council for Hotel Management and Catering Technology (NCHMCT) JEE Information Brochure(2018) highlights the initiatives by government since NCHMCT was established by Ministry of Tourism(MOT), Government of India in 1982 to oversee hospitality and catering education offered by Institutes set up by it. The Council has been responsible in providing professional and highly skilled human capital to the hotel and tourism industry through its eleven programs. NCHMCT is an autonomous body under Ministry of Tourism, Government of India. The Council centrally run and regulates academics for M.Sc. in Hospitality Administration, B.Sc. in Hospitality & Hotel Administration and 8 other structured courses of study that are



imparted at the 21 Centrally affiliated Institutes of Hotel Management, 22 State Government Institutes of Hotel Management, 01 Public Sector Undertaking and 20 Private Institutes of Hotel Management, besides 13 Food Craft Institutes that functions in various parts of India as per [nchm.nic.in](http://nchm.nic.in), website updated info. till 25-12-2018. It is also offering various diploma programs in core operational areas to meet the entry level requirements of the industry. Both the M.Sc. & B.Sc. courses are offered jointly by the National Council for Hotel Management and the Indira Gandhi National Open University. All institutes under the umbrella of this council, strictly follows the prescribed standardized course curriculum for various professional programs. It is a widely acknowledged by many professionals and academicians that most of the IHM'S are considered as best finishing schools here in India.

### LITERATURE REVIEW

Khanna(1990) admits that there is a need for higher education in hospitality and the recent curriculum only cater to basic requirements at the entry level. He emphasized that present curriculum do emphasize a lot on technical skills and is not doing enough to prepare them for the managerial functions. Most competency related studies in hospitality have focused on examining specific components of hospitality and tourism management careers. Mayo (2003) identified and ranked relevant competencies needed by graduates of hospitality and tourism programs.

The following important differences appear in publication of Educational Institute of American Hotels and Motels Association (1999). The primary difference is that training prepares a person to perform a specific job related skill or set of skills, while education facilitates the learning of new information, behavior, or skills that contribute to one's total life growth. With training, the person will practice skills during training and apply them on the job soon afterwards.

The SERVQUAL model based on adapted scales of higher education may be used to find out the gap between students' expectation and perception of the service quality in short to assess the overall standards and quality in the institutions as observed by Donlagic & Fazlic (2015)

### HOSPITALITY EDUCATION IN INDIA

At present there are broadly 4 major kinds of hospitality education modes in our country

1. 3 Year Bachelors level, 2 years Masters level program and to-be-launched Ph.D level program under National Council For Hotel Management and Catering Technology (NCHMCT) in collaboration with IGNOU.
2. 3 to 4 Year degree program by state affiliated Institutes/Universities
3. 3 Year Bachelors level, 2 Years Masters level and a 3-4 years Ph.D level program under private/deemed/International universities
4. 3 Year Bachelors level, 2 Years Masters level program under distance mode and 3-4 years Ph.D under part time mode by both private and government universities [Source: Authors]

#### ***MoU with Lausanne Hospitality Consulting (LHC) and the association with Indian Institute of Management, Lucknow***

NCHMCT/Ministry of Tourism (2016) reported that it was in the year 2009, when UNWTO mapped the curriculum of National Council of Hotel Management and Catering Technology (NCHM&CT) and observed and felt the need of improvisation to International level. After obtaining

approval from Board of Governors (BOG) of NCHM&CT, Ministry of Tourism and NCHM&CT, Noida entered into an agreement with Lausanne Hospitality Consulting (LHC, a division of Ecole Hoteliere de Lausanne) for identifying the possible opportunities for improvement in IHMs and to meet the gap and expectations of the hospitality industry, with a focus on

- Faculty development
- Reviewing curriculum

**Faculty Development:** A series of Qualified Learning Facilitator (QLF) and Certified Learning Facilitator (CLF) programs have been conducted for faculty development in teaching and training techniques so far. Now NCHMCT is only focusing on the capacity building by conducting the CLF training programs. The participants for QLF had to attend the 50% of the training at NCHMCT, Noida and remaining 50% of the training along with final assessment at Lausanne, Switzerland. The entire training for CLF as well as assessment happens at NCHM&CT.

**Curriculum:** For the curriculum, LHC had already recommended inclusion of management courses, adopting adult education techniques and introducing specialization. IIM, Lucknow supported in this arena by mapping the top hotel management schools of the globe and present gap in the syllabi and other related academic standards.

## TRAINING AND DEVELOPMENT

From the Indian perspective, competencies required to provide growth opportunities in hospitality sector few of the listed recommendations are as follows: Orientations towards different aspects of managing business, multiskilling and ability to manage variety of tasks together, qualification and training of faculties, hiring of MBA's from good universities or Ph.D's for teaching the hospitality program will trigger off the right kind of training in hospitality schools. The academic think tanks of hospitality need to be developed first. Even the University Grants Commission have opened a new vista for all those who have a Ph.D awarded from a university/institutions with a ranking among top 500 in the World University Ranking (at any time) by Quacquarelli Symonds (QS), the Times Higher Education (THE) and the Academic Ranking of World Universities (ARWU) of the Shanghai Jiao Tong University (Shanghai) will be eligible for direct recruitment at Assistant level Professors. UGC (2018).

Any professional program needs a synergistic approach and support from all levels in any education based organization. Since the role of teachers are very critical in providing the right education to the students, development program for faculties may do a good help to all education based organization to achieve its mission and objectives, to the best of its capacity were few observations by Watson & Grossman(1994).

Few of the listed recommendations by Wagner & Roland (2013). for organizations promoting the Outdoor based experiential training program are: determination of objectives out of that training, finalizing the right consulting partner for designing / facilitating the training program, special emphasis should be given on train the trainer mechanism, possibly blend both the genders evenly as participants, and also evaluation of the effectiveness of the training program is a must. Consideration of modification may be allowed, if desired.

**“CERTIFIED LEARNING FACILITATOR (CLF)”: FACILITATORS' BASED TRAINING PROGRAM**

NCHM&CT, 2018 discussed the logic behind this program by stating that NCHMCT designed Certified Learning Facilitator (CLF) training program, on the lines of QLF. This program was initially run by QLF qualified faculty members. This special program was tailor made for the academicians and intended to be not only just a training program, but a key part of the larger strategy of enhancing the levels of IHMs. This program provided mentors and faculties of respective IHMs, a platform to share ideas, experiences and practices. The program addresses various elements essential for facilitating effective learning. These includes one-on-one learning, one-on-many learning, preparation of learning artifacts, HRD, moving from teaching to learning and international business protocol. This program definitely provides rich and meaningful experience and results in enhancing their present teaching skills. Following the recommendations of Lausanne, the IHM values were rolled out for the Principals and HODs of all the IHMs. Seven workshops were conducted for the roll out in Delhi, Mumbai, Kolkata and Chennai. These workshops were attended by more than 120 participants.

Lausanne Hospitality Consulting presented Pre Module Guided Reading; a study material relating to effective delivery is also mailed to the participant normally 15 days before the actual commencement of the program, a print out of which is expected to be distributed to each participant, by the Principal of the respective IHM. While preparing to attend the program, faculties are requested to observe the following:

- a) That they read the PMGR before the first day of the training
- b) That they follow the proper formal dress code for all days is business attire;
- c) All are requested to bring one laptop on individual basis;
- d) The CLF training is very intensive program and essentially includes lot of evening assignments; therefore, all participants are expected to keep their evenings free.

For a higher level of learning experience, the following methods of learning are recommended as prescribed under CLF. Lectures definitely form an important aspect of the teaching methods employed, but will be designed to facilitate other forms of learning. Workshops to be used across the width of the program and will be seen as an integral part of the learning process. Seminars must also be used with a prime focus on the student led presentations and debate. Seminars essentially must be prevalent throughout the program. Case studies methodology must be used across the whole program, with the principal role of illustrating issues pertaining to analysis, problem solving and decision making. Directed and independent learning is regarded by CLF as a major source of learning and which is supported by text, journals, periodicals, internet, video etc. The coursework assigned for the purpose of internal assessment, definitely requires deep thinking and investigation that should question assumptions. These internal assignments do provide an engaging learning experience. The Group work along with various individual research based studies is assigned on regular basis which promote team work, planning and creativity.

**CLF GUIDELINES**

NCHM&CT, 2018 synthesized that the following strategies were proposed to achieve the aims of the program and are in tune with the philosophy of the CLF as well. The student

(CLF participants) would integrate program studies with Case studies, Seminars, Business Plan Development and Business Simulation with clear managerial focus. The students undertake research, participate in seminars that consider and investigate diverse issues relating to hospitality management. At the end, CLF Levels 1 & 2 (Certification Training Program) journey ends with an individual theory (Open book) examination approximately of 1 hour and 10 minutes.

### **RESEARCH GAPS & RESEARCH PROBLEM**

Though the head of Institutes want to run the hospitality based programs to qualify meeting industry's needs, clear differences in perception of hospitality educators and hospitality professional have emerged. For example principals of several leading institutes of India feel that more emphasis on craft level will meet the industry's need whereas majority of General Managers felt that the prime focus must be more towards business administration. This becomes evident when Principals mostly feel that they were just preparing the students to gear for supervisory level positions, and the GMs feel that students are just having a gap and were not fully prepared for the managerial position.

The hospitality educators are going in wrong directions: firstly they misread the expectations of the industry and secondly they develop the curriculum on the perception of industry needs. It is a fact today that modern days hospitality educators in India are not aware of the different modes of curriculum design and also don't have enough and in depth knowledge of the curriculum. That is the reason, program like CLF can become a stepping stone and equip the participant (hospitality educators) to be able to design and run courses which will certainly produce thinking individuals and not just the craft driven employees. The modern hospitality educators must understand that traditional model of imparting education, presuming that it meets the industry requirements, is not sufficient in today's scenario.

### **Research Objectives**

In order to carry out this focused research the following specific objectives are set:

- To study the key factor for an effectiveness of Certified Learning Facilitator (CLF) learning
- To understand the impact of resources (Master trainer and Infrastructure) on CLF training program

This research is specifically focused by analyzing the contents of the 7 days training such as questioning technique to become facilitator from learner, concept of pulling instead of pushing, One-On-One (OOO) learning, i.e. one facilitator, one learner, One-On-Many (OOM) learning, i.e. one facilitator, many learners, how to give and receive feedback, Course plan, how to be and how to live respectively, preparation of learning artefacts, guided reading and NCHMCT immersion. This research was based on the primary data collection by faculties of various IHMs, interviews of master trainer, and hospitality graduates who co-ordinate these programs.

### **RESEARCH METHODOLOGY**

Primary data is collected through Survey method in this research. The secondary data was collected from different report and websites and was carefully analyzed. For primary data collection a research instruments in terms of structured questionnaire was developed to systematize the collection of data and to ensure that all the respondents are asked these prearranged questions in the same sequence.

A sample of 75 respondents was selected those who were the faculties (Asst. Lecturer/Lecturer/Senior Lecturer/HOD) of various IHMs (affiliated under NCHMCT) and who also have undergone the CLF training program. The questionnaire was personally administered to the respondents. Data was collected from 75 respondents who underwent CLF training program. The respondents were selected on the basis of random sampling without replacement of those facilitators who have undergone CLF training program in between the year 2016-2017.

The sample details of the respondents are as under:

Sample Size: 75 Respondents

Respondents Profile: Faculties (Asst. Lecturer/Lecturer/Senior Lecturer/HOD)

A self-administered survey questionnaire was personally handed over to the selected sample of academicians. An individually filled questionnaire was given at NCHMCT at the final day of their program, just after an open book examination. These questionnaires were administered personally and some of them were also collected from the master records of CLF training program at NCHMCT. All responses are expected to be free from biasness and that is the reason why personal details were not been asked to be given while filling these Questionnaires in the respondents own handwriting. However the details of these academicians are available in the records.

## DATA ANALYSIS & INTERPRETATION

In Data Analysis Techniques Initially Factor analysis was performed to identify the key factors required in CLF training program followed by Multiple Regression Analysis to understand the impact of these factors on CLF training

**Table 1; KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.717
Bartlett's Test of Sphericity	Approx. Chi-Square	465.090
	Df	120
	Sig.	.000

The Kaiser-Meyer-Olkin (KMO) test was used to check the feasibility of the factor analysis. For conducting a factor analysis the KMO Measure of Sampling Adequacy should be greater than 0.7, KMO for the current sample is 0.717 which is adequate and Approx chi square value is 465.090 which is too high, p value is .000 so it is significant ( $p < 0.05$ ). Therefore Factor analysis can be done on the findings.

**COMMUNALITY ( $h^2$ )** - is the squared multiple correlation for the variable as dependent using the factors as predictors. The communality measures the percent of variance in a given variable explained by all the factors jointly and may be interpreted as the reliability of the indicator. In general, communalities show for which measured variables the factor analysis is working best and least well.

Every item(variable) in the communality initially is expected to share 100% variance. Hence initially every item is having value 1.00 which mean 100% variance share by each item whereas after extraction the variance share may not be 100% or 1.00 as shown in above table where extraction value is ranging from 0.635 to 0.908 which shows that minimum variance share of item after extraction is 63.5% and maximum variance share of item is 90.08%.

**Table 2: Communalities**

	<b>Initial</b>	<b>Extraction</b>
The Learning Process	1.000	.734
Question Technique	1.000	.765
The Science & Art of Learning	1.000	.635
Class Room Communication (VC & NVC)	1.000	.768
OOO Learning-Demo & Theory	1.000	.784
Giving & Receiving Feedback	1.000	.714
OOO Learning-Practice Sessions	1.000	.718
Executive Dress Code	1.000	.896
Preparation of Learning Artefacts	1.000	.751
Training Methods	1.000	.774
Preparation for OOM	1.000	.765
Learning Objectives	1.000	.831
OOM Practice Session	1.000	.720
Teaching to Facilitating Learning	1.000	.908
Leadership and Role of Facilitator	1.000	.801
Course Design and Course Plan	1.000	.744

Extraction Method: Principal Component Analysis.

## TOTAL VARIANCE EXPLAINED

**Table 3: Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.905	49.406	49.406	7.905	49.406	49.406	3.635	22.717	22.717
2	1.753	10.954	60.360	1.753	10.954	60.360	3.575	22.346	45.063
3	1.393	8.703	69.063	1.393	8.703	69.063	3.541	22.130	67.193
4	1.257	7.855	76.918	1.257	7.855	76.918	1.556	9.725	76.918
5	.887	5.546	82.464						
6	.587	3.668	86.132						
7	.483	3.016	89.148						
8	.407	2.546	91.694						
9	.325	2.033	93.727						
10	.288	1.799	95.526						
11	.209	1.308	96.834						
12	.145	.908	97.742						
13	.125	.782	98.524						
14	.119	.742	99.266						
15	.087	.541	99.806						
16	.031	.194	100.000						

Extraction Method: Principal Component Analysis.

This table gives the total variance contributed by each component. In the current study initial eigen value taken for factor analysis is one. Total four component having eigen value greater than 1 emerged, first component have maximum percent variance share of 49.406%, followed by second component has percent variance share of 10.954%, third component has percent variance share of 8.703% and fourth component has percent variance share of 7.855%. All the four components have cumulative percent of variance share 76.918%.

### ROTATED COMPONENT MATRIX

In this study orthogonal rotation is used in data reduction compared to oblique rotation which is used to find significantly larger number of constructs. Factor rotation is done to redistribute the earlier factor variance to later ones in order to get more meaningful and interpretable factor structure.

**Table 4: Rotated Component Matrix<sup>a</sup>**

	Component			
	1	2	3	4
Teaching to Facilitating Learning	<b>.923</b>	.133	.181	.069
Leadership and Role of Facilitator	<b>.844</b>	.207	.122	.175
Learning Objectives	<b>.748</b>	.185	.427	-.231
Course Design and Course Plan	<b>.644</b>	.379	.376	-.210
Training Methods	.110	<b>.804</b>	.047	.338
Preparation of Learning Artefacts	.421	<b>.739</b>	.110	.122
Preparation for OOM	.430	<b>.722</b>	.194	-.143
Question Technique	.141	<b>.707</b>	.484	.105
OOM Practice Session	.002	<b>.665</b>	.503	-.158
The Learning Process	.465	<b>.532</b>	.460	-.151
OOO Learning-Demo & Theory	.213	.233	<b>.827</b>	-.022
Class Room Communication (VC & NVC)	.372	.194	<b>.764</b>	.094
OOO Learning-Practice Sessions	.466	.294	<b>.643</b>	.032
Giving & Receiving Feedback	-.019	-.108	<b>.607</b>	.577
The Science & Art of Learning	.288	.419	<b>.606</b>	.090
Executive Dress Code	.010	.181	-9.717E-5	<b>.929</b>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 10 iterations.



Factor rotation is done to redistribute the earlier factor variance to later ones in order to get more meaningful and interpretable factor structure. Basically there are two broad ways of rotating factors; orthogonal and oblique. While former technique involves rotating the factor at 90 degree latter relies on non-perpendicular; slanting rotation. There are different motivations behind choosing one or another method of rotation. Orthogonal method of rotation is chosen when the motive is data reduction while oblique is applied when one is interested in finding many several constructs.

Under orthogonal method, varimax rotation method is used in study as focus is to reduce the large number of variables. The varimax method has emphasis on column simplification. In an ideal situation rotation with varimax will result only in two results'- either 1s or 0. Now with varimax method only high loadings like +1 or -1 are expected along with 0.

These high loadings of  $\pm 1$  and 0 is very simple from interpretation point of view as +1 or -1 denotes perfectly positive and negative relation of particular variable with a factor. 0 on the other hand simply means there is no association between variable and factor. Items with primary factor loading of more than 0.4 without any cross loading were retained. Items not meeting this criterion were deleted one by one and factor analysis was repeated until all remaining items met the aforementioned value of factor loading. Following table shows the all items that get grouped under 4 factors.

For exploratory purposes, lower level has been used such as 0.4 for the central factor and 0.25 for other factors. Loadings as defined above 0.6 as high and those below as 0.4 low. In any event, factor loadings must be interpreted in the light of theory, not by arbitrary cutoff levels. In the above Table, the item loading are in the range 0.460 to 0.929 which indicates the each item is extracted well to be clubbed in respective factors. Four items are clubbed into first component with item loading ranging from 0.532 to 0.804. Six items are clubbed into second component with item loading 0.497 to 0.657. Five items were clubbed into third component with item loading 0.606 to 0.827; one item is clubbed into fourth component with maximum factor loading of 0.929.

First factor is named as teaching and learning, second factor is named training methods, third factor is named Class room inter communication fourth factor is Executive Appearance.

## MULTIPLE REGRESSION ANALYSIS

It is used when we want to predict the value of a variable based on the value of two or more other variables. The variable we want to predict is called the dependent variable (or sometimes, the outcome, target or criterion variable). The variables we are using to predict the value of the dependent variable are called the independent variables (or sometimes, the predictor, explanatory or regressor variables).

**Table 5: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.519	.765		1.986	.051
	Infrastructure	.248	.095	.286	2.612	.011
	Master Trainer	.432	.164	.288	2.632	.010

a. Dependent Variable: CLF Training

From the above table it can be found that both Independent variable Infrastructure and Master trainer has significant impact on dependent variable (CLF Training Program) as p value is less than ( $p < 0.05$ ).

After running multiple regressions it is found that master trainer (resource person) has greater impact on CLF training program which is having larger B coefficient of 0.432 as compared to Infrastructure which is having B coefficient of 0.248.

## CONCLUSION & RECOMMENDATIONS

The key factors which are identified from the study are teaching and learning which includes Teaching to Facilitating Learning, Leadership and Role of Facilitator, Learning Objectives, Course Design and Course Plan followed by second important factor training method Preparation of Learning Artefacts, Preparation for OOM, Question Technique and OOM Practice Session. Third important factor is Class rooms inter communication which includes OOO Learning-Demo & Theory, Class Room Communication (VC & NVC), OOO Learning-Practice Sessions, Giving & Receiving Feedback, The Science & Art of Learning. Fourth important factor is Executive Appearance also plays a crucial role in CLF Training program

For CLF training program resource person i.e. master trainer is the key resource for conducting effective training program hence learned and experience resource can increase the demand of CLF training program.

Infrastructure such also play very crucial role for conducting smooth training program so better classroom, audio and video, seating arrangement, lightning etc could enhance CLF Training Program.

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## **Emerging Issues of Career Shift by Hospitality Employees: A Critical Study on Work-Life Balance in Hotel Industry of Uttarakhand**

***Kumar Satyam\* & Richa Rani\*\****

### **ABSTRACT**

Hospitality industry is one of the fastest growing industry in Indian economy. The tourism policy of Government of India is also favourable for its growth. It is also one of the dynamic industries, which provide the maximum jobs at various level of employment. The people, who join the hospitality industry and able to retain here for more than five to six years, barely think to quit or look some other options of career apart from this business. Either they grow in the career for the reputed positions or settle their own venture along with the present job. But since a last few years, a trend has been observed that people have started looking some other options of profession as their career. Somewhere they are not satisfied with the work-life balance affected by their hospitality job.

The term work-life balance is used to understand the needs of a person between the time of assignment and other aspects of life. Areas of life outside working life can't be limited to personal interests, family and social or leisure activities.

Uttarakhand is the state, where the prospects of tourism are versatile and hence the hospitality business can be seen ranging from small business to large scale as multinational hotels. People of Uttarakhand are known to be the best service personnel for hospitality business through the worldwide. The natives of this state have even initiated to shift their career to some other professions because of their unsatisfied work life balance. In this research study the focus have been done on the key determinants of work-life balance of the hospitality employees. The random sampling method have been applied from the area of entire state, where the hospitality business is in very good stage.

**Keywords:** Career-shift, Hospitality Employees, Work-Life Balance, Hotel Industry, Uttarakhand.

### **INTRODUCTION**

Hospitality industry is one of the major segments in the domain of Indian Tourism. It is contributing about 7.5% in the GDP of Indian economy. The Indian Hotel Industry is developing because of

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the growth of the travel and tourism in country. The driven demand for accommodation by foreign and domestic tourists has forced the hotel industry to increase the units to stay. Almost every type of accommodation ranging from five-star deluxe hotel to budget hotels has risen in numbers. But, still the need of budget hotels is in demand to cater the large tourist segment. The explosive growth in hospitality sector is demanding much more skilled hospitality employees rather than its supply. The Indian Hospitality industry is the second largest employer after IT industry and is growing since last two decades at an extremely fast pace. The hospitality industry in India is considered as one of the highly profitable industries now. Several multinational companies have established their hotels in the country's hospitality sector. Accor, Starwood, Marriott, Fairmont, Hyatt are the leading companies in current hospitality industry. There are few domestic brands of reputed hotels in India. Asia Hotels, ITC, East India Hotels (EIH), Bharat Hotels, Hotel Leela and last but not the least, Indian Hotels Company (IHCL) are some of the leading Indian companies in the hospitality sector. Being the service intensive industry, the skilled manpower is basic requirement for this profession. In this industry person to person interaction is very significant. To cater the different needs of customer or guest, specialised professionals are very much relevant to maintain the service quality. Therefore, the organizations invest too much on the expert and experienced manpower. On the other side, the demand of particularly skilled manpower leads the employees to move upward in their profession. That is why, employee turnover is a very prevalent issue in hospitality industry and it is on the worldwide level. The intentions of leaving the organization by the specialised employees provoke others to escape, hence the actual turnover arises in trend. The employee turnover is also affected by the work life balance during the shifts in the hotel industry. This effect is so intense on the employees that they can take a risk to leave the hospitality industry completely.

#### **UTTARAKHAND: HOSPITALITY INDUSTRY**

Uttarakhand is blessed with resources and opportunities, which make it prosperous with tourism potentials. Both of the regions; Kumaon and Garhwal have versatile nature of landscape ranging from plains to hills. Basic infrastructure for developing the hospitality industry is good enough throughout the state, which make it clean and favourable to take a stay for a while. The well-arranged and equipped hospitality points in various cities are diplomatically inviting the travellers and tourists. In a recent time, after getting the status of tourism state, plenty of the hotels and resorts have emerged with their brand and name. Few of the international hotels also have settled their properties in Uttarakhand to grab the opportunity. Natives of Garhwal and Kumaun known as Garhwali and Kumauni in the other states are recognized for their wonderful hospitality skills. These people are scattered throughout the world in the hotels and restaurants, serving and are source of high-class livelihood for their families.

The hotel industry has generated too much of employment in the state. It is not only attracting the potential employee from other state, but even helps to reduce skill-drains from the state. The skill-holders from Uttarakhand even don't want to escape from their home state. But the ultimate situation is different. In this research paper, there would be an emphasis on the HR strategies for training & development and its impact on employee- retention in hospitality industry of Garhwal and Kumaun region of Uttarakhand. The hoteliers are forced to think about the HR strategies to retain their employees for the updating the worldwide practices of training and development program.

## LITERATURE REVIEW: WORK-LIFE BALANCE

The balance between work and private life is a concept that arises in different ways. However, the most important concept stems from the realization and happiness of both fields and seems simple (Bird, 2006). Since people's control over the workplace situation and work-life balance is a phenomenon of minimal role contradiction between work and family satisfaction and good function, the balance of work and life can be defined through the above (Clark, 2000). A big challenge in working in the hospitality industry is the time and work of working. This is especially true because the core business is to allow more people to enjoy during holidays and festivals while on the go. For hotel service specialists, these times are the most crowded and no vacation or vacation is available during this time. As family expectations are ignored, this naturally leads to work-life imbalances and family conflicts. The hotel industry faces the problem of being called an industry with a "sales culture." (Wasmuth & Davis, 1983a, 1983b, 1983c). This was primarily due to intense competition and deteriorating economic conditions that led to the decline in hotel and tourism in the early 21st century (Deery & Shaw, 1997, p. 377). The reduction in the number of professional staffs was a major problem in the hotel sector, but it was more serious and coupled with high wheels that directly impacted production revenues (Pitt-Catsouphe & Smyer, 2005). At the end of the 20th century, labor imbalances become a problem for working mothers. But by the end of the 20th century, the use of work balance is reliable and many employers have similar plans. Various designs were developed for space design, space modeling, compensation model, equipment design, and competitive model. (Das & Chatterjee, 2013). In other literature, considering that geographic mobility are long-term, non-standard hours outside of working hours, prerequisites for career development, work and family conflicts and stress issues are not adequately addressed to it. The characteristics of these tasks are related to exhaustion and have proven to be potential work stresses and a precursor to work-family conflicts. In the hospitality industry, research on many job characteristics has also been confirmed (Hom, 2002). Many researchers cite factors such as work and family conflict as possible reasons for decisions affecting retirement or retirement from the organization (T.W. Lee & Mitchell, 1994). The two factors, work stress and family conflict, are not considered to be the benefits of hotel and tourism industry (Mulvaney, O'Neill, Cleveland, & Crouter, 2006). It was estimated that an increase in employee turnover by 1 % resulted in a decrease of nearly \$7,550 of lost profits at the unit level for a hotel group (Simons and Hinkin, 2006). The intention of employees to leave or adhere to the organization depends to a large extent on work stress and family conflicts. This will also affect medical expenses (J. C. Thomas and Herson, 2002). In the study of literature on organizational stress, the five major stress sources are identified as job-related stress, role based, with inter personal relationships, career growth related and work family conflict (J. C. Thomas & Herson, 2002).

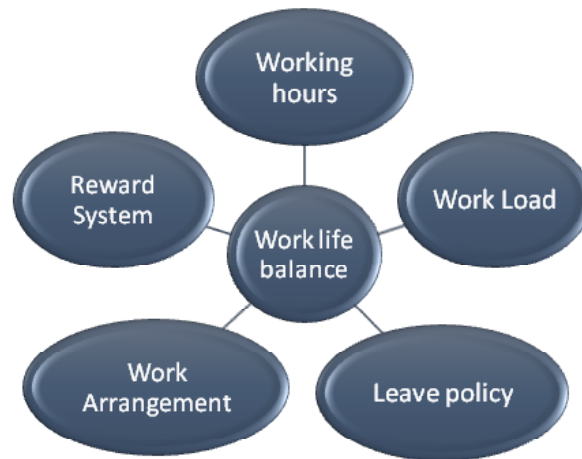
Work in non-standard time hours has proven to have a major impact on the physical and mental health of employees. Shift work is a common problem for employees which emphasizes married life as well as child-related issues (Presser, 2004). The work schedule, which includes weekends and holidays (often found in hotels), complicates employees trying to negotiate work family interfaces. Balancing the performance in the workplace and in the family depends on working hours (Staines & Pleck, 1983). Reduction in workload has also been shown to result in improved happiness, reduced health problems, and reduced perception of stress. In addition, I found that the ties of family life were improved by a stronger relationship with increased involvement. (M. D. Lee, MacDermid, and Buck, 2002). Due to changes in job content and responsibilities,

such as telecommuting, multitasking, work from home; work intensity is increasing in employees' lives (Hochschild, 1997). This intensity is characterized by many tasks and workplaces in the present day, which usually represents the hotel's environment (Perlow, 1997). The organization's work culture is an important factor in recognizing employee conflicts and balance. The negative impact can be minimized by a manager who encourages positive elements in the work environment, supervisor and colleague support, flexible schedule and innovative solutions to problems (Greenberger, Goldberg, Hamill, O'Neil, & Payne, 1989). Work Family culture is defined as common assumptions, beliefs, and values about the extent to which an organization supports and evaluates the integration of employee work and family life (Thompson, Beauvais and Lyness, 1999). In the hotel, the perception of the general manager is considered an important variable in the formation of manager's work family confrontation. Therefore, a positive organizational climate and support for work and family reconciliation will have a major impact on employee perception of family support. (Allen, 2001; Anderson, Coffey, & Byerly, 2002; Starrels, 1992; Thompson et al., 1999; Thompson, Thomas, & Maier, 1992). The main problem in work-life balance is that the plan in the field dealing with roles other than work and work is insufficient and seniors at the university are also thinking about future problems such as conflicts of marriage of children and careers. The importance of realistic expectations for work is ideally a focus of investigation on employee turnover rate. (Peake and Harris, 2002; Barnett, Gareis, James, & Steele, 2003).

#### **EMPLOYEES' EXPECTATIONS FOR WORK LIFE BALANCE**

Most respondents believed that the work-life balance was very important to work in the company. Having a great work-life balance can benefit both the employees themselves and their company. Since long working hours in Hong Kong, the work environment Most respondents believed that the work-life balance was very important to work in the company. Having a great work-life balance can benefit both the employees themselves and their company. Since long working hours in Hong Kong, the work environment company. Having a great work-life balance can benefit both the employees themselves and their company. Since long working hours in Hong Kong, the work environment Most employees believe that the work-life balance was very important to work in the last working organizations. Having a great work-life balance can benefit both the employees themselves and their organization. Since, long working hours in hotel industry, the work environment influence the physical and work performance. Employees found difficult to achieve the work-life balance in the industry. Long working hours has been identified as a key component in achieving Work Life Balance. The respondents are in favour to reduce working hours for achieving work-life balance. Most of the respondents thought that had special job nature; they had different perception on work-life balance. For the employees work for the food division, respondents expressed they got stress from their daily routine. They also needed to handle demanding customers, management level etc., they were the main sources of stress in their daily routine as well. Additional stress came from their work such as high workload or work partners. Throughout understanding how respondents handled these stresses, the result showed that respondents had positive thinking and attitudes in handling stresses.





**Figure: Determinants of Work life balance**

### OBJECTIVES OF THE STUDY

- i. To study the relationships between change of career with work life balance within last working organization.
- ii. To evaluate the gap between expectation and reality with work life balance in hospitality industry.

### HYPOTHESIS

**H<sub>0</sub>:** There is a significant influence of career shift from hospitality industry with work life balance.

**H<sub>1</sub>:** There is no significant influence of career shift from hospitality industry with work life balance.

### RESEARCH METHODOLOGY

The primary data have been obtained through the personal interview among the recently left employees of hotel industry ranging from three star to five-star deluxe hotels in Uttarakhand. A total of 80 valid responses from the employees having more than three-years' experience in the hospitality industry were obtained through the field survey. The analysis deals with the expectations and reality as aspirants with more than three-years' experiences in hospitality industry with relationship of various identified issues with retention in job.

**Table A: Gender Profile of the Respondents**

		Gender		
		Frequency	Percent	Cumulative Percent
Valid	Male	47	58.75	58.75
	Female	33	41.25	100.00
	Total	80	100.0	

Source: Compiled from primary data

The Table A depicts that out of 80 respondents from the students 47 were male and 33 were female.

The part of questionnaire consists the employee having more than three-years' experiences in hospitality industry. The sample have taken as random sampling and the analysis is being represented as below in tabular chart form showing the percentage of the same:

**Analysis 1:** For the question “*The level of work environment maintained by the employer*”, shown in **Table- 1**, out of 80 respondents 37 (i.e. 46.25%) were in favour of “*Strict and too much formal*”, 19 (i.e. 23.75%) were agree for “*Disciplined*”, 10 (i.e. 1.25%) were with “*Satisfactory*”, 4 (i.e. 0.75 %) were in favour of “*Average*” and 8 (i.e. 1.00 %) were responding as “*Friendly and open*” for the given point.

**Table 1: The Level of Work Environment Maintained by the Employer**

Components Grade 1	No. of respondents	Percentage
Strict and too much formal	37	46.25%
Disciplined	19	23.75%
Satisfactory	10	1.25%
Average	6	0.75%
Friendly and open	8	1.00%
Total	80	100%

Source: Compiled from primary data

**Analysis 2:** For the question “*The frequency and duration of working hours in the shift.*” shown in **Table- 2**, out of 80 respondents 27 (i.e. 33.75 %) were saying “*Always more than 8-9 hours*”, 22 (i.e. 27.50 %) were said “*Sometimes, more than 8-9 hours*”, 16 (i.e. 20.00 %) were “*Mostly it was 8 hours*” about it, 12 (i.e. 15.00 %) were “*Never more than 8 hours*” about the question and 3 (i.e. 3.75 %) were unable to say anything for the given point.

**Table 2: The Frequency and Duration of Working Hours in the Shift**

Components Grade 2	No. of respondents	Percentage
Always more than 8-9 hours	27	33.75%
Sometimes, more than 8-9 hours	22	27.50%
Mostly it was 8 hours	16	20.00%
Never more than 8 hours	12	15.00%
Can't say	3	3.75%
Total	80	100.00%

Source: Compiled from primary data.

**Analysis 3:** For the question “*Whether the working hours in the industry were affecting family life.*” shown in **Table- 3**, out of 80 respondents 27 (i.e. 33.75 %) were saying “*Yes sure, very much*”, 22 (i.e. 27.50 %) were said “*Sometimes, I felt it*”, 16 (i.e. 20.00 %) were “*Not sure*” about it, 12 (i.e. 15.00 %) were “*Probably not*” about the question and 3 (i.e. 3.75 %) were unable to say anything for the given point.

**Table 3: Whether the Working Hours in the Industry were Affecting Family Life**

Components Grade 3	No. of respondents	Percentage
Yes sure, very much	27	33.75%
Sometimes, I felt it	22	27.50%
Not sure	16	20.00%
Probably not	12	15.00%
Can't say	3	3.75%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 4:** For the question “*The level of work load was justified*” shown in **Table-4**, out of 80 respondents 21 (i.e. 26.25 %) were saying “Yes”, 53 (i.e. 66.25 %) were saying “No” and 6 (i.e. 7.50 %) were unable to say anything for the given point.

**Table 4: The Level of Work Load was Justified**

Components Grade 4	No. of respondents	Percentage
Yes	21	26.25%
No	53	66.25%
Can't say	6	7.50%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 5:** For the question “*The incentives for extra work load were provided by the employer in any form*” shown in **Table- 5**, out of 80 respondents 18 (i.e. 22.5 %) were saying “Yes”, 56 (i.e. 70.0 %) were saying “No” and 6 (i.e. 7.50 %) were unable to say anything for the given point.

**Table 5: The Incentives for Extra Work Load were Provided by the Employer in any Form**

Components Grade 5	No. of respondents	Percentage
Yes	18	22.5%
No	56	70.0%
Can't say	6	7.5%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 6:** For the question “*The number of provided leaves was as per norms and justified the minimum requirement*” shown in **Table- 6**, out of 80 respondents 20 (i.e. 25.00 %) were saying “Yes”, 35 (i.e. 48.75 %) were saying “No” and 25 (i.e. 31.25 %) were unable to say anything for the given point

**Table 6: The Number of Provided Leaves was as per Norms and Justified the Minimum Requirement**

Components Grade 6	No. of respondents	Percentage
Yes	20	25.00%
No	35	43.75%
Can't say	25	31.25%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 7:** For the question from final years students “*Did you get the leaves, when required by you?*” shown in **Table- 7**, out of 80 respondents 34 (i.e. 42.50 %) were saying “Yes”, 42 (i.e. 52.50 %) were saying “No” and 4 (i.e. 5.00%) were unable to say anything for the given point

**Table 7: Did you Get the Leaves, when Required by you?**

Components Grade 7	No. of respondents	Percentage
Yes	34	42.50%
No	42	52.50%
Can't say	4	5.00%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 8:** For the question “*The availability of necessary work arrangement at work centres*” shown in **Table- 8**, out of 80 respondents 56 (i.e. 70.00 %) were saying “Yes”, 22 (i.e. 27.50 %) were saying “No” and 2 (i.e. 2.50 %) were unable to say anything for the given point

**Table 8: The Availability of Necessary Work Arrangement at Work Centres**

Components Grade 15	No. of respondents	Percentage
Yes	56	70.00%
No	22	27.50%
Can't say	2	2.50%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 9:** For the question “*The reward schemes in practice was unbiased and strictly followed the norms*” shown in **Table- 9**, out of 80 respondents 21 (i.e. 26.25 %) were saying “Yes”, 56 (i.e. 70.00 %) were saying “No” and 3 (i.e. 3.75 %) were not sure for the given point.

**Table 9: The Reward Schemes in Practice was Unbiased and Strictly Followed the Norms**

Components Grade 9	No. of respondents	Percentage
Yes	21	26.25%
No	56	70.00%
Can't say	3	3.75%
Total	80	100.00%

Source: Compiled from primary data

**Analysis 10:** For the question “*Workers’ participation in management decision for welfare schemes*” shown in **Table- 10**, out of 80 respondents 16 (i.e. 20.00 %) were saying “Yes”, 60 (i.e. 75.00 %) were saying “No” and 4 (i.e. 5.00 %) were not sure for the given point

**Table 10: Workers’ Participation in Management Decision for Welfare Schemes**

Components Grade 10	No. of respondents	Percentage
Yes	16	20.00%
No	60	75.00%
Can’t say	4	5.00%
Total	80	100.00%

*Source:* Compiled from primary data

## CONCLUSION

In this research, the data obtained from the as employees is measured practically to match the outcome as specified in the research objective.

The psychological gap between the expectations and reality leads to the frustration. The level of frustration is proportionate to this gap. The hotel industry is known mostly as a disciplined one and the level of this practice in the formal organization may not be comfortable to everyone in all situations. It was a very positive sign that the respondents were agreeing that they have faced such environment in the industry. Most of management style in the hotel industry also believe in the small level of flexibility at the work place, but still it creates a dissatisfaction among the employees. No doubt, there is endless work in the hotel operations and therefore the shift system is followed to transfer the job within the department. The management is bound to follow the rules for the limits of shift-time for a day. The respondents were almost disappointed with the working hours that it almost crosses the limit of 8-9 hours. Therefore they also feel that the working hours in the industry were affecting their family life and sometimes very much. The employee can’t give his/her best of the work, if the family life is not stable and it is affected by the hotel jobs. The employee in the hotel industry needs to be versatile in job, but it doesn’t mean that they should be overburdened by the job. A balance within the nature of job have not been responded by the maximum employee. During the conversation, still there is a belief found that employees want to learn the advancement of job for the promotions. But they feel that if one job is being added; it must eliminate the other job. It has also been found that the incentives for the extra work load is tried to be skipped by the employers.

Although, there is a fixed structure of leaves provided in the hotel industry, but because of the employee turnover, the industry mostly faces the shortage of manpower for the efficient operations. Hence, number of provided leaves never availed by the employees. During the survey, it has been observed that the work stations or centres are properly equipped and necessary work arrangement is there to comfort the workers. In spite of all these, most of the employees have a faith that they are not properly recognised for their efforts. The reward system is biased and favouring a kind of partiality. The employees also feel disillusioned that while planning for the welfare scheme for themselves they are not being involved for any decision.

## SUGGESTIONS

Through this research paper it is being suggested that when the employees are getting introduced in the hotel industry, they must be treated as live asset to the organization. They must not be treated as a machine and any designed equipment to perform the task equally at every time. Errors are part and partials of the human nature. The work environment effects the efficiency of the employees and this work environment is not limited to the work place only, it stretches up to the various circles of the individuals. The circles may professional, social and/or personal. These circles do affect the belief system of the employees. A friend of one employee may be a part of the different hotel organization and they discuss about their work place frequently. It leads to the comparison among others' work culture and ultimately the work life balance of themselves. It is also true that the negativity spreads as rapid fire. With this contrast, the employees only overemphasise the benefits for themselves comparing to other hotels, what are being provided by the employers. Dissatisfaction within the individual employees leads to the frustration at the work place.

The managers and supervisors in the industry should consider the level of autonomy at the work centres, as it gives a kind of self-respect for the employees. The decisions making skills enhances with these kinds of practice. The flexibility of shift timing plays the significant role in breaking the monotony of work nature. It may also be justified by the employer as per the nature and efficiency-need of the employees. Work load may be adjusted as per need of the operations and shifts, still it must not affect the efficiency level of the employees. The work-shifts should be rotated properly, so that the leaves and weekly offs can be availed by each employee. The leaves are the necessity of every individual to fulfil the basic needs for himself/herself and for the dependents as well. Along with the work operations, the employees must be rewarded for their achievements in monetary and non-monetary forms. The reward system should be designed for different level of operations and work positions. It has also been observed that the deprived employees, who actually deserve for the reward, get demotivated and the management also feels the similar things. In general cases, it has been found that the reward doesn't received by the actual one, rather who shows it falsely. The management shouldn't be biased on the basis of race, caste, religion or region.

The basic necessity at the work place comforts the employees to do the work more efficiently and it also improves the job satisfaction within them. The work life balance in the organization has many dimensions ranging from professional to personal and organizational to individual. The management must study the other aspects also to enhance the work life balance so that the efficient employee, who may be very fruitful to the industry must not leave the industry.

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## Cracks in the Glass Ceiling: A Study of Growth & Challenges Faced by Women Employees in the Indian Hotel Industry

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### ABSTRACT

Gender diversity has become a significant topic of today's corporate world. However, simply having added women in the working realm is not sufficient. Their job progression is supreme and also continues to be a key challenge. Although the hospitality industry illustrates phenomenal progression, only a small number of women acquire high managerial status. The hospitality industry in India is majorly male dominated. The imaginary false barriers within a hierarchy that avert skilled women from obtaining higher-level positions and reaching their full potential are gradually but progressively vanishing with time. This research paper focuses on the factors that promote growth and challenges a women faces in the career ladder in the Indian hotel industry. The study is conducted on the female employees of star category hotels located in the National Capital Region of India. 15 female employees working in the operational areas of hotel (Front Office, Housekeeping, Food & Beverage and Food Production) are interviewed in the study. It is significant from the study that the invisible barrier has started to deplete as the women are now acquiring higher management positions such as Executive Housekeeper, Rooms Division Manager, General Manager, Marketing Manager, Human Resources Manager, Public Relations Manager, Front Office Manager, etc., although the challenges faced by them to acquire the higher positions in the top-notch luxury hotels in India still exist. Work-life balance, long & irregular working hours, workplace conflicts, lack of family support, commuting to the workplace & working in night shifts are some of the challenges revealed by the women under this study. To overcome these challenges the hotels should adopt women friendly policies which help them to encourage women empowerment.

**Keywords:** Gender Diversity, Women Empowerment, Hospitality Industry, Glass Ceiling, Challenges.

### 1. INTRODUCTION

#### 1.1 Glass Ceiling

The *glass ceiling* is defined as the artificial obstacles that skilled women or individuals face

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while stepping a ladder in their career progression. Unlike the cases of manufacturing, engineering, etc., which attract a fewer female workforce, in the hospitality & tourism sector, the gender parity is high as nearly 70% of the employees are already females. Although the gender inequality issue has been addressed to an extent; however the major problem that lies in the hotel industry in India is the woman reaching the top-management levels.

(Knutson & Schmidgall, 1999) acknowledged glass ceiling as an invisible and an artificial barriers that refrains a qualified individual, e.g. women, from going ahead in their career within the organization and reaching the top.

This further states that there is a trend of over representation of women at the entry levels in the hotel industry, but underrepresented at top-managerial levels.

### 1.2 Cracks in the Glass Ceiling

Hospitality industry is cursed with unvarying attrition rate, so this sector is trying hard to amplify the number of women in its workforce at middle level to top levels. Nowadays, more and more hotel chains are embracing a strategy of gender diversity in their hiring procedures and are also making sure to hire women at top positions across various departments. By adopting women inclusion & gender diversity strategy a mandate, the various hotel chains now face continual improvisation in the performance, efficiency & customers' satisfaction & loyalty.

With women starting to engage themselves in the varied job roles across various industries, hotel industry is not left to be male-dominated only. So the statistics related to gender diversity has improvised a lot. It thus, becomes more and more important to commemorate the women in the hotel industry who have cracked the invisible but obvious glass ceiling. Be it a luxury hotel or a cruise liner, women in the hospitality industry are joining the high managerial positions with augmented valor & vigor.

The problem in priority which needs immediate attention is retention of female workforce. With an escalating trend in the number of female workforce reaching the topmost leadership positions in the Indian hotel industry; it is becoming all the more important. The problem which needs to be resolved is the retention rather than attracting the female workforce.

According to an Indian daily newspaper The Economic Times (New Delhi edition, July 04, 2016) - "Hotel chains get more women on board". "In the last two years we have consciously shifted our focus in enhancing our efforts to acquire and retain women. We have educated our workforce to sensitize them towards diversity. This year, we have launched a practice to create mentorship relationships for high potential women leaders to provide adequate support to them personally and professionally," said Gurmeet Singh, area director of human resources, India subcontinent, Marriott International. At Lemon Tree, the female staff strength has grown by 5% over last year. "We have about ten senior management roles, out of which three are handled by women employees. They have contributed effectively and efficiently not only towards their role but also in the evolution of the company," said Rajesh Kumar, VP, HR at Lemon Tree Hotels. At Hyatt hotels, 45% women hold managerial level positions.

In response to the growing number of female travelers, ITC hotels, India's leading hotel chain in 2011 has created a floor staffed with female employees for women only guests. They have named the floor as EVA floor which represents feminism. This represents the contribution of female staff to their organization.

According to an Indian daily newspaper The Hindu Business Line (Mumbai edition, March 08, 2017)- “In its attempt to herald gender equality, Tata group’s Indian Hotels Company Ltd (IHCL) is working on a 1:1 workforce ratio of men and women at its luxury serviced apartments in Taj Wellington Mews, Mumbai.”

(Al-Rasheed, 2013) opines that cultural and social factors do indeed play a role in the position of women. (McCarthy, 2004) suggested that employers and the government should consider and support women’s networks. For instance, one idea is that governments could provide tax incentives (payroll tax breaks) for employers that hire well-qualified women who are interested in more family or work–life flexibility such that if these women are working part-time, the business will receive a tax incentive in the form of a payroll tax break or health insurance policy reimbursement so that it does not cost a business any more to employ someone part-time.

### **1.3 Current Scenario of Working Women’s Role in Indian Hotel Industry**

According to a report published by The Times of India (New Delhi edition, February 23, 2013) the percentage of women employees working in the National Capital Region of India varies from 40-50%. Through an Indian lens, women are treated to be a part of the patriarchal society. Nowadays, women are contributing to 70% of the total workforce in the tourism sector (Dahiya, A., 2013). This statistics reveals that women play a major contributor role in the hotel sector. Some jobs in the hotels are purely meant for the women as they have the qualities of softness, politeness, empathy, sincerity and patience. The jobs include guest relations, front desk, sales executives, public relations executive, telephone operators, housekeeping maids, etc.

According to a report published by The Times of India (Thiruvananthapuram edition, July 26, 2018) – “Soon, a hotel by women for women” Kerala Tourism Development Corporation (KTDC) is set to open India’s first public sector hotel run entirely by women for women in the heart of the state capital. Named ‘Hostess’, the hotel will come up within six months, on the premises of Kerala Transport Development Finance Corporation (KTDFC) complex at the main bus station adjacent to the Central Railway Station. The facilities at ‘Hostess’ are expected to meet global standards” said the Kerala Tourism Minister Kadakampally Surendran. “It is women-friendly, stylish and offers all comforts to women travelers. We mainly target women officials, researchers, sportspersons, teenage girls, business women and pilgrim groups, who arrive in the city for short stay,” said KTDC managing director Rahul R.

According to a research study conducted by (Dr. Hamid, 2011) it was found that female hotel staff are struggling to cope with high levels of stress, with married women affected more severely because of the pressures of trying to maintain a home-workplace balance.

The most critical factors responsible for the upward mobility of the women in their careers include hard work, perseverance & patience.

### **1.4 Career Progression of Women in the Indian Hotel Industry**

Although there are various variables that support the idea of *glass ceiling* and impede the career progression of female workforce in a hotel. For several decades, women working in the Indian hospitality and travel industry engaged in the frontline jobs such as air hostesses, public relations staff, sales executives, receptionists, telephone operators and travel assistants. But this is slowly changing as women are now taking up top managerial positions in the hospitality industry. As well as they are becoming entrepreneurs in travel and hospitality industry.

“The era when men dominated the work arena & women used to take care of the household responsibilities have long passed. Climbing up the ladder has become an easier task now because of the better support structure at the work & home front” opines Kanika Hasrat, General Manager, Courtyard by Marriott, Gurugram.

According to Meena Rewari, Director- Sales & Marketing, Hyatt Regency Chandigarh, “The hotel industry is now focusing on the gender equality & conducive work environment for the female employees.”

## OBJECTIVES

- To study the concept of glass ceiling in accordance with the hotel industry.
- To find out the factors that promotes growth of women employees in their career.
- To determine the challenges a women face while stepping the career ladder.

## METHODOLOGY

### Approach

The approach adopted in the study is qualitative approach.

### Sampling Procedure

The number of selected hotels under the study is 5. Out of those 5 hotels, 15 women employees of 4/5-star hotels working at the managerial level positions in the National Capital Region of India are selected for the study. The sample size of women employees & hotels is chosen on the basis of convenient random sampling.

### Data Collection

The primary data is collected through personal unstructured interviews. The secondary data is collected through extensive review of literature from journals, magazines, newspapers, books, etc.

The data identify the experiences and perceptions of the female hoteliers towards the challenges faced in career progression as well as factors that promote growth of their careers.

### Interviews

The interviews were taken in a time span of two weeks via telephone, Skype & face-to-face. Examples of some questions asked in the interview included:

- Q1. What does glass ceiling mean to you?
- Q2. What experience do you have of being in a managerial position?
- Q3. What challenges do you face in upward mobility of your career?
- Q4. What are the factors responsible for the career growth of the women?
- Q5. What is your perception towards women empowerment?

### Participants Background & Data Analysis

15 female employees working in the operational areas of hotel (Front Office, Housekeeping, Food & Beverage and Food Production) are interviewed in the study. The demographic

characteristics of the women in the study are as follows. As far as the educational background is considered nearly 90% of employees were graduates & 10% were post-graduates. Ages categories include in the study are as follows- nearly 67% were 25-35 yrs & 33% were 35-45 yrs. 40% of women were unmarried & nearly 60% of women were married in which (45% were with children & 55% were without children).

To analyze and interpret the diverse experiences & perspectives expressed by women hoteliers, the excerpts taken from the interview were taken into consideration. On the basis of the meaning extracted from the answers given by the interviewees the results are shown.

### **FINDINGS & SUGGESTIONS**

The interviewees under the study acknowledge that even though they have attained high managerial positions in the hotel they are still affected by gender supremacy relations and enduring gender related practices.

From the study it is concluded that there are persistent gender issues not only on the way to the top managerial positions but “above the glass ceiling” also. Attainment of a top-level management position does not eradicate the issue of gender from the professional lives of women.

Women are progressively gaining momentum by building their own niche for themselves in the industry. Female hotel professionals are becoming successful leaders as they have competent leadership qualities to run a hotel business. They are also taking key positions related to decision making for any hotel enterprise.

Male counterparts should be more congenial and accommodating towards the female workforce, so that more number of women feel secured while working in the hotels.

Few excerpts from the personal interview include:

- “The dominance of women in the hospitality industry is on the augment.”
- “Employers often have to win over the women’s parents first.”
- “Women face a mindset & mobility problem.”
- “Women are required to be placed in positions beyond ones involving attractive visual appearance.”
- “The hotel industry should become women-friendly.”
- “Women employees need to feel safe to choose hotel as a preferred career industry.”
- “People still objectify women rather than considering them as professionals.”
- “Women work is treated as juxtapose from that of men in the hotels.”
- “Married women are still juggling between the hotel job role & a role of a homemaker.”
- “Because of the increase in expenses of the family, there is an augmented need for women’s earnings as a contribution.”
- “Hotels should incorporate strict safety procedures for women against sexual harassment.”
- “Work-place/life balance issues should be eroded from the industry with immediate effect.”
- “Women being the minority at top-level positions in the industry often face discrimination.”
- “Opportunity equality creates greater gender diversity.”

- “To commute to the workplace there is a need of a safer & comfortable public transport system.”
- “Women often have to be better than their male counterparts to keep pace with their careers.”
- “Hotels should provide flexibility in shifts to cater the needs of the women employees.”
- “Gender- neutral approach is a key for women friendly workplaces.”

### **Factors that Promote Career Growth of Women in the Indian Hotel Industry**

The majority of studies indicate that today’s successful organizations are team-oriented, agile, flatter, flexible and holistic in their vision and strategy (Appelbaum et al., 2003). As a result, organizational leaders need to be non-coercive, comprehensive thinkers - individuals who are skilled at building work relationships and fostering collaborative teams. These are the traits and behaviors most frequently associated with women’s management style (Fletcher, 1998; Colwill and Townsend, 1999; Kolb, 1999; Pounder and Coleman, 2002). Only when women use a combination of what is traditionally viewed as feminine and masculine behavior does their likelihood of success in traditional, male-oriented work cultures increase (Appelbaum et al., 2003).

There are several factors that foster growth of women workforce in the Indian hotel industry. With the help of the interview of the women under the study & extensive review of literature the following factors are determined as factors responsible for career growth: Firstly, Pro-activeness is a crucial factor as it consists of actions of initiation & achievement. This fosters career growth of women. Secondly, Mentoring opportunities play an important role in career progression. Women should be provided with mentorship, job rotation, and training & skill development opportunities in the areas where they wouldn’t put them naturally. This will help them to climb up the career ladder. Thirdly, personal sacrifices such as live with parents or siblings, delaying to have children, postponing marriage, deciding not to get married and avoid having children are important for career progression. Fourthly, Support systems such as flexible work shifts, job-sharing, part-time work, work at home, parental leaves & childcare solutions such as crèche system provided by the hotel contributes towards the career growth of women in the hotel industry. Fifthly, working smart can lead to their career progression. Women need to incorporate a working style that is customized according to the needs of the superiors. They should also regularly exceed the performance expectations.

### **Challenges Faced by Women in their Career Progression in the Hotel Industry**

A host of factors can impede a woman’s career climb and salary levels (Catalyst, 2001). The environment and the characteristic of the hospitality industry are majorly responsible for shaping the way the men and women interact with each other. The term ‘sexualized’ has frequently been used to describe the hospitality workplace (Gutek, 1985; *et al.* 1990). Women play a very vital role in the hotel’s workforce; however they have still not received their due recognition by the upper management. Whether aware of it or not, women managers too frequently are excluded from participation in communication networks, especially the informal networks that shape recruiting decisions and succession plans (Purcell, 1996). Women are considerably given underrepresentation in the top-management positions. This underrepresentation in top-levels has created a spur of great concern for the Indian hotels. Some of the female hoteliers under the study have also emphasized on self imposed barriers also. These kinds of barriers also hold the women hoteliers

to take up top-managerial positions. With the help of the interview of the women under the study & extensive review of literature; the following is a list of challenges which is limiting women from breaking the glass ceiling effect in the Indian hotel industry.

### **Organizational Culture**

The long working hour's cultures & geographical mobility in the hotels poses a major challenge a female employee. Safety & security issues also make a female employee feel insecure and unsafe in the working environment. Women have been victims of sexual harassments by the male co-workers & cab drivers who drop them to their residences. Women being subject to offensive jokes and humiliation tend to leave the job. The leave system of an organization is not so conducive because if a female employee asks for a menstrual leave in a month, they are denied for it. But if a male employee having headache due to a last night hangover, they are granted leave easily. So, an organizational culture should be congenial & safe for women to survive in the hotel industry.

### **Work-life Balance**

Heavy schedules and tighter deadlines at hotel and home both are telling on the health of married women workers. They are becoming prone to restlessness and insomnia. The major cause identified in the study for these problems is domestic stress," wrote Dr Hamid (2011). Women are juggling between two kinds of roles namely, job role & home/family role.

### **Gender Differences & Gender Stereotyping**

Gender disparities or biasness because of male chauvinism prevent women to climb up the career ladder. (Singh and Vinnicombe, 2004), for example, argued that the reason why many corporate boards remain male is that they originally were that way—and that male director groups tend to prefer groups similar to them. The male counterparts create a doubt on the capabilities of a woman being on top. They should rather be a support system for the female professionals to help them excel in their careers. The mindset of the male professionals should change and treat females in parity. For example, as a society, we conventionally assume that more attractive male leaders - and less attractive female leaders - are more competent than their male and female counterparts (Oakley, 2000).

### **Lack of Support**

The negative attitudes of the male co-workers towards a female employee also pose a threat for career progression. The male employees holding powerful positions in the hotels do not support the women to reach at the same positions. Their caliber & expertise is underestimated for a top-level managerial position.

### **Self Imposed Barriers**

In a patriarchal social order, women are trained to self-doubt. (Reddy, 2007) & (Brizendine, 2008) talked about the self imposed barriers in a women career progression. The most commonly cited fall into two major areas. First, there is the often dramatic "push and pull" between family-personal issues and the time of life during which promotions to higher ranks typically take place.

Thus to overcome the above listed barriers necessary actions should be taken to improve the career progression of women employees in the hotel industry.

### IMPLICATIONS

The study highlights that unless the challenges faced by women hoteliers in career progression be removed, women will not be able to break the glass ceiling. As far as the social implications are concerned, this study is beneficial for the women workforce in the Indian hotel industry. It provides women empowerment, due recognition and prospects for upward mobility in the hotel. The need for change of professional work environment is also apparent from social movements such as *#MeToo* & *#TimesUp* campaigns. It will bring about gender diversity in top-level management positions & inclusion of women in those positions. Higher women workforce representation as leader catalyses progression of female centric positions in the hotels.

### CONCLUSION

The purpose of this study was to analyze the experiences of the successful women leaders in the Indian hotel industry. This study contributes in enriching the women with the empowerment to excel in their careers. The study explicitly indicates the barriers which hamper the upward mobility of women in hotels. It also specifically concentrates on the challenges faced by the women in the Indian hotel industry. Factors promoting the growth of women in the career progression include flexible work shifts, parental leaves, childcare solutions, mentorship opportunities & company culture. However, complete erosion of the barriers such as missing at the top, not equals, no fun at work, lack of responsiveness towards their problems, well-being malfunction is of utmost importance as women workforce is strength for the success of the hotel industry. The hotel management as a profession will only become stronger with gender diversity. Today women are leading the hotel chains as executive housekeeper, executive chefs, general managers, directors, front office managers, etc. By overcoming the barriers, women are proving their mettle in every sphere of the industry.

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## **An Impact Analysis of the CLF/QLF Program on Classroom Facilitation of IHM Faculties**

***Pratik Ghosh\* & Abhinav Mishra\*\****

### **ABSTRACT**

The art of training & teaching has always been constantly evolving over the period of time. It is a very crucial aspect as the learning has been dependent on the teaching & training methodologies. The continuous change to update & upgrade the methods to impart training is an integral & important aspect of the learning.

Hospitality sector includes various industries like hotels, aviation, retail, tours & travels, multiplexes, etc which require staffs of various trained levels. The staff could be of low, semi or highly skilled level, the training requirement is a very important aspect of the output level of personnel.

NCHMCT is a premier & autonomous body in the field of Hospitality Industry under Ministry of Tourism, leading the field of Indian Hospitality Sector to the “*Everest Cliff of the World*”. In order to ensure it, NCHMCT initiated collaboration with the one of the World’s best Hotel Institutes consultancy firm known as Lausanne Hospitality Consultancy (LHC, A division of Ecole Hoteliere de Lausanne). LHC has designed a program known as Qualified Learner Facilitator (QLF) which imbibes effective methods of training & teaching. The program is of 5 days learning workshop & 5 days its practical execution examination to validate the upliftment of the training methodologies of the learner. The QLF has been improvised into Indian context & named as CLF which is more appropriate & applicable to the Indian methodological system. CLF is of 8 days program including the training & testing the learners on the basis of their comprehension of the training methodologies.

This research paper focuses on the comparative analysis of the teaching/training methods used in QLF/CLF & to evaluate its effectiveness of these methodologies.

There is a sample of 36 Teachers/Trainers who are QLF/CLF certified have been taken & validated whether the methodologies provided by the program are effective or not. A questionnaire has been prepared & filled by the trainers/teachers in order to get their opinion about the program & evaluate it accordingly.

In the conclusion, it has been observed that there is an improvement in terms of teaching & training methodologies of the IHM faculty after completion & execution the QLF & CLF methods. It may be recommended to have a continuous audit of the training/teaching sessions of the

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faculty in order to ensure the regularity of the adopted methodology. The infrastructure may be developed in all the IHMs according to the guidelines of the QLF pattern & adequate batch size maintained.

**Keywords:** *Training, Teaching, Hospitality, Facilitation, Methodology.*

## INTRODUCTION

The National Council is an autonomous body of Union Ministry of Tourism, mandated to achieving coordinated growth and development of hospitality education in India. It is located in Noida and has 52 Institutes of Hotel Management (IHMs) and 10 Food Craft Institutes networked to it. These Institutes impart hospitality education, under the aegis of the council, leading to the award of Degrees, Diplomas and Certificates.

In a path-breaking initiative, the National Council for Hotel Management and Catering Technology has signed an agreement on 11.02.2014 with the Lausanne Hospitality Consulting SA (LHC), which is a division of world oldest and top ranked Hospitality school- Ecole hoteliere de Lausanne, (EHL) Switzerland. Similar agreements signed between MIT and IIM-Calcutta in 1961, and the IITs with the top technology institutes of the world have made them world-class institutes. The agreement between NCHMCT and LHC is expected to put hospitality education in the country on a new quality crest.

The said agreement objectives were

- a) To review the existing curriculum, identify knowledge and skill gaps specific to the requirement of the market and recommend new inputs;
- b) To provide faculty development on the new inputs including inculcating global standards of academic delivery;
- c) To conduct regular academic audits to evaluate implementation process of LHC recommendations.

It is anticipated that the cooperation will help students acquire better skills and greater employability. More importantly, it will bring Indian hospitality education to an internationally acceptable quality threshold. It was initially agreed, that once the skill gaps are being identified, the faculty all over the country imparting hospitality education in central IHMs will be the first one to be trained. As such, NCHMCT shortlisted about 100 faculties from these institutes in a batch of 12-13 participants and arranged to provide world class train the trainer programme from EHL under the brand of QLF (Qualified Learning Facilitators), involving 5 day training in NCHMCT, Noida (Level-I) and 5 day further Training and Evaluation (Level-II) at EHL, Switzerland.

At the same time, it was not possible to train each and every faculty under QLF due to higher costs and time. It was decided that a similar training programme on the lines of QLF could be developed indigenously by the trainers once they attended the QLF. The said module was gradually developed by the QLF trained faculty, Principals and training consultants with the brand CLF (Certified Learning Facilitator).

Since then, the CLF program is being implemented for all faculty of Central and State IHMs to train and develop them as hospitality education facilitators matching global standards. Nearly 500 faculty members are being trained through this programme. So, there is a need to assess the training program with regards to its impact on Classroom learning, innovation and creativity,

andragogy, grooming, Knowledge-Skill-Mindset (KSM). The said research is being done keeping the Faculty perspective only as they are the one who delivers the lessons to the students keeping the principles of CLF.

## REVIEW OF LITERATURE

Faculty development refers to a range of activities that are perceived to help academicians in improving their professional skills that are vital for carrying out their teaching, research or administrative activities in medical education (Kwan et al., 2009). Traditionally, the stereotyped medical teachers were presumed to possess teaching capabilities based on knowledge of content and due to their own experience of how they were taught (Cate et al., 2014; Lim & Choy, 2014). The professional development and academic stature of an institution's faculty members are connected to its educational vivacity (*Guraya et al., 2016b*). This can be materialized by a dynamic and energetic FDP that has been shown to lead to enhancement of faculty's skills in all the five desired domains, i.e., teaching, assessment, curriculum support, organizational leadership and mentoring (*Guraya et al., 2016b*). Faculty development endorses the educational improvements and strategies that are dignitary and are executed in a professional manner. Professional organizations and experts have recommended FDPs for greater awareness and attainment of knowledge in teaching and learning (*Ghavini et al., 2014; Jones et al.*). (Steiner et al., 2009) have proposed key features of effective FD; usage of experiential learning; timely and effective feedback; peer and colleague relationships; well-organized interventions in models for principles of teaching and learning; and diverse educational strategies.

Changes to the role of the faculty member in higher education require alteration in faculty preparation (Austin, 2002). There has been a decrease in higher education budgets, which have often led to cuts in faculty development funding, decreased support for students, and increased pressure to acquire outside funding (Mitchell & Leachman, 2015). Despite these cuts to faculty development, faculty accountability for student learning has increased. The multiple roles faculty play require skills in research, teaching, and service. This requires faculty members to: understand students, learn new technologies, deal with societal demands for accountability, balance the tripartite workload of faculty, and understand the changing job market.

(Salleh, 1995) Teacher education training programs are widely used to keep teachers up-to-date on various educational areas. These programs are commonly used as means to enforce responsible self-renewal for teachers and institutions. Trainers are often articulate about what they are trying to achieve and sophisticated about their training methods, even if they are not yet sophisticated about finding out whether they are successful.

(Dilts, 2002) indicates that teacher education programs help teachers:

- (i) To be better able to handle difficult students, to develop a great understanding of different learning styles;
- (ii) To enhance learners' self-esteem and therefore their desire for positive reinforcement; and
- (ii) To become more creative, imaginative and stimulating in their presentation.

Teacher education take dissimilar styles; (Nielson, 1979) stated that the teacher education programs take different forms, such as training workshops, courses offered by the educational institutions or local agencies where the teachers work, or even courses offered by the institutions of higher

education, such as college course work (Monjan and Gassner, 1979; Killoran, 2001). Furthermore, University Trainer Learning (UTL) include workshops, curriculum development sessions, peer observation, independent study, and selfassessment.

(Jones and Lowe, 1990) the effective training programs should have at least two potential outcomes:

- (i) To change teachers' classroom practice
- (ii) To change in teachers' belief and attitudes.

At the college level, it might include specific training and educational courses in counselling. These techniques are typical short-term strategies used for changing individual instructors' teaching methods and attitudes.

In fact, the importance of teacher preparation has generally emerged because it prepares teachers and provides them with the competencies necessary for achieving success in their work. This movement has had an enormous effect in preparing teachers for teaching. The university teacher education movement came as a response to traditional educational methodologies used in university teaching. This movement arose as a result of criticism directed towards traditional teacher educational methodologies where outputs depended on the amount of knowledge and the ability to retrieve it (Huizen, 2005). The teachers' education training programs depend on analyzing the learning/teaching process into a group of competencies that every teacher must acquire, in order to increase his/her chances of successful achievement of objectives (King, 2001).

(Borich, 1977) categorizes teacher training programs based on competencies into three types:

- (i) Knowledge competencies (where a knowledge competency means a cognitive understanding derived from the instruction process or subject-matter content that the teacher is expected to demonstrate)
- (ii) Performance competencies (which are the behaviours the teachers demonstrate in the classroom)
- (iii) Consequence competencies (which are the outcome of the teaching and learning process between the teacher and his students)

On the other hand, Houston (Saeed and Mahmood, 2002) categorizes teaching competencies into five stages:

- (i) Cognitive competencies, which are related to knowledge and intellectual skills and abilities that are expected of the learners
- (ii) Performance competencies, in which the learner demonstrates that he or she can do something
- (iii) Consequence competencies, to bring change to others
- (iv) Affective competencies, which are expected attitude and values that tend to resist the specificity and are more difficult to assess than the first three stages
- (v) Exploratory competencies, which includes activities that provide opportunities for teachers to learn about teaching.

Furthermore, for (Lerner, 2003), the teachers in the university lecture room are in need of two kinds of competencies:

- (i) Competencies in knowledge and skills, which include the professional knowledge, and
- (ii) Competencies in human relationship abilities, such as cooperation, which requires teachers to be helpful, deferential, empathic, and open.

(Ismail, 2009) measured the effect of a training module in improving knowledge competencies for special education teachers in Jordan. The module consisted of 10 training sessions, covered three domains, namely, planning, instruction and classroom management, and evaluation competencies. The sample of the study consisted of 50 teachers. The participants of the sample were distributed into two equal groups, with 25 teachers in each group. The teachers in the experimental group were attached with the training module for five weeks; whereas the teachers in the control group were exposed for the same period to the conventional training adopted by the Ministry of Education in Jordan. The results of (ANOVA) revealed that there were statistically significant differences between the means of the two groups' means on the post-achievement test, favoring to the experimental group.

(Bataineh, 2010) identified the core competencies belonging to general education teachers in Jordan. The sample of study consisted of 320 male and female teachers. The results revealed that teachers' competencies of classroom management on a subscale ranked first, and those teachers' competencies of definitions, characteristics, assessing, and rights of students came in the last rank. The results also indicated that there are significant differences due to the interaction between gender and teaching experience.

The results of (Brownell, 2005) has vividly shown that teachers need specific competencies for the advancement of their knowledge and skills, which are program characteristics that include extensive field experience, collaboration, and program evaluation, although the ways in which programs incorporated these components varied. In another empirical study, (Gilberts et al 1997) search for classroom management competencies address to teacher ability to manage the educational environment, and directly manage and assess students' classroom behaviour. In that study classroom management competencies are divided into four categories address the educational environment:

- (i) Arrangement of the physical environment to facilitate student management,
- (ii) Formulation of a standard for student behaviour in the classroom, and two categories address teachers' management and behavioural assessment;
- (iii) Implementation of strategies to increase appropriate behavior or reduce inappropriate behaviour, and
- (iv) Assessing the effectiveness of the implemented strategies. In these programs, teacher educators used a variety of strategies to help students examine their beliefs about instruction; integrate the knowledge; acquire academic, social and cultural knowledge about their students; and reflect on the impact of their instruction.

## RESEARCH OBJECTIVES

- To measure the impact of CLF/QLF training program on classroom facilitation
- To analyze faculty effectiveness post CLF/QLF training

## HYPOTHESIS

- $H_0$ : There is no impact of QLF & CLF training on classroom facilitation.
- $H_a$ : There is an impact of QLF & CLF training on classroom facilitation.

## RESEARCH METHODOLOGY

The data has been collected by the survey method, the survey is conducted on the IHM faculties. The population is more than 500 IHM faculties from all over India who have done the QLF or CLF training at NCHMCT, Noida. The sample has been taken from the population of the CLF or QLF trained faculties, the questionnaire was mailed to 50 faculties & the response received is from 36 faculties. The demographic factors of the faculties have also been recorded including the age, gender & geographical locations. The educational qualification of the faculties has also been recorded. The different variables related linked to the CLF & QLF training has been included & the impact of classroom facilitation analyzed on them. The statistical test used in the research is ANOVA.

## RESULTS & FINDINGS

As the CLF & QLF training program was designed to enhance the efficiency & effectiveness of the IHM faculties for better delivery. The findings of the research paper leads to the fact that these programs have proved an effective tool for improving the teaching methodologies of the IHM Faculties. The demographic factors has been taken into account & discussed below.

**Table 1: Program Attended – CLF or QLF**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CLF	26	72.2	72.2	72.2
	QLF	10	27.8	27.8	100.0
	Total	36	100.0	100.0	

In table 1, it depicts the number of respondents attended CLF & QLF training programs. It shows that the IHM faculties of sample who have attended the two training programs are 72.2% from the CLF program (Certified Learning Facilitator) while 27.8% attended the QLF (Qualified Learning Facilitator) program.

**Table 2: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	24	66.7	66.7	66.7
	Female	12	33.3	33.3	100.0
	Total	36	100.0	100.0	

In the table 3, it depicts the gender of the respondent of the IHM faculties, it shows that 66.7% respondents are male and 33.3% respondents are female.

**Table 3: Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	3	8.3	8.3	8.3
	31-40	21	58.3	58.3	66.7
	41-50	10	27.8	27.8	94.4
	51-60	2	5.6	5.6	100.0
	Total	36	100.0	100.0	

In table 3, the age bracket of the IHM faculties has been provided, the table shows that 8.3% of the respondents are of the age group 21-30 years, 58.3% of the respondents are of age group 31-40 years, 27.8% of the respondents are age group of 41-50 years, 5.6% of the respondents are age group of 51-60 years.

**Table 4: Education Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	6	16.7	16.7	16.7
	Master	26	72.2	72.2	88.9
	M.Phil	2	5.6	5.6	94.4
	Ph.D.	2	5.6	5.6	100.0
	Total	36	100.0	100.0	

In table 4, the education level of the IHM faculties has been observed, it shows that 16.7 have done bachelor's degree, 72.2% have done Masterdegree, 5.6% have done M.Phil & Ph.D.

**Table 5: Descriptive**

Descriptive				
		N	Mean	Std. Deviation
Application of Andragogy	CLF	26	4.12	0.516
	QLF	10	4.4	0.516
	Total	36	4.19	0.525
Creativity & Innovation	CLF	26	4.46	0.582
	QLF	10	4.8	0.422
	Total	36	4.56	0.558
Skills Sharpened by OOO	CLF	26	4.19	0.801
	QLF	10	4.4	0.699
	Total	36	4.25	0.77
Questioning Technique	CLF	26	4.46	0.508
	QLF	10	4.6	0.516
	Total	36	4.5	0.507
Executive Dress Code	CLF	26	4.23	0.863
	QLF	10	4.8	0.422
	Total	36	4.39	0.803
Learning Artefacts	CLF	26	4.54	0.582
	QLF	10	4.4	0.699
	Total	36	4.5	0.609
Lesson Plan	CLF	26	4	0.8
	QLF	10	4.3	0.483
	Total	36	4.08	0.732
Improved Facilitation	CLF	26	4.12	0.711
	QLF	10	4.5	0.707
	Total	36	4.22	0.722



KSM	CLF	26	4.23	0.514
	QLF	10	4.8	0.422
	Total	36	4.39	0.549
Outcome	CLF	26	4.04	0.662
	QLF	10	4.6	0.516
	Total	36	4.19	0.668

Table 6: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Application of Andragogy	Between Groups	.585	1	.585	2.197	.147
	Within Groups	9.054	34	.266		
	Total	9.639	35			
Creativity & Innovation	Between Groups	.827	1	.827	2.796	.104
	Within Groups	10.062	34	.296		
	Total	10.889	35			
Skills Sharpened by OOO	Between Groups	.312	1	.312	.518	.477
	Within Groups	20.438	34	.601		
	Total	20.750	35			
Questioning Technique	Between Groups	.138	1	.138	.531	.471
	Within Groups	8.862	34	.261		
	Total	9.000	35			
Executive Dress Code	Between Groups	2.340	1	2.340	3.936	.055
	Within Groups	20.215	34	.595		
	Total	22.556	35			
Learning Artefacts	Between Groups	.138	1	.138	.366	.549
	Within Groups	12.862	34	.378		
	Total	13.000	35			
Lesson Plan	Between Groups	.650	1	.650	1.221	.277
	Within Groups	18.100	34	.532		
	Total	18.750	35			
Improved Facilitation	Between Groups	1.068	1	1.068	2.118	.155
	Within Groups	17.154	34	.505		
	Total	18.222	35			
KSM	Between Groups	2.340	1	2.340	9.685	.004
	Within Groups	8.215	34	.242		
	Total	10.556	35			
Outcome	Between Groups	2.277	1	2.277	5.795	.022

In table 5, the mean & standard deviation of the descriptors has been depicted. The minimum standard deviation is in creativity & innovation (.422) for QLF & (.582) for CLF & for KSM (.422) for QLF & (.514) for CLF respectively. The maximum standard deviation is for improved facilitation which is (.722) for QLF & (.707) for CLF. The highest mean of (4.80) is for creativity & innovation, executive dress code, KSM, the lowest mean is (4.00) for lesson plan.

In table 6, it reveals that there is a significant difference among various streams namely Bachelor, Master, M.Phil, PhD in context to KSM as the p-value is less than .05 ( $p < .05$ ) with 1, 34 degree of freedom. The least significant are the outcome & creativity & innovation variable which are (.549) & (.477) respectively.

- $H_0$ : There is no impact of QLF & CLF training on classroom facilitation.
- $H_a$ : There is an impact of QLF & CLF training on classroom facilitation.

Hence we can conclude that the null hypothesis has to be rejected as the QLF & CLF training has an impact on the classroom facilitation. So it may be stated that the alternative hypothesis may be accepted.

### INTERPRETATION & CONCLUSION

The results show that there is a significant differences in the Grooming (at 90% confidence level), KSM and Outcome based Learning (at 95% confidence level). As the objectives were to measure the impact of CLF training on the classroom facilitation then it has been proved in the results that the alternative hypothesis has been accepted which states that there is an impact of training on classroom simulation.

The second objective of the analysis is to observe the faculty effectiveness post CLF/QLF training, it can be stated by observing the descriptors of the post training effectiveness descriptors like andragogy, creation & innovation, questioning techniques, lesson plan & learning artifact has shown a significance in the effectiveness of the teaching/training methodologies of the faculties.

### IMPLICATION & RECOMMENDATION

There were recommendations asked from the IHM faculties for any improvement in the CLF/QLF program. It has been observed that most of the IHM faculties recommended for improvised infrastructure for the institutes in terms of smart classes, classroom seating, proper student – teacher ratio & well equipped labs.

There were some other recommendations also which could have made the impact of the program effective & keep the continuity of it. The recommendation suggested are regular technology trainings, recruitment of experienced faculty, regular inspection & assessment of theory & practical, restructuring of syllabus, refresher course of faculties.

The implication of the conclusion & recommendation may be drawn in such a way that it has been observed that the training program initiated by NCHMCT has proved to be boon for all the IHMs in terms of improvement & up gradation of teaching methodology. But still there are some anomalies of the training program & for its implication at institutional level which has to be observed & amended accordingly.

## LIMITATIONS

The major limitation of the study has been the availability & limited size of the population & the sample. It has been around 500 faculties size has been trained under QLF/CLF all over India. It was difficult to access & approach all the faculties to get the survey done. But still the rate of the sample filling has been 36 out of 50 (72% success percentage) which is a fair amount. The structured questionnaire has been given to 50 IH restricted

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## **Impact of Rural Tourism on Local's Livelihood: A Case Study of Kanatal, Uttarakhand**

***Rajesh Nautiyal\* & Hitesh Chand Ramola\*\****

### **ABSTRACT**

Kanatal is a picturesque village located at Mussoorie-Chamba road in Uttarakhand at 2590 meters from sea level. The place which was earlier a silent village now has its name in tourist destination sites. For last 10 years rural tourism is changing the entire landscape of the area. The main objectives of this study were: 1) To investigate the changes in the place for last 10 years, 2) To find out the positive and negative impact of tourist inflow on the village, 3) To identify the role of government in developing the skills of locals for tourism purpose. The method of data collection was qualitative in nature along with study of secondary sources. Informal interview was used to collect data from the sample (n=20) and audible data was transcribed daily examining commonalities, differences and relation among different codes and themes. It has been analysed that there is a significant increase in the tourist inflow in the region for last decade. Camping in the jungles and terrace farms has also increased considerably. This has led to the employment generation and thus helped to curb migration of youth population from the hills. At present, no relation has been observed between tourist inflow and its impact on agriculture. Tourist influx has created a major problem of waste and its management. Locals are not aware of the skill development programmes offered by the government. A lack of government interaction with the people is one of the major causes of this. No noteworthy skill development course is inducted among locals by government. Water scarcity also exists in the region along with lack of water conservation practices. There is need to create an ecological trekking and park in area parallel to Dhanaulti Eco-park. The village and the roads should be lighted up with solar lights. Dustbins should be installed. A proper waste management system must be provided by the government for non-biodegradable waste. A community toilet must be established. Proper training and awareness programme must be inducted by the related department of the state. Monetary assistance for capital setup like water conservation, camp building, etc. can be provided in easy terms or in subsidies. Water conservation and its scientific management can resolve the water problem of the region. A cohesive relation between local residents, government and other stakeholder can become a perennial source of income and thus will prevent the migration of youth population from hills to plains.

**Keywords:** Rural Tourism, Livelihood, Himalayas, Migration, Employment.

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## INTRODUCTION

Tourism plays an increasingly important role in the development of local communities through rural tourism (Raj et al., 2013). Rural tourism can be simply defined as, “Tourism that takes place in the countryside” (Rätz & Puczkó, 1998). Rural Tourism is multi-faceted and entails adventure tourism, eco-tourism, nature tourism, agri-tourism, etc., which is mainly focused on rural life, art and culture (Pandey & Lakhawat, 2015). Agri-tourism, which is an offshoot of rural tourism, has an immense scope in villages (Chada & Bhakare, 2012). Promoting rural tourism can provide extra income and can prevent migration to urban areas. Uttarakhand is one such state that has immense potential for rural tourism. As per 2011 censuses, 70% of Uttarakhand population lives in rural areas. The hill state is famous for its scenic views, weather and pollution free hill stations and villages. The rural youths are migrating to urban areas thus emptying villages (Mamgain & Reddy, 2005). The villages of Uttarakhand are now slowly venturing into rural tourism as the state has already reached its tourism potential through its hill station.

Hill Station can be defined as a village or town high up in the hills, especially in South Asia, where people go in the summer to escape from the heat (Cambridge dictionary, 2018). The present hill station of India was established by the British for a variety of reasons such as escaping from the heat, etc. (Kennedy, 1996). These hill stations were once a hamlet or a village. For instance, Dhanaulti, which was a small village 20 years back, now is a thriving hill station for Missouri escapers. The story of Dhanaulti starts from a small village to a hill station for eco-tourist.

On the similar path a new destination is developing for eco-tourist and adventure tourist just 38 kilometres from Mussoorie towards Chamba. This destination is known as Kanatal situated in the northern and southern slope of Tehri range of Garhwal Himalayas. Also, as per Uttarakhand tourism policy one of the existing tourist circuits, “Dehradun – Mussoorie – Dhanaulti – Kanatal – Rishikesh – Haridwar – Dehradun” consists Kanatal (Uttarakhand-Tourism draft policy, 2017, Content 2.1). Kanatal has been also listed as destination for adventure and adventure activities (Adventure Tourism Market Study in India, 2016, Para VI).

### Location of Kanatal

The name Kanatal is translated as one-eyed lake in English. As per locals the lake used to be situated at Khurait Village (30°25'03.6"N 78°19'13.9"E) about 5 decades ago. This lake is now been dried-up and now is a part of research centre under the administrative control of the College of Forestry and Hill Agriculture, Ranichuri (Research Station, Kanatal, 2012). In earlier time only the area around Khurait Village used to be known as Kanatal. But now as the tourist is interested in visiting less crowded area, so the area from Jwarna Village to eastern end of Kaudia range is called by the pseudo name of Kanatal. The land parcel of three villages namely, Khurait, Saur and Chopriyal Gaon are used for Camping. The new area which is now marketed as Kanatal is around 11 kilometres along with Chamba-Mussoorie Road.

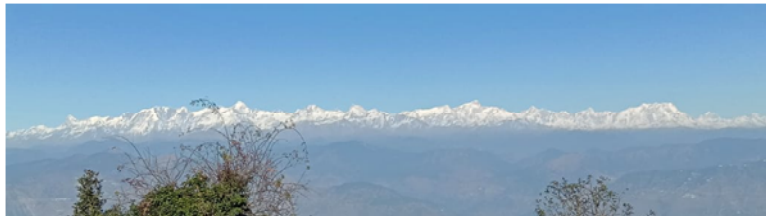
**Table 1: Details of Three Villages**

Village Name	Area of village (in hect.)	Number of Household	Population
Khurait	100.52	75	338
Saur	223.85	323	1460
Chopariyal Gaon	110.64	93	404

Kanatal has a height which ranges from 2340 to 2590 meters from sea level and has a subtropical highland climate (Köppen Cwb). Kanatal gives a beautiful view of Gangotri and Sankari range where Bandarpoonch and Swargarohini are prominent peaks.



**Plate 1: View of Sankari Range (Mt. Swargarohini and Mt. Bandarpoonch Along with other Peaks)**



**Plate 2: View of Gangotri Range: from Mt. Srikanta (Left) to Chaukamba (Right)**

The summers are warm with few showers; the monsoon is full of heavy rains, the winters are chilly with spells of snowfall and the spring season is cool with few rain showers. The main weather for the tourist is summers (Mid-April to Mid-June) and winters (Mid-December to February). In winters the roads are closed due to snowfall, yet tourist influx is present in Kanatal via Chamba. Due to high altitude the place is prone to gusty winds which are favourable in summers but vice-versa in winters. High altitude also causes water scarcity, and the region is dependent on some springs and hand pumps. The tourist inflow has increased from last 10 years in the region. A number of hotels and Camps have been set up. It is estimated that Kanatal has more than 35 Hotel/Resort/Homestay/Camps. The number of camps rises in the peak season. Some of the famous hotels and resorts are The Hermitage, The terraces, Club Mahindra (earlier known as Kanatal Spa; first star category hotel in the hotel), etc. and some of the pioneer camps are Camp little Jaguar, Camp Carnival, etc.



**Plate 3: View of Kaudia Range (Along with Camps, Hotels and Villages)**



**Plate 4: Adventure Sports Activities**

After learning from Dhanaulti and old hotels from Kanatal, now the locals of the Kanatal are now venturing into rural tourism by setting up adventure camps, homestays, lodges, etc. From last one decade a significant change in the landscape has been observed and continuously changing. In order to get insight of rural tourism and its impact on the local's population, three main objectives has been identified by the researcher who are:

- 1) To investigate the changes in the place since for 10 years,
- 2) To find out the positive and negative impact of tourist inflow on the village,
- 3) To identify the role of government in developing the skills of locals for tourism purpose.

#### **RESEARCH METHODOLOGY**

The study was qualitative in nature. For the purpose of the study, people in Kanatal were selected. The researcher used snowball sampling to initiate the process, where the data was collected via informal non-structured interviews and non-participant observation. The sample was composed of 20 respondents out of which only 2 were females.

The questions comprised a variety of question which was asked in Garhwali language. Further, the researcher analysed the collected data in order to answer the proposed objectives. The researcher transcribed the audible data daily. Further, the researcher examined commonalities, differences and relations among different codes and themes. The researcher used following steps for data analysis: i) Identifying the most relevant transcripts with research questions; ii) Eliminate repetitive information from the transcript; iii) Determining significant declarations for coding and finding themes. To be more inventive and flexible, paper-based approaches will be used to code the data.



## RESULTS AND DISCUSSION

A table given below depicts the demographic variables of the respondents.

**Table 2: Descriptive Statistics**

Demographical Variables		Frequency	Percentage
Age	Less than 20 years	1	5
	20-40	14	70
	41-60	3	15
	61-80	2	10
Gender	Male	18	90
	Female	02	10
Marital Status	Single	3	15
	Married	17	85
Educational Qualification	Less than 5 <sup>th</sup> Class	1	5
	6 <sup>th</sup> - 10 <sup>th</sup> Class	3	15
	11 <sup>th</sup> and 12 <sup>th</sup> Class	14	70
	Above 12 <sup>th</sup> Class	2	10

Inference: Descriptive analysis revealed that the respondent who belongs to age group of 20 to 40 years mainly influencing this study with the 70%. This means that about two-third of respondents were focused on the people who were from this age group. The age group of 41 to 60 years was second group with 15% and age group of above 80 years with 10% was third most influencing group. In regard with gender of respondents, the male respondents and female respondents were 90% and 10% respectively. The researcher mainly took more of the male respondent due to the factor that males are main entrepreneurs in the area. Further, the marital status of the respondents that was, married (85%) and single (15%). Among the surveyed respondents a major of 70 % of the respondents was senior secondary educated, followed by the people who studied till 6<sup>th</sup> to 10<sup>th</sup> class that was 15%.

### Changes in Kanatal since Last 10 Years

A significant number of changes have been observed both by the researcher and as per respondents too. A noteworthy increase in tourist inflow has been recorded from last 10 years. As per one of the respondent, “earlier few tourists used to visit in the area and used to stay at either the hermitage or club Mahindra but not they are staying in camps and homestay too”. As the tourist is now moving away from Mussoorie, they are coming towards Dhanaulti and Kanatal. After learning from hotels and other means many of youth population in the Kanatal has started their Camps in the area along with adventure sports. This further gives a chain reaction in the area where now more than 25 camps has been set up in the terraces of the village Khurait, Rauslikhal, Chopriyalgaon, Jadipani, etc. These terraces were earlier used for farming. The common forest of the villages has been used. Small patches of shrubs and trees have been cleaned to setup the camps and adventure sports.

## DATA INTERPRETATION

### Positive Impact of Tourist Inflow on the Villages (Kanatal)

The youth of the area got benefit from the tourist influx. With this, the employment of the youth has increased. Earlier the youth used to do job in hotels but after seeing the opportunity of self-employment they are opening their own camps which require very less capital as compared to hotels. As per one of the respondents, “The tourist teaches us various things, they demand many things and if we don’t have the same then we provide it to every guest from next time onwards.” Employment generation is certainly helping to curb migration of youth population from the hills. When asked about the impact of tourist inflow on agriculture, a no relation was recorded by the researcher. The local produce has been utilised to serve the tourist. Also with advent of technology and telecommunication, new and better ways are being introduced in agriculture. For instance, vegetables and fine herbs like lettuce, rosemary, thyme, etc. The area is now recognised for destination weddings globally, which is creating a positive impact on the technological aspect of the hotels and camps.

### Negative Impact of Tourist Inflow on the Villages (Kanatal)

A major problem of waste has been arising in the region due to lack of waste management system. A large amount of biodegradable and non-biodegradable waste is produced in peak season. The biodegradable waste is used by the locals but the non-biodegradable waste is either dumped or burned down. The sewage treatment in the camps is not satisfactory or as per government norms. The area is water scarce and during peak season the problem of water elevate to the fullest. Thus the water tankers supply, water to major hotels in the area from local water springs. A major problem has risen in the region due to interaction of the tourist (especially from Delhi, Haryana and Punjab) with locals which are lexical borrowing, which is further hindering the endangered Garhwali language to revive. A common dustbin and waste management are also lacking in the area. The tourist also creates a fracas regarding the garbage. The area is rich in flora and fauna, however due to unmanaged and unscientific development has caused a major trouble for fauna especially birds and small mammals. The apple orchards are being cut down to create camps which is reducing the apple farming.

### Role of Government in the Area

The National and state government is providing various skill development programmes. Villagers are not able to get proper benefits from skill development programmes due to less interaction of villagers and government officials. As per respondents, “the government is not providing expected help, these all my camps are on my own, I expect a lot from government but in vain. I did all my camps by learning from others.” Kaudia Eco-park which is set up in the eastern end of Kanatal is another government initiative to attract eco-tourist, which is in parallel to Dhanaulti Eco-park. Water Conservation setup by government is only confined to the camps connected to main road.

## CONCLUSION AND RECOMMENDATIONS

Kanatal is expected to become an adventure tourism hub in the near future. The rural tourism is also growing in the region. The hotels are growing in the region. This may lead to unscientific development which will affect the area like in the case of Mussoorie. This instant expansion need to be done scientifically to avoid any man-made disaster in future. The hotels and the

houses must have water conservation techniques along with its scientific management to avoid the shortage of water in summers and in winters. This will reduce the dependency on the water tankers and on local springs. The villages like Khurait are devoid of street lamps. This causes a major problem in the night. The Solar lamp is one of the best solutions for all the villages. This will increase the rural tourism in the area. Dustbins can be installed by the government with proper management by the Chamba Municipal Council/Uttarakhand Tourism Development Board taking initiative for the maintenance and management of waste. A community toilet facility must be installed, which is absent in the area which leads to open defecation. CCTV surveillance is not effective in the premises of the camps which may pose safety and security issues. The adequate safety measure such as nets must be installed in the adventure camps.

Awareness courses must be initiated by the related department of the state. Participatory Rural Appraisal exercises (PRA) along with consultation forums and training can ensure women involvement in the tourism. Though the government has various schemes on water conservation but there is need to implement these schemes and subsidies in villages. Financial assistance in camp establishment will also help the youth. Inter-village and intra-village paths need to make from rocks and mud for better accessibility. Adequate funding for promotion with government support can help the local community for recurring tourism, preventing migration from hills to plains.

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## **Strategic HR Concepts for Future Hotels Enabling Best Practices in Employee Training and Development**

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### **ABSTRACT**

The quality of customer service and staff responsibilities plays a direct impact on the image building and brand reputation value of a hotel including its bottom line. The employees, being the brand ambassador of the organization has to be ahead of time for staying ahead of the curve. An organization to be competitive, needs to attract, train, develop and retain passionate, competent and accountable employees.

The importance of devising a sustainable talent management strategy in an aesthetic atmosphere for a culture of ongoing development, high performance and organizational commitment to provide top-notch service is the need of the hour. The culture driven by performance based evaluations helps organizations curb employees turnover cost, increases employees satisfaction and assures highest intangible service for the guest, ensuring profits on the balance sheet. The creation of internal talent pool, eliminating information silos, aligning corporate strategies with individuals roles and employee empowerment can be successfully achieved by adopting 360\* of performance appraisal system. The sustainable conflict management redressal system in any organization assures enhanced productivity among the employees and becomes the guiding principle for Executive-Employee relationship for organizational growth and as an instrument for internal governance in an organization.

Development of Collaborative Decision resources (CDR) in the organization can strengthen the interpersonal relationship and resolve conflict to the maximum for productivity. The Systems Approach for the organization in terms of different redressal mechanism will create a bunch of productive resources which will flourish as future leaders for growth of not only own organization but for competitive organizations also. The internal quality circle would improve the organization work culture and would strengthen internal organizational communication to reap the benefits.

This paper is an attempt to restructure the best strategic HR policies and practices of the hotels in a sustainable manner for future hotels, in the need of employees training and development. Adopting the best HR practices not only saves huge amount of monetary resources of the

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organization but also helps in development of holistic approach of employees training needs and building future leaders for future hotels.

**Keywords:** Strategic HR, Conflict Management, 360° Performance Appraisal, Quality Circle, Systems Approach.

## INTRODUCTION

When Walt Disney wrote,

*“You can dream, create, design and build the most wonderful places in the world. But it requires people to make the dream a reality”,*

He was referring it to the practices of Human Resource Management (HRM) in an organization which often is a dynamic process considering that HRM is a vital and important part of the success of any organization.

The importance of HRM was also highlighted by *Theodore Roosevelt* by stating that

*“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it”.*

While stating the above sentence, the 26<sup>th</sup> President of United States of America was referring about the micromanaging in the leadership styles which is the need of the hour in organization facing crisis in HRM and to facing difficulties in getting the work accomplished in efficient and effective manner.

Human Resource Management (HRM) is relatively new concept used in the starting of 1900s and widely spread its wings in the mid-1960s for the group of people who worked in an organizations in aggregate. HRM became a popular researched topic among the management and economics scholars after 1960s as employee management was being emphasised and was being referred as “Human Capital”.

During 1960s, economist Gary Becker and Theodore Schultz emphasised on the word Human Capital and coined it for the purpose of referring its equivalency to the employees of an organization. They stated that education and training when imparted into the employees of an organization, produce greater productivity then before. Educated and skilled employees which could become the asset for an organizations were termed as Human Capital and the term was also adopted by Corporate Finance and became an integral part of intellectual capital during the evolution of concept of HRM.

The concept of Human Capital was opposed by Harvard economist Richard Freeman stating that,

*“Human capital only acted as a signal about talent and ability, real productivity came later through training, motivation and capital equipment”* (Richard Freeman, 1976).

Richard Freeman views that human capital should not be considered as a factor of production without training, motivation and capital equipment investment.

In modern organizations, HRM is associated with the functions of recruitment of employees, induction into the organizational culture and retention. The mid process of job assignment, compensation, labour law compliance, performance management, training and development and succession planning is also looked by HRM. Employee’s engagement and recognition also acts an important function to be delivered by HRM in an organization.

The employee net promoter scores (eNPS)<sup>1</sup>, Employees Poaching<sup>2</sup> and Talent Pool<sup>3</sup> are also becoming prime function of HRM in modern organization to retain the best human capital and to compete with the rivals in terms of human capital.

The basic elements of HR in an organization are education, training, development and learning. Education as described by R. Harrison (2000) in his article Employee Development, highlights the purpose of education as developing an integrated way for an individual intellectual capacity (Training the mind), conceptual and social understanding and performance related to work as,

“Activities which aim to develop the knowledge, skills, moral values and understanding required in all aspects of life rather than a knowledge and skill relating to only a limited field of activity”.

Megginson et al, (1993), in his famous book, “Human Resource development” provided an insight of training as a process of learning which is provided in order to improve an individual performance in a present job. They also mentioned training as a relatively systematic attempt to transfer knowledge or skills from one who knows or can do to one who does not know or cannot do.

Training as a planned process can modify attitude, knowledge and skill behaviour of an employee through learning experience. It also desires to achieve effective performance in an activity or a range of activities planned in the organization. The purpose of training is to develop a set of activities related to the individual and satisfy the current and future needs of the organization in a phased and planned manner (Megginson et al, 1993).

Development on the other hand is expressed to represent the learning experiences of any kind infused in the employees of an organization which tend to enhance the technical knowledge, skills, values and behaviour of the organizational employees through individual or group activities (Megginson et al, 1993).

Development would also termed as a long-term process designed to enhance personal potential and effectiveness of the organizational employees. The outcome of the development unfold through time, rather than immediately, and they tend have long-lasting effect (Harrison, 2000).

Learning states a relatively permanent change in behaviour of the employee that occurs as a result of practice and experience (Bass and Vaughan, 1967). Learning in organizational setup

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**1. The employee Net Promoter Score (eNPS):** The employee Net Promoter Score (eNPS) is a metric which is used by employers to assess employee loyalty in the organization. The eNPS is the percentage of unhappy employees subtracted from happy employees which is determined by the responses of employees for the question on Likert Scale 1 to 10 on “*How likely would you recommend the organization to a friend or colleague as a place to work*”.

**2. Employees poaching or Talent Poaching:** Employee poaching or talent poaching or job poaching is the recruitment of an employees working in a competing companies. However, the term “poaching” is associated with illegal hunting, but in the HRM concept, job poaching is not considered unethical or illegal as it helps both organizational and employee satisfy their needs and demands in a fair competitive job marketplace.

**3. Talent Pool:** A talent pool is a database of potential job seeker candidates who have the potential to meet the organizational immediate and long-term demands and objectives. In order to build a talent pool, HR managers must understand the corporate strategy and goals as they relate to expected hires over the next several years. HR managers must know if training and mentoring efforts are strong enough to fill open positions internally and be able to identify actual and potential skills gap of the organization.

and culture refers to the process of unlearning what has been wrongly learnt over the years, which might not be fruitful for the organization and relearning new things which are relevant for the future needs of organization and getting oneself committed to the continuous process of learning and development for the overall development of oneself and organization.

In any organization, learning plays an important and vital component to expertise the ability of an employee (Melo & Beck, 2015). Organizational learning theory explains the importance of knowledge integrated with organizational strategic concepts (Lionzo & Rossignoli, 2013) to develop organizational system, dynamic mechanism and effective and efficient Human Resource practices (Sabir & Kalyar, 2013) for improving the capability and proficiency of the organizational employees for the modern workforce practices. It helps in countering budding entrepreneurship in family firms (Zahra, 2012) and often knowledge management, strategic orientation and organisational innovation is correlated with organizational performance which is associated with the learning of the organizational employees (Kasemsap, 2014a).

## LITERATURE REVIEW

Harrington, D. & Akehurst, G. (1996) in its study in United Kingdom Hospitality industry found that the Hospitality industry is lagging in professionalism in terms of human resource approach. There was no formal HR practices being followed in the travel industry which resulted into focus on functional expertise but not on attitudes and approaches of the employees. In late 1970s, studies conducted by Robert W. McIntosh (1977) highlighted hospitality physical facilities can be welcomed by the tourist if mixed with attitude. The induction of attitudinal behaviour should be infused into the organizational employee at the hospitality school level which should be blended with professionalism. Philip J. Magum (1977) advocated the reward system among the organizational staff in hospitality sector as a critical component of employee management. He also emphasised on method of reward system, if used should be sound in nature, should undergo fair and equitable process for judging the candidates which should also allow a periodic review in order to retain and attract the best pool of staff from the open market.

One major problem which is faced by the hospitality and tourism industry is the staff turnover ratio and job satisfaction. A study conducted by Farrell, K. (2001) highlighted the issue of hospitality industry as,

“The hotel industry, to date, has not demonstrated a readiness to acknowledge and deal with the problem of staff retention. Poor pay, unsociable hours and lack of career structure were the primary reasons cited for leaving the industry. While people are in receipt of some benefits, the level of benefits was considerably less than the industrial average. A successful retention policy has to be holistic. It has to examine and improve all areas of the organization”.

Buick and Thomas (2001) also observed that there is a definite correlation between training and low staff turnover in the hospitality industry. Improving skills and knowledge would encourage employees to stay at a tourism property and employees would leave if they were not involved in a long-range training programme.

Hospitality and Tourism is a people centric industry as stated by Baum (1995). Tourism as a people industry is the perceptions, attitudes, value system, sensitivity, ideologies, and expectations of the people involved in its development will decide the way tourism take place. If tourism

industry has to be developed as a sustainable tourism development, the starting point will have to be the human resource domain (Baum, 1995).

The study conducted by Baum Tom, Amoah Vanessa, and Spivack Sheryl (1997) developed an argument that human resource management in hospitality industry is more than a strategic and operational concern for organizations competing within the hospitality market segment. The study considered human resource management as a strategic dimension within the wider enhancement of quality and market positioning of tourism at the level of organizations, specific destinations, regions within countries or whole nations. The study also advanced that the tourism and hospitality industry, from the perspective of all its stake holders (public sector, private sector, visitors and host community), benefits from the close integration of human resource, labour market and education policies, with those policies relating to, and imparting on, the tourism and hospitality sector. The same study observed that the tourism and hospitality sector, in all locations, has a close relationship with the labour market environment from which it draws its skills and consequently depends on its workforce for the delivery of service and product standards to meet existing and anticipated demand from its visitor market place. This relationship is, on the other hand, is depended on the wake-up of the local workforce has a direct influence on the standards and character of the tourist offering which can be prepared and presented to visitors. If local art and craft skills are not developed within the education system or at the community level, it will not be possible to offer this dimension to visitors. This study strongly felt the need for integration of local labour market and local skills as a strategic human resource development for the tourism industry.

### **Approaches of HRM in Hospitality Industry**

Tourism and Hospitality is a multi-sectoral labour intensive industry. The 1995 and 2012 International Tourism Labour Market Conference observed that tourism workforce is highly uneducated, unmotivated, untrained, unskilled and unproductive. The Tourism and Hospitality industry also faced difficulties in recruiting trained and well groomed staff due to unattractive wage payment and odd working hours.

The literature available in the Hospitality and Tourism review the absence of systemic approach of HRM and HRD in Tourism and Hospitality Industry. The literature also identify the heterogeneous range of hospitality organization employing low productive workforce with low skills and negative employment image. The employee also lacks motivation and have high turnover ratio. The strategic HRM and Development policy embedded in the organizational culture would opine to be effective and competitive. Tourism and Hospitality industry must inculcate a scientific HRM system to fit the needs of the industry. The lack of literature in the field of hospitality and tourism also plays a limitation in developing a scientific policy and approach in Strategic HRM.

The various Strategic HRM practices adopted in hospitality and tourism industry in order grab the fruits of the sector needs to be of cutting edge. The need for development of appropriate model for strategic HRM in hospitality industry is need of the hour.

### **Performances Appraisal System**

The performance appraisal system derives a source of motivation for the organizational employees. The 360° performance appraisal system was initially rooted and developed in the mid-1940s in Taylor's pioneering Time and Motion studies. The 360° performance appraisal system also known



as multi-source feedback, multi-source assessment, full circle feedback, 360\* feedback or multi-rater feedback. The name derives from the multiple points of a compass, in which each employees gets an opportunity to receive his/her performance feedback not only from his/her supervisor but also from his peer groups, staff members and stakeholders associated with the employee.

The 360\* performance appraisal system was first formally used by German Military to evaluate its soldiers during the World War-II (Fleenor& Prince, 1997) and used concept of T-group. The Esso Research and Engineering Company in 1950s recorded the first survey to gather information about their employees (Bracken, Dalton, Jako, McCauley, & Pollman, 1997). The full circle feedback gained its popularity in the age of internet and computers which uses web based surveys (Atkins & Wood, 2002) and over one-third United States of America companies uses multi-source feedback system of performance appraisal (Bracken, Timmreck, & Church, 2001a). The use computer based performance survey and appraisal have become the norms in fortune 500 firms (Bracken, Summers, & Fleenor, 1998).

The 360\* performance appraisal system is multi-source feedback system and incorporates the feedback from all the sources of observance which an employee encounter. This 360\* performance appraisal system is used effectively for middle and senior level management who spread their wings in vertical and horizontal horizons. The 360\* performance appraisal system has five integral part as its component as Self-appraisal, Superior's appraisal, Subordinate's appraisal, Peer appraisal and external sources which is customers and clients. The 360\* performance appraisal system suits best to the people oriented industry like Hospitality and tourism and has a strong impact on behaviour and performance. The 360\* performance appraisal system assess the leadership and management style of a manager and is widely used as a tool of performance appraisal system in a dynamic organizations.

### **Management by Objectives (MBO)**

The Management by Objective or MBO was first coined and used by Peter Drucker in 1954 as a management approach which was further developed and enriched by various other management scholars Douglas McGregor, George Odiorne, and John Humble.

The MBO process or system was initially designed for supervisory managers' *en-process* in which the manager and their subordinate meet and collectively set a specific objectives to be accomplished within a time period and completion of the task is responsibility of the subordinate.

The modern day organizations exists for a purpose and to achieve the purpose, top management set goals and objectives to be accomplished. In organization not following MBO, the authoritative leadership is downwards with an injection of accountability. This directive accountability does not creates a sense of responsibility in the organizational employees while MBO injects an element of dialogue into the process of delegating plans and objectives from one organizational level to other. The manager brings specific goals and measures for the subordinate and in process develops a group of specific goals and measure of achievement and time frame attached to it based on the completion and the results of the task, the subordinate is evaluated. The sense of achievement of desired results brings the joy of success and accordingly the subordinate is rewarded by various means.

The MBO approach of performance appraisal system is effective in hospitality and tourism industry as the task is based on the project basis and performance can be judged and evaluated on the completion of the each task and its results.

### **Quality Circle**

Quality circle or quality control circle is a group of employees in an organization with similar views and thoughts towards the organizational goals, who meet regularly to identify, analyse and solve work-related problems. Quality circle was originally described by W. Edwards Deming in the 1950s and practised in Toyota. The idea of quality circle travelled Far East in Japan in 1960s by Kaoru Ishikawa and Japanese Union of Scientist and Engineers (JUSE) novelised the idea to be incorporated in the HRM practices as a process of performance appraisal. The Nippon Wireless and Telegraph Company adopted quality circle as a method of performance appraisal. Later the quality circle was also termed Quality by Design by Juran (Juran, J. & Godfrey, A. B. 1999; Juran 1988). The quality circle is based on respect for human individuals as against the traditional assumption of suspicion between organization and employees.

In quality circle more formal groups meet regularly during the office time and are trained by facilitators on issues related to basic skills of problem identification, information gathering and analysis and solution generation. The quality circle generally does not discuss the problems related to salary and terms and condition of work as these topics are discussed at different forum in the organization.

The prime objective of quality circle is to improve quality, productivity, safety and cost reduction in the organization. It also helps to develop team spirit, cohesive culture among employees, develop leadership quality among managers and improve the quality of work life balance.

### **Systems Approach**

The Systems approach in an organization is based on the generalized approach that every work and action is inter-related and inter-dependent. A system consists of related and dependent element which when in interaction, forms a unitary whole. A system is simply an assemblage or combination of things or parts forming a complex whole system. The most common characteristics of systems approach is that it consists of hierarchy of sub-systems and interacting elements. Systems consists of interrelated and interdependent parts arranged in such a manner that produces unified product.

In an organisational setup, systems boundary determines the internal and external parts of the organization. Since, the system does not exist in a vacuum, it receives information, material and energy from other systems as inputs. These inputs undergo a transformation process within a system and leave the system as output to other systems. An organization is termed as a dynamic system as it is responsive to its environment. It is vulnerable to change in its internal and external environment.

Systems theory helps the management system in achieving the objectives and opines organisation as an open system. Chester Barnard was the first person to utilize the systems approach in the field of management. The Systems Approach for the organization in terms of different redressal mechanism creates a bunch of productive resources which will flourish as future leaders for growth of not only own organization but for competitive organizations also.

### **Collaborative Decision Resources (CDR)**

Development of Collaborative Decision resources (CDR) in the organization can strengthen the interpersonal relationship and resolve conflict to the maximum for productivity. The CDR aims at combining the inputs from all the stakeholders and making the best choice from the standpoint of the objective utilization all the inputs of the stakeholders.

The organizational decisions which relates to the policies, financial and economic decisions and alternate sustainable development policies requires collaborative decision making process by infusing stakeholders thoughts due to the complexity and polarity of factors and interests involved within. Design of the decision making process is therefore an important issue to learn for managers, policy makers, and experts involved in evaluation of business alternatives and decisions.

## CONCLUSION

The Hospitality and tourism industry as people industry needs a drastic change in the overview of the management of the human resources and treat its human resources as human Capital. The orthodox conventional decision making process in performance appraisal has not only ruined the dynamic industry but has also impacted its image as being a slave industry. The infusion of pride for work can only be established by proving a safe and valuable working environment and in terms of handsome pay and allowances as compared to other industries. The 360\* performance appraisal system and inner quality circle can improve the working and inter personnel relationship among the organizational employees systems approach would constrain the conflict management in the organization. The MBO approach would lead the organization achieve its desired results and make the organization a profitable entity.

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## An Analysis on the Paradigm Shift in Trends and Preferences While Opting Career Choices in a Hospitality Management Program

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### ABSTRACT

**Purpose** – This effective study aims to focus on the challenges arising in institutes towards hotel management students are nowadays joining more in retails. From the interactions between hotel human resource personalities, hospitality academicians and hospitality students we figured out qualified workforce scarcity becomes big challenge in hotels. As a hospitality facilitators we made an efforts to identify the reasons behind that. Also this study exposes, is there any relation between opting retails and academic grades among students? Moreover this study performs as gap filler between hotels and budding hoteliers.

**Design/Methodology/Approach** – The sample was gathered through a simple random sampling technique. The study utilizes in-depth semi-structured questionnaires of 100 participants. The data will be subject to prove with the chi-square hypothesis test analysis with two population variances. Variances are Students scored cumulative of 75 % & above marks and Students scored cumulative of 74 % and below marks.

**Findings** – The results exposes the relationship between population and sample variances.

**Research Limitation**– The sample was limited to NCHMCT course module and IHM Bangalore fifth/sixth semester students.

**Practical Implications** – This paper offers recommendations to hotel industry and hospitality institutes with regard to attract standard level of qualified workforce and increase willingness among students to join hospitality studies respectively as well as this study broadcasts the genuine voice of students those who have experienced bitterness in hotels while in different forms of industrial training. This study tries to make awareness among hotel management students related to opting more hotel industry career path. The findings are special relevance to hospitality researchers, educators, executives, and hotel staff.

**Keywords:** Retails, Facilitator, Cumulative, Hotel Management Students, Qualified Workforce, Industrial Training.

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## INTRODUCTION

Retail and sales pertains to the task of managing supermarkets and hypermarkets in strict business terms. In India, the retail industry has seen a great upsurge in the past decade. From adopting new marketing strategies to diversifying into businesses, companies have tried all gimmicks to impress the customer. This is one industry that works clearly on the paradigm, “Customer is King”. Which is highly seems parallel to hotel industry “athithi devo bhava”.

As stated above, retail management is the right or rather the best career for those who feel an interest towards commodities, sales markets, market segments, diversification of businesses, advertising and campaigning, and marketing research. Moreover it attracts hotel management graduates widely. The profession offers wide scope for exploring new companies that get introduced into the market and offer various products. The newly joiner can start as an assistant retail manager and manage the whole store where hotels are missing not allowing do mostly.

The job options in the retail field are quite interesting for a hotel management graduate. He/she may start working as a sales executive or be directly employed as a sales manager or a marketing manager and even start a retail business of his/her own by becoming a franchisee of another big player in the retail business..

Nonetheless, the growth and expansion of the retail industry has seen the upsurge of plenty of malls, supermarkets, movie theatres, and hypermarkets for the general public. Though the products they see are different, the basic functionality remains the same as hotels of capturing customers’ hearts.

This scenario highly affects hotel industry for getting qualified working force. Moreover, the pay structure and working culture of the Retail and sales companies woo hotel management students without any doubt.

## REVIEW OF LITERATURE

The Hindu Business linesays on April 22 2011 (by Editor R Ravi Kumar)

Article titled: Hotel Industry Grapples with High Attrition, Rising Cost

- i. Mr .T. Natarajan, Secretary, South India Hotels and Restaurants Association and also CEO of the Chennai-headquartered GRT Hotels and Resorts, says more than getting skilled manpower, employee retention has become a bigger challenge now.

“People are prepared to hop to another hotel just for a couple of thousands of rupees more, without considering their career growth prospects and opportunities the current employer offers in the long run.”

Mushrooming stand-alone restaurants too poach trained hands from hotels, leading to attrition, says Mr Natarajan.

- ii. Manpower shortage and attrition is “the single largest problem the hospitality industry is trying to address today,” says Mr Rajeev Menon, Vice-President, Marriott International. “To top it all, IT-service, retail and aviation industries too nibble at the available talent pool, leaving only a fraction of this for the hotel industry,” says Mr Menon of Marriott.

**Economic Times Says on June 19 2017 (by Editor Sagar Malviya)****Article Titled: Over 50 Global Retailers to Enter India in 6 Months, Likely to Open About 3,000 Stores**

- i. More than 50 mid-rung global retailers are planning to enter India within the next six months, according to data compiled by Franchise India that has tied up with them for their launches, with their eye mostly on smaller, untapped markets within the country.
- ii. As retailers struggle in their home markets, India could be the next bright spot for the industry, especially since the government has allowed 100% foreign ownership in business to-business (B2B) ecommerce businesses and for retailers that sell food products manufactured in India.
- iii. The Indian retail market was worth \$641 billion in 2016 and is expected to reach \$1.6 trillion by 2026, growing at a compounded annual growth rate of 10%, according to the India Business of Fashion 2017 report. With food and grocery retail just 3% of the overall market, several global food chains sense an opportunity. The 18 QSRs, mostly snacking and ice-cream brands will enter a market still dominated by Domino's Pizza and McDonald's, although the segment hasn't been doing all that well of late.
- iv. "India's current growth and development make it an ideal target for the brand. Chicken products are the major non-vegetable food in the country, making our menu ideally suited to the market," said Andrew Withers, chairman of Southern Fried Chicken, a British quick service restaurant that runs 700 franchise stores globally.

**Economic Times Says on 03 Oct 2010 (by Editor Debasish Roy)****Article Titled: Attrition Hits Indian Hospitality Industry**

- i. A study conducted by an industry chamber located in New Delhi reveals that the attrition rate in the hospitality industry in India is set to double to nearly 50 per cent by 2010, up from the earlier 25 per cent growing at an alarming rate of 10 per cent per annum.
- ii. A hospitality professional once said that the source of recruiting new people for us is the hotel management and catering training institutes. Many people join us at levels of operational trainees, front and back office man.

**ANALYSIS****Table 1: Table Showing Respondent's Hotel Training Experience**

Sl.No	Nature of training	No of Respondents	Percentage
1.	17 weeks in IET	30	30 %
2.	17 weeks in IET + vocational training	06	06 %
3.	17 weeks in IET + part time training	07	07 %
4.	17 weeks in IET + vocational training + part time training	02	02 %
5.	17 weeks in IET + ODC exposure	55	55 %
	Total	100	100

The table points out that:-

55% of the respondents are having hotel training experience as 17 weeks in IET+ ODC exposure

30% of the respondents are having hotel training experience as 17 weeks in IET

07 % of the respondents are having hotel training experience as 17 weeks in IET + part time training

06 % of the respondents are having hotel training experience as 17 weeks in IET + vocational training

02 % of the respondents are having hotel training experience as 17 weeks in IET +vocational training + part time training

**Table 2: This table Throws Light on when Respondents Joined Hotel Management Coursewhere they Had Liked to Create their Career Path?**

Sl.no	Career path option	No of respondents	Percentage
1.	Top brand hotels, airlines and travel agency	74	74 %
2.	Any star hotels, food& accommodation providing firms	14	14 %
3.	Retails	10	10 %
4.	QSR	01	01 %
5.	Teaching in institutes , workshop /demo conductors and FDP facilitators	01	01 %
		100	100%

This table points out:-

74 % of the respondents had liked to create career path in “Top brand hotels, airlines and travel agency”

14 % of the respondents had liked to create career path in “Any star hotels, food& accommodation providing firms”

10 % of the respondents had liked to create career path in “Retails”

01 % of the respondents had liked to create career path in “QSR”

01 % of the respondents had liked to create career path in “Teaching in institutes, workshop / demo conductors and FDP facilitators”

**Table 3: This Table Shows Whether Respondent’s Hotel Management Curriculum Supports them to Join in Retails?**

Sl.no	Options	No of respondents	Percentage
1.	Yes	67	67 %
2.	No	25	25 %
3.	No idea	08	08 %
		100	100%

This table points out:-

67 % of the respondents say curriculum supports to join in retails

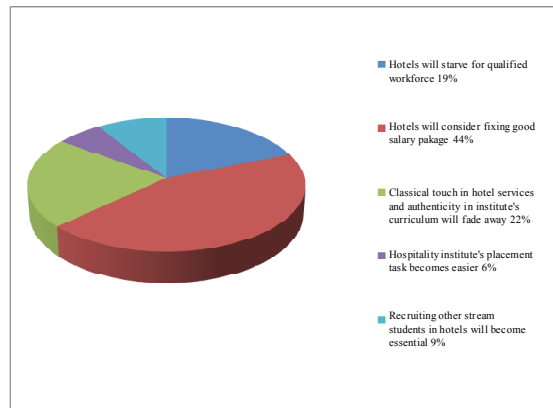
25 %of the respondents say curriculum not at supports to join in retails

08 % of the respondents are not able to connect their curriculum to retails job nature



**PIE CHART 1**

This pie chart shows: if rate of joining in retails will be high rather than joining in hotels in future, which are factors will be the severe consequence

**Find Test Statistic**

i) NULL Hypothesis  $H_0 =$

Hotel Management Students show interest in Opting retail & sales as a Career Rather than show interest in Opting hotel as a Career is not related with their grades

ii) ALTERNATIVE Hypothesis  $H_a =$

Hotel Management Students show interest in Opting retail & sales as a Career Rather than show interest in Opting hotel as a Career is related with their grades

iii) Level of significance  $\alpha =$

The level of significance 0.05 is related to the 95% confidence level and 5% Rejection level

Level of significance  $\alpha = 0.05$

iv) degree of freedom

$df = (\text{rows} - 1) (\text{columns} - 1)$

$= (2-1) (6-1)$

$= 1 \times 5$

$= 5$

v) critical value  $= \alpha = 11.071$

**CHI- SQUARE ANALYSIS**

**Table No. 4**

This table shows questionnaire results to find on; 'Hotel Management Students show interest in Opting retail & sales as a Career Rather than show interest in Opting hotel as a Career' with two population variances and six sample variances

- A. Retails Pay more which is reasonable for studying hotel management.
- B. Retails have Systematic duty timings where I can have private time.
- C. Retails joiner's get easily designated as managers where social status gets upgraded.
- D. Retails provide lavish and friendly working atmosphere.
- E. Retails absolutely divert my passion on becoming successful hotelier. Still I like retails
- F. Mine is food and accommodation industry. However selling lifestyle products also requires skills.

**OBSERVED**

Sl.no	Population Variance $\sigma_p^2$	Sample variance $\sigma_s^2$ No of observations on preferring retails than hotels						Total no of respondents
		A	B	C	D	E	F	
		No of respondents						
1.	Students scored cumulative of 75 % and above marks	07	16	02	00	07	08	40
2.	Students scored cumulative of 74 % and below marks	09	24	01	02	09	15	60
TOTAL		16	40	03	02	16	23	100

**Table No 5**

This table shows researchers expectations on;Hotel Management Students show interest in Opting retail & sales as a Career Rather than show interest in Opting hotel as a Careerwithtwo population variances and six sample variances

**EXPECTED**

Sl.no	Population Variance $\sigma_p^2$	Sample variance $\sigma_s^2$ No of observations on preferring retails than hotels					
		A	B	C	D	E	F
1.	Students scored cumulative of 75 % and above marks	6.4	16	1.2	0.8	6.4	9.2
2.	Students scored cumulative of 74 % and below marks	9.6	24	1.8	1.2	9.6	13.8

**Table No 6**

This table showsprobability value against;Hotel Management Students show interest in Opting retail & sales as a Career Rather than show interest in Opting hotel as a Careerwithtwo population variances and six sample variances

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i} = \text{Probability Value} = P \text{ Value}$$

P value falls between test statistic and critical value

Sl.no	Population Variance $\sigma_p^2$	Sample variance $\sigma_s^2$ , No of observations on preferring retails than hotels					
		A	B	C	D	E	F
1.	Students scored cumulative of 75 % and above marks	0.05	0.00	0.53	0.80	0.05	0.15
2.	Students scored cumulative of 74 % and below marks	0.03	0.00	0.35	0.53	0.03	0.10

$\chi^2$  = test statistics = 02.62

C value = 11.071

Level of significance  $\alpha$  = 0.05

### FINDINGS

The p-value is a probability that measures the evidence against the null hypothesis. Lower probabilities provide stronger evidence against the null hypothesis.

Use the p-value to determine whether to reject or fail to reject the null hypothesis, which states that no association between two categorical variables exist.

In my one tail hypothesis chi-square analytical test:-

**“P value is larger than significance level”**

### INTERPRETATION

A critical significance level of 0.05 indicates a 5% risk of concluding that an association between the variables exists when there is no actual association.

P-value  $\leq \alpha$ : The variables have a statistically significant association (Reject  $H_0$ )

If the p-value is less than or equal to the significance level, reject the null hypothesis and conclude that there is a statistically significant association between the variables.

P-value  $> \alpha$ : Cannot conclude that the variables are associated (Fail to reject  $H_0$ )

If the p-value is larger than the significance level, fail to reject the null hypothesis because there is not enough evidence to conclude that the variables are associated.

**“In these results, the P-value falls between 02.62 and 11.071”**

**“The P-value is larger than level of significance ( $\alpha$ )= 0.05”**

### TEST RESULT

Our test **fails to reject the null hypothesis** that is

“Hotel Management Students show interest in Opting retail & sales as a Career rather than show interest in Opting hotel as a Career is not related with their academic grades”

Also our test concludes **no evidence is found that population and sample variances are associated with each other.**

### SUGGESTIONS

This table shows Suggestions selected by the respondents on below asked question: -

The most required factor needed to be implemented in hotels and institutes with high urgency for attracting hotel management students towards hotels?

Sl.No	Suggestions	Total no of Respondents	Percentage
1.	Institutes can make awareness among students related to benefits of long time survival in the industry.	27	27 %
2.	Stretching duty timing beyond allotted hours in hotels can be restricted	32	32 %
3.	Creating friendly environment at work with respectful treatment in hotels.	23	23 %
4.	Raising the value of incentives in hotels.	6	06 %
5.	Make awareness on the caption "Mine is food and accommodation industry not selling lifestyle products" in hotels and institutes.	12	12 %
TOTAL		100	100%

This table shows:

32 % respondents suggested "Stretching duty timing beyond allotted hours in hotels can be restricted" as a most required and high urgency factor.

27 % respondents suggested "an awareness among students related to benefits of long time survival in the industry" as a most required and high urgency factor in institute.

23 % respondents suggested "Creating friendly environment at work with respectful treatment in hotels" as a most required and high urgency factor.

12 % respondents suggested "Make awareness on the caption "Mine is food and accommodation industry not selling lifestyle products" in hotels and institutes." as a most required and high urgency factor.

06 % respondents suggested "Raising the value of incentives in hotels" as a most required and high urgency factor.

All suggestions would be implemented with high urgency by institutes and hotels for attracting students towards hotels.

## CONCLUSION

Rapid growth of retail and sales in Indian market could bring high attrition in hotel industry. Besides, retaining the qualified workforce in hotels is also the prime task for the hotel industry. As hotel management faculties, we effort to clarify the doubt of hotel management teaching fraternity Which is academic grade of the student may be the reason why he/she is choosing retail and sales as a carrier after graduation. This chi square hypothesis test exposes very clearly academic grades are not playing much role among hotel management students those who are choosing retail and sales as career rather than choosing hotel as career. The selection of career path among present hotel management students are based on many other aspects such as pay structure, work culture, duty time and friendly approach etc. This study whispersto hotels and institutes to keep their pride alive by evolving themselves. The test broadcasts the genuine voices of the "generation Z" hotel management students.

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## A Study on the Role of Social Media Over Conventional Methods of Recruitment in Hotels of Delhi

*Vibhu Dubey\* & Vipul Singhal \*\**

### ABSTRACT

**Background:** New generation employees are very much on the social media. The potential candidates are also very much approachable on social media so it becomes very easy to reach these candidates for the recruitment in the hotels. Different scholars have worked on topics like changing role of social media, role of social media as promotional tool, etc. There have been studies on the usage of social media for recruitment worldwide but not much has been done in Indian Hospitality Sector. To fill in this gap this research will be conducted.

**Objective:** (1) To analyse the role of social media over conventional methods of recruitment in hotels. (2) To find out the most preferred social media platform preferred by recruiters.

**Methodology:** Research design for this study will be descriptive. Simple Random Sampling (SRS) technique was used for collection of data. The study will be conducted through survey filled by 63 HR personnel of 5 star and other star rated hotels in Delhi. Digital Survey Form will be used as data collection tool. Statistical tools - percentage was used for data interpretation and analysis.

**Results:** In spite of advancement in technology and easy access to the same, Human Resource personnel have not completely moved over from using conventional type of recruitment method to using social media for recruitment and hiring in the hospitality industry in Delhi. The ones that use the social media platforms have a distinct preference for LinkedIn as compared to other social media platforms.

**Conclusion:** As it is evident from the results, the recruiters still prefer to utilize conventional methods of recruitment as against the social media platforms. Having said that, 1 in 7 recruiters prefer using social media platforms for connecting with their prospective employees, LinkedIn being the number one preferred social media platform.

**Keywords:** Social Media, Recruitment, Hotels, Human Resource.

### BACKGROUND

Abel, 2011, found that the German companies preferred using conventional methods of recruitment. The very concept of using social networking sites was a nouvelle idea for them. The companies

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that made use of the internet preferred using business oriented websites in place of social networking sites. Facebook, for example, was looked upon as site primarily used for social interaction and was not very popular as a recruitment channel.

Bamokarh, 2017, in his study found that his subjects in Wales highly preferred using social media such as LinkedIn and Facebook for the purpose of recruitment. They felt that the use of social media sites not only reduced time but it also drastically reduced the cost of responding with the prospective employees.

Pitkänen, 2010, came out with results that were very much in line with the conclusion drawn out by Kiitos in his study. He found out that the recruiters in Finland considered social media as a very important assistant for the purpose of recruitment. They, in fact, considered it as one of the best assistant for that purpose. This was more so relevant for the smaller enterprises, as the use of social media not only saved the cost of recruitment for them, but also helped them reduced the turnaround time for interacting with the candidates. The larger companies never found it difficult as they had had a large following on various social media platforms. However, for the smaller organisations, it was much more difficult to reach out to their candidates, irrespective of the social media platform they wished to use.

In his research, Masa'd, 2015, found out that the recruiters in the Middle East, had started developing their interests in recruiting candidates via social networking sites. Though the HR departments were not very confident to start with, there was a significant increase in the users of social networking sites for recruitment.

A study done by Siddiqi and Alam, 2016; revealed that the relationship between recruitment and social media was positive with the moderate degree, since the factors used to measure the recruitment were cost of recruitment, talent needs and information about job. These factors were reliable to measure the recruitment variable because they showed a high degree of reliability show in factor analysis table. The case of social media had also three factors which included access of information and reliability, use of social media to search jobs and privacy concerns of individual in using social media. The respondents believed that social media specifically "Facebook" is being use for only personal purposes but they like to get information related to recruitments and job positions. The respondents also believed that social media was cost effective when the organizations wanted to advertise job positions, apart from that the degree of spreading of information was being done to a wide range of receivers through social media which helped recruiters to pool a wide range of candidates into screening process.

Furthermore, the study also revealed that most of the organization did not follow social media as a recruiting tool because of irrelevant and fake information due to user generated media. The information available on social media was also not authentic since it could not be verified. The research also found that both male and female were frequently using social media for personal purpose but they did not wish that any of a recruiter must adopt information from their page that could be used in recruitment process.

McKenna, 2014, in his research came up with the result that, in Ireland, a very large chunk of the companies preferred using social networking sites for recruitment as they felt that it helped them in increasing their workplace diversity, thereby, bringing along a more culturally rich talent pool under the same roof.

Koch et al, 2018, found that despite utilising some traditional methods of recruiting, South African recruiters followed their international counterparts, with LinkedIn being central to their respective recruitment processes. The use of Twitter and Facebook for recruitment was found to be substantially lower in South Africa than elsewhere.

Sills, 2014, stated that although the electronic platform was a force to reckon with, a large number of recruiters and companies still had an affinity towards the traditional methods of recruitment. A large number of recruiters still preferred job fairs as a highly feasible and significant. Although, some of the traditional methods were losing their foothold, others such as word of mouth and referrals were by and large still preferred. A large number of HR personnel felt that it was rather challenging for them to establish a personal connection with the candidates without having a face to face interaction. They felt that although e-recruitment was gaining ground, the traditional methods of recruitment were going to stay around.

Kroeze, 2015, in his findings showed that companies are currently using social media in recruitment, but perhaps not as effective as they could be. Several recommendations and conditions for success were given to help employers and jobseekers to make the most out of social media in recruitment.

Social media not only gave access to national and international applicants, it also made the recruitment process more responsive, thereby saving time and money. This, however, may be considered breach of privacy in some countries which could eventually lead to lawsuits. As for jobseekers, social media allows them to have easy access to information related to vacancies at a lower cost, but they also need to be careful of what they post on their social media profiles as a potential employer may reject their candidature based on the content posted by them.

**Facebook** is currently the leading social networking platform in the world. As of now, there are close to 2 billion active users registered on Facebook. Facebook has simply surpassed the expectations of every job seeker in the way they interacted with their candidates. It cuts across every age group, ethnicity and gender with absolute ease. Being extremely popular with the masses, Facebook provides an excellent platform for the recruiters to interact with job seekers.

**Twitter** is a massive micro-blogging site that boasts of over 300 million active users. By imposing a character count of 140, Twitter challenges the wits of every employer. Imagine selling your corporate brand in 140 characters or less without detracting from the main agenda. It is way much harder than most people can fathom. However, Twitter does give the option to attach photographs, videos and other media while tweeting and this can surely help the recruiters in being more expressive in their tweets.

**LinkedIn** is widely considered as the best professional social networking platform and is widely used by recruiters across the globe. A study reveals that close to two-third of job seekers rely on this platform for their job search.

While most recruiters and job seekers do not really think beyond Facebook, Twitter and LinkedIn, there are plenty of options for those with a creative bend of mind.

A research has revealed that a video message is way more effective than a text message and **YouTube** allows the companies to reach out using this highly effective mode.

Another under-utilized recruiting social site is **Google+** has some glaring advantages over other sites. It allows recruiters to build private groups wherein they can target candidates in their specific fields.



**Instagram**, which is hugely popular with the millennial generation, is also turning out to be a very highly creative recruitment platform. It is considered to be the second most popular social media platform and allows the recruiters to interact with their candidates via pictures, videos and text captions.

Global Recruiting Survey in 2016 concluded almost every recruiter preferred using LinkedIn for recruitment. A very small number, around 3%, comprised of the ones that were not using this platform in any manner. Other platforms such as Twitter and Facebook, saw their popularity drop by close to 20% from the previous year.

As evident from the above case studies, almost all research in respect to contribution of social media as a recruitment tool has been carried out in Europe and America. With almost no study done in India, it was felt necessary that the role of social media over conventional methods of recruitments is carried out in our country's perspective as well. Since this is being considered as a pilot study, a smaller geographical region (National Capital Region) is being taken into consideration for this study. Keeping in mind the above gap in the research the following objectives are formed for the present study: (1) To analyse the role of social media over conventional methods of recruitment in hotels. (2) To find out the most preferred social media platform preferred by recruiters.

## METHODOLOGY

The research design of this study is descriptive. The technique used for collection of data was Simple Random Sampling (SRS). The sample size taken was 63. The calculation of sample size was done from the website of Survey System Calculator wherein the confidence level was taken at 95%, with a confidence interval of 10. The population size was taken as 170 as per the number of hotels registered in New Delhi under Federation of Hotels & Restaurant Association of India.

The tool used for collection of data was digital survey form which was created on Google Forms. The form was sent via e-mail and WhatsApp to Human Resource personnel of various hotels across New Delhi. For finding and analyzing the results, statistical tools like percentage, pie charts and graph bars were used.

## FINDINGS AND DISCUSSION

The digital survey form was sent across to Human Resource Personnel of hotels across all star categories (5 Star, 4 Star, 3 Star and Below 3 Star) across Delhi. Below are the findings, as detailed in Table 1, derived from the responses received:

**Table 1: Details of the Responses Received**

Star Category	Number of Responses	Percentage
5 Star	36	57.14%
4 Star	12	19.05%
3 Star	9	14.28%
Below 3 Star	6	9.53%

*Note:* developed for this study.

As seen in the above table, the largest share of respondents is from 5 Star hotels (57.14%). This may be due to the fact that larger hotels have a larger HR Team, thereby, allowing them time to respond to surveys on a prompt basis. Smaller hotels, on the other hand, have usually only one person in their HR department, thereby, allowing less or no time for responding to surveys or otherwise.

To further understand about the hotel categorization, the respondents were asked to apply in affirmative or negative whether their hotel was a part of a group or a chain or not. This was essential as group hotels have access to a much larger database and resources for their recruitment related requirements as compared to stand-alone hotels.

**Table 2: Responses Received from Group Hotels or Stand-alone Hotels**

Type of Hotel	Number of Responses	Percentage
Group Hotels	39	61.90%
Stand Alone Hotels	24	38.10%

*Note:* developed for this study.

As per the table above, the respondents are primarily from Group Hotels (61.90%) whereas 38.10% of respondents are from stand-alone hotels. The group hotels, as expected, are majorly classified as 5 Star whereas a few of the group hotels are classified as 4 Star. This is in concurrence to the details stated in the above table's explanation wherein it is evident that large shares of responses are received from 5 Star hotels.

The respondents were then asked about their 3 most preferred modes of recruitment. This was to primarily understand whether the HR personnel had inclination towards conventional methods of recruitment or if they preferred using social networking platforms in order to fulfill their recruitment related requirements.

**Table 3: Preferred Modes of Recruitment**

Preferred Modes of Recruitment	Number of Responses	Percentage
Online Job Portals	39	20.67%
Employee Reference	42	22.33%
Personal Reference	12	6.33%
Internal Job Openings	18	9.53%
Social Media Platforms	27	14.30%
Campus Placements	36	19.03%
Job Consultants	6	3.17%
Newspaper Ads	9	4.77%

*Note:* developed for this study.

It is certain that although all HR personnel have access to social media platforms, there is still a heavy inclination towards the conventional methods of recruitment. Of the conventional methods, the three most preferred methods are hiring through employee references (22.33%), online job portals (20.67%) and campus placements (19.03%). These three methods constitute a staggering 62% score. The social media platforms form only 14.30% of the total score of the various recruitment methods that are employed by the HR personnel in hotels of Delhi.

Although, social media platform is preferred by not a very large number of respondents, it still forms a seventh part of the total score which is still a substantial number. Therefore, the next question was designed to understand the preferred social media platform by the HR personnel.

**Table 4: Preferred Social Media Platform**

Preferred Social Media Platform	Number of Responses	Percentage
LinkedIn	33	52.40%
Facebook	12	19.00%
WhatsApp	12	19.00%
Twitter	6	9.60%

*Note:* developed for this study.

As seen from the above table, the maximum preference amongst all social media platform is given to LinkedIn. This is very much understandable as LinkedIn is known to be a professional networking site, the primary purpose of which is to connect professionals across various industries and ranks. A similar result was derived by Koch et al, 2018, though the study carried out in South Africa where maximum number of recruiters preferred using LinkedIn over other social media platforms. Facebook and WhatsApp is preferred by one fifth of the HR professionals whereas Twitter as forms less than 10% of the total score.

Global Recruiting Survey in 2016 concluded almost every recruiter preferred using LinkedIn for recruitment. A very small number, around 3%, comprised of the ones that were no using this platform in any manner. Other platforms such as Twitter and Facebook, saw their popularity drop by close to 20% from the previous year.

Having understood the preference in terms of Social Media platforms usage, it was also important to understand the reason for which these social media platforms are preferred by the HR professionals. Hence, the next question was directed towards the same objective.

**Table 5: Reason for Preferring Social Media Platforms**

Reason for Preferring Social Media Platform	Number of Responses	Percentage
East of use	6	9.60%
Widespread reach	24	38.10%
Quick response	21	33.30%
Accessible from anywhere	12	19.00%

*Note:* developed for this study.

As evident from the above results, the primary reason for preference of social media platforms is its widespread reach and the quick response it generates from the aspiring candidates. In today's world, almost everyone is connected to social media platforms through their laptops and smart phones. This allows the recruiters to connect with the candidates across various time zones and almost round the clock.

## CONCLUSION AND RECOMMENDATION

As it is evident from the results, the recruiters still prefer to utilize conventional methods of recruitment as against the social media platforms. Having said that, 1 in 7 recruiters prefer using social media platforms for connecting with their prospective employees.

Social media platforms not only bridge the gaps across various time zones, they also provide a cost effective option to recruiters. Though, one reason which can be considered for lack of inclination towards these platforms can be lack of understanding of technology on part of the recruiters as well as the candidates. An effort must, therefore, be made to make people more tech savvy in order to utilize the potential of these platforms to their optimum level.

Further studies may also be carried out in other parts of the country. Depending on the resources available, these studies may be done at specific city level, state level or regional level to understand the preference of social media platforms by the HR personnel. There is a possibility though, that the results may not be very encouraging for smaller cities as people may be less familiar with the advancement in technology.

Studies may also be carried out on the level of understanding and usage of various technologies by HR personnel. These may include, but not limited to, social media platforms, computers, bio-metric machines, electronic data capture devices and so on.

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**Section II**  
**SUSTAINABILITY RELATED ISSUES,**  
**GREEN HOTELS**



## Environmental Friendly Conservative Practices Adopted by the Hotels: A Review

*Amanjeet Bhalla,\* Amit Gupta,\*\*  
Didar Singh\*\*\* & Naveen Chhetri\*\*\*\**

### ABSTRACT

Environment and its protection are of utmost importance, especially nowadays, due to our own reckless behaviour pollution are at a very high level. When we talk about hospitality and hotels, we in all sense, talk about wellness and it ironically is just opposite to current scenarios of increasing environmental pollution. Being in the business of wellbeing and healthy living, it becomes our prime responsibility to act and behave and even work so as to conserve resources and utilize them in a responsible way especially towards our environment. In recent years a lot of efforts have been made by hospitality related units in making their processes “GREEN”. Our paper will be a review paper that will focus on previous practices that the hotels have adopted, so as to improve their services and most importantly make them environmentally friendly. It will also focus on various awards that are awarded to the hotels for their environmental friendly initiative. This review paper will describe and explain any government policies or guidelines that it has made or passed on as mandatory or optional for hotels to follow regarding environmental conservation.

**Keywords:** Green Hotels, Conservative Practices, Environment Friendly, Eco-friendly, Green Certification.

### INTRODUCTION

Amongst the expansion of hotels and other tourism-related services that is a symbol of wellness for tourists who travel away from their residences; there lies the most important topic of the era that is raising pollution. Let us start by defining the terms pollution, eco-friendly or green and eco-friendly practices or green practices or sustainable hotel operations. Muralikrishna & Manickam (2017) defines pollution as the contamination of the environment to the extent that normal process is adversely affected and pollutants as the substances that are present in more than normal levels in nature and this is when they are considered as contaminants. It is also defined as the action of making the land, water, air etc. unsafe to use. (Pollution, n.d.). Nagle et.al (n.d.) mentions in their article that the Clean Air Act defines air pollutant as any polluting

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agent emitted into the air. Manakotla & Jouhari (2007) mentions that green means environment-friendly or eco-friendly and thus, the operational practices of the hotels towards the same goal can be referred to as green practices or eco-friendly practices or sustainable hotel operations. The eco-friendly practices involve conservation of water, usage of renewable energy and implementation of the recycling program.

## REVIEW OF LITERATURE

With the increase in pollution, the hotel industry is also becoming more and more conscious about the eco-friendly and recycling practices they should adopt and in fact, the target clientele also prefers the hotels with environmentally friendly or green practices. Several green or eco-friendly certification programmes are there that certify hotels for their green practices and thus, providing them with accolades in terms of these green certification.

Few of the most important and renowned certifications are as follows:

1. **Green key global:** The most important of the certification of the organization is the Green Key eco-rating program that is in existence for the last 20 years for hotel properties for their contribution towards their sustainable initiatives. The rating covers hotels, motels, and resort properties and is recognised by the Global Sustainable Tourism Council (GSTC) of North America. The hotels are expected to go through a 160 self assessment question on sustainable practices and each question has some points related to it. The green key ratings are as follows:
  1. Green Key – 1% – 19.9%
  2. Green Keys – 20% – 39.9%
  3. Green Keys – 40% – 59.9%
  4. Green Keys – 60% – 79.9%
  5. Green Keys – 80% – 100% (Green key global, n.d.).
2. **Green globe certification:** It is a structured assessment of 44 core indicators supported by 380 compliance indicators that include local factors of the geographical area. A third-party independent auditor is hired for the work on the client's site to ensure that the compliance is guaranteed. **The Green Globe Standard is based on the following international standards and agreements:**
  - Global Sustainable Tourism Criteria
  - Global Partnership for Sustainable Tourism Criteria (STC Partnership)
  - Baseline Criteria of the Sustainable Tourism Certification Network of the Americas
  - Agenda 21 and principles for Sustainable Development endorsed by 182 Governments at the United Nations Rio de Janeiro Earth Summit in 1992 ? ISO 9001 / 14001 / 19011 (International Standard Organization).
 (Green globe certification, n.d.).
3. **Energy star:** This next category is not only for hotels but for businesses. It helps to assess the cost-effectiveness of the resource management and thus, contributes to an increase in profits of the businesses. The building's energy performance is marked on a score of 1 – 100. (Energy star, n.d.).



4. **Green Seal:** Yet another program that is not restricted to only hotels is Green Seal. The organization claims to have developed a scientific approach based on international standards of environmental labelling programs and have developed standards that define leadership in sustainability. (Green seal, n.d.).
5. **LEED:** It stands for Leadership in Energy and Environmental Design. The company claims that it is the most widely used green building rating system. LEED provides independent certification for building and its surroundings. There are nine basic areas of LEED ratings:
  - (a) Integrative process
  - (b) Location and transport
  - (c) Sustainable sites
  - (d) Water efficiency
  - (e) Energy and atmosphere
  - (f) Materials and resources
  - (g) Indoor environmental quality
  - (h) Innovation
  - (i) Regional priority

Based on the above criteria and the points earned the buildings are certified as LEED certified, LEED silver, LEED gold and LEED platinum. (LEED, n.d.).

6. **STEP:** It stands for Sustainable Tourism Eco-certification program. This is an initiative of Global Sustainable Tourism Council (GSTC) since 2002. The criteria for hotels across the globe are based on four themes namely:
  - (a) Effective sustainability planning
  - (b) Maximising social and economic benefits for the local community
  - (c) Enhancing cultural heritage
  - (d) Reducing negative impact on the environment (STEP, n.d.).

Having talked so much about the green certification programs for the sustainable practices of the hotels it is imperative to talk about the impact of such practices on the hotel business.

Han, Hsu, Lee & Sheu (2011) researched the attitudes of the customers to go green in which they also included demography and sustainability intentions of the customers. They found out that marketing the hotel as an environmental friendly was, in fact, the best way to motivate the customers to visit the hotels and it also helped as a vector to market the hotel through word of mouth and consequently influenced the customers' intention to pay more and reap benefits for the business.

Chou, Chen & Wang (2012) in their study based on the adoption of the green practices by restaurant industry in Taiwan found out that adopting eco-friendly practices were influenced by behavioural intentions but not by social interactions and influence. Their research also revealed that green practices had a significant effect on the attitudes of the restaurant managers influencing and fueling their belief that adopting such practices would reap benefits in the long run.

Dipetro, Cao & Partlow (2013) in their research paper "*Green practices in upscale food service operations*" found out that it was imperative for the upscale foodservice restaurant to implement eco-friendly practices in their operations to impart a socially responsible image in people's perspective. They also concluded that these initiatives were to be well marketed so as to increase the repeat business by the customers.

Ham & Han (2013) in their study "*Role of Perceived Fit With Hotels' Green Practices in the Formation of Customer Loyalty: Impact of Environmental Concerns*" examined the relationship between the perception of fit and the eco-friendly practices adopted by the hotel and the effect of the same on purchase behaviour of the customer. They concluded that the hotel's initiative towards green practices positively influenced the purchase behaviour of the customer. They also stressed that using various means to influence customers' perception of the hotels' initiative towards environmental conservation would significantly and positively influence the customers' loyalty towards the hotel.

Fukey & Isaac (2014) in their research "*Connect among Green, Sustainability and Hotel Industry/ : A Prospective Simulation Study*" stressed that the green practices adopted by the hotels were indeed a powerful marketing tool for them. In their study, that was on resorts, they revealed that the reasonable price was one of the key factors that were fuelling the choice of the eco-friendly hotels amongst the clientele, but they also indicated that a shared responsibility between the businesses and government would provide market opportunities to the businesses without losing their grip on their market share.

Dagher, Itani & Kassar (2015) revealed in their study on the impact of purchasing behaviour of clientele based on eco-friendly practices had implication on high and low concern for the environment. They found out that at high environmental concern both the genders, namely male and female, showed similar purchase behaviour; however, when their concentration shifted to the lower concerned group the results were significantly different for females and males. Their study, that was based on Lebanon and had a male dominant society, showed that the females were more bent to participate in eco-friendly actions than males.

M Basera, Du Plessis, Saayman & Kruger (2016) in their study on environmentally friendly practices in hotels situated in Zimbabwe and South Africa concluded that it was most important for the studied hotels to incorporate green practices. They also found out that the participating hotels, despite the fact that no green management policy was present, had implemented eco-friendly practices that involved energy conservation by utilization of solar energy, maintenance of reduced use of the paper environment by no print policy, reuse of bottles of soap, waste management and water conservation by promoting reuse of towel more than once before washing. Their study revealed that the hotels were implementing sustainable practices so as to reduce costs, save resources and marketing to get a competitive edge in the business and hence were getting benefitted.

Sharma, Yadav & Sharma (2018) in their study on "*An insight into green practices followed in the Indian hotel industry*" concluded that when it comes to consumer attitude and behaviour towards eco-friendly practices, the relationship is significant and positive. They stressed on the point that the consumers are aware of the merits of the implementing green practices, however, they also pointed out that the attitude and behaviour of consumers towards green practices rule out the probability of spending more for these services.

## CONCLUSION

In most of the papers that were reviewed, it was found that in long run the hotels perceive that they will be benefitted with the adoption of eco-friendly practices. It was also seen that green practices served as the best marketing tool for the hotel's business. As far as the customer is concerned the majority of the studies found that customer loyalty increases in the case of the green hotel as compared to others and also their intentions to spend also increases. Hence it is seen that adopting green practices not only benefits hotel business but also influences customer intentions positively. Conservation of the environment and resources also adds to the value of the benefits reaped by the hotel industry. So the green practices are universally beneficial for the hotels and for the environment.

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## A Study on the Sustainability Practices of Five Star Hotels in Delhi and NCR

*Anil Kumar Goyal\* & Dr. Shweta Misra\*\**

### ABSTRACT

**Background:** It is clearly understood that the Hotel Industry is working on conventional methods of operations. For this reason it is very important to strive for measures that are more environmental friendly, minimizing its negative impact on the natural surroundings.

One should not only consider the hotel industry for sustainable development of tourism but also the other allied sectors of tourism like airlines, travel, tours, heritage site, cultural sites. All the sectors must aim at minimizing the operational impact on the environment.

Commercial enterprises have great responsibility of providing environmental friendly hotel design, construction and operations systems. Hotel Operations and tourism should not be market driven rather it should be ecology driven otherwise conflict may arise with local community.

Training modules should be developed for operators/owners to make them aware of sustainable hotel operations and design. The legislation of country must be strengthening to force hotel operators to change to environmental friendly practice. It is important to formulate the code of ethics for all stake holders of tourism industry including the five star hotels and ultimate users of those facilities that is tourist/ traveller.

In analyzing the impact, pre existing hotels and new hotels must be considered. In the former case, the application of minimal impact on the environment is required. In the latter case, methods of improving the operation making it more ecology friendly by retrofitting, using new technology etc. should be used.

Sustainability is a new age “*mantra*” for all the human beings worldwide. The western countries are taking proactive measure to protect their ecology and culture. Due to the growing awareness of new age “*mantra*” concept the lifestyles of the people in western countries is rapidly changing. The Ministry of Tourism, Government of India has come up with the program of Sustainable Tourism wherein the sectors of tourism i.e, hotels, tour operators, etc come in the preview of sustainability. Hotels have taken various measures to become eco friendly. In the present study, the practices followed in the hotels are analyzed and studied.

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**Objective:** To study the sustainability practices in 5 star hotels.

**Methodology:** Research design for this study was descriptive. The study were conducted in 30 five star hotels in Delhi/NCR. Questionnaire was used as data collection tool. Statistical tools like percentage and mean were used for data interpretation and analysis.

**Results:** The findings of this study have given an insight of the eco friendly practices followed in a 5 star hotels in Delhi and NCR.

**Conclusion:** The results of the study may be used in the futuristic planning of the upcoming hotels. The results of present study may also be utilized by different stake holders of the Industry.

**Keywords:** Eco -Hotel, Sustainability, Standard Operating Procedures, Sustainable Practices, Eco Friendly, Green Hotels, Tourism.

## BACKGROUND

**Amandeep, (2017)** mentioned that “Hospitality with responsibility” is the present need! Awareness regarding protecting environment and green hotels needs to be widespread in the industry as well as in academics so as to involve the future hoteliers in pursuit for achieving environment friendly green hotels. Initiative must be taken by the Indian government to encourage the Hotel industry in India by means of schemes and policies which are in favour of Green Hotels. Further the steps and measures taken by the Hotels in India confirm that many hoteliers understand that the activities they carry out have an extreme high impact on the environment, both short and long term. Under these conditions, green hotels are one of the most sustainable measures, with visible results in a short time. The author also point out that the shift of focus of the global traveller from high rise hotel buildings in cities to places that are close to nature and have a peaceful natural environment which does not damage the natural ecology around is highly evident. In the light of the above fact hoteliers strongly need to update our commercial hospitality trends and practices with reference to the environment. With the awareness of the preservation of ecological balance a new concept known as Eco Hotels or Green hotels has emerged. Green hotel is a hotel or accommodation that has made important environmental improvements to its structure in order to minimize impact on the environment.

**Losane (2013),** mentioned in his research that the world are coming up more and more with sustainable certification programs formed for hospitality business. However, sustainable practices mostly associated with countryside lodgings. There is consideration that the hotels located in urban area are not, and even cannot be, as environmentally friendly as the hotels located in countryside. That it would be easier to launch environmentally friendly practices nearby nature and implementation of sustainable operations in the hotel that is located in urban area is more complicated. Nevertheless, sustainable practices are needed as much in countryside hotels as in urban area located hotels. Certain environmentally friendly goals can be set regardless of location and type of hotel. It has been seen that environmentally friendly operations, even those with no big investments, can bring economical benefit to hotel. So, in that case both the hotel and the environment are the winners. The hotel management in India are not ready for big changes taking in the environment neither economically nor morally. At the same time, they are willing to make environmentally changes in everyday operations.

**Ridhima et al (2018)** stated that consumers are aware of the benefits of adopting environmentally sound practices in the hotel industry. The positive attitude of guests who are in favour of green practices creates a good relationship with positive behaviours resulting towards green practices.

On the other hand, attitude and behaviour do not necessarily result in the consumer's readiness to pay more for the green services being rendered by a hotel. The issue of the environment is considered to be a very important aspect nowadays. The hotel industry is required to build up a sustainable scenario for its growth and future development. In lieu of this, hotels will be required to plan carefully especially given their resource limitations. The hotel industry can play an important role in bringing greater awareness to environmental issues and it needs to get to know the needs and wants of consumers and the importance they attach to the conservation of natural resources.

**Shetty (2010)** in his thesis concluded that the factors of sustainable competitive advantage have being determined, the managers of hotels play a very important role in affecting the attitude of the hotels in developing these factors and seeing to it that they are implemented effectively. More often than not these managers are the very important link between the end customers and the hotel owners or the hotel management. It is the attitude and perspective of these managers which can play a vital role in the success and failure of the hotel. The factors of sustainable competitive advantage in the hotel industry have irrefutably been determined to be the Facilities and Amenities provided in the hotel, the technology used in various departments of the hotel, the product offerings of the hotel, the food and beverages served at the hotel, the service quality of the hotel, the ambience of the hotel, the other add-on facilities and services provided by the hotel and the innovations implemented by the hotel within all these factor. It has also been strongly determined that in the hotel industry innovations are not a standalone factor but can only be a part of these other factors for sustainable competitive advantage. However, it is important to consciously make an effort to inculcate a culture of innovation amongst the other factors for sustainable competitive advantage since it was also strongly felt that innovations are important and have a direct impact on the occupancy rate of the hotel. There are factors which affect the attitude and perspective of the managers, such as the occupancy rate of the hotel, and there are factors which affect the importance of the individual tool for competitive advantage such as the grade of the hotel and the type of tourists the hotel caters too and all these insights are useful in determining the general policy the hotel adopts in implementing the tools of sustainable competitive advantage. Tourism in India has received a major boost in the past decade since the Indian Government realized the great potential of tourism of India during vacations. Tourism of India has grown by leaps and bounds with a great influx of tourists from throughout the world. India has the right tourism potential and attractions to captivate all types of tourists whether it is adventurous tour, cultural exploration, pilgrimages, visit to the beautiful beaches or to the scenic mountain resorts as also business travellers. However, foreign tourists are appalled at the state of Indian catering services, roads, guides services, hotels, motels, and transportation services and above all, the degrading environment of the Indian subcontinent. Shetty also mentioned that if the hotels does not follow sustainability norm, then India will lose tourists to the Mauritius, Singapore, Thailand, Hong Kong, and Japan. These countries offer entertainment, good quality rooms, and transportation, liquor, as well as food, at the most competitive prices. They follow international tourism norms in terms of catering, hospitality, and hygiene. If the hotels in India does not follow any norms and this leads to aversion on the part of the tourists from India.

**Umakant, (2018)** had concluded in his research paper that guests of five star hotels while choosing between a non-ecologically safe and an ecologically safe hotel, with similar establishments, would prefer to choose the latter. If the hotel succeeds in providing a desirable

stay for the consumers, it will not only retain its existing customers, but succeed in attracting potentially new customers who are also looking for hotels practicing environmentally sound methods of operation.

In nutshell researchers resides at a single conclusion that if human beings really want better 21st century then sustainability should prevail in each and every aspect of human's vision and action. Tourism can flourish only on the base of Culture. Intact Culture is the basic requirement for the world's prosperity which needed to be preserved and conserved with approach of sustainable cultural tourism.

### METHODOLOGY

The research design used for the study is co-relational quantitative design. Locale of the study was National Capital Region, India. Sample sizes of 30 five star hotels from Delhi NCR were taken. Random sampling technique was used for collection of data. The data was digitally collected through Google forms. The data collected was compiled and analysed using percentage, mean and standard deviation.

38 Five Star Hotels respondents were approached with questions pertaining to the study which included name of hotel & location. The questionnaire also includes the design of hotel, eco friendly certification, standard operating procedure, presence of Sewage Treatment Plant, solar energy generation, vermin composting etc. All the employee/people approached responded enthusiastically so the response rate of the data collection was 100%.

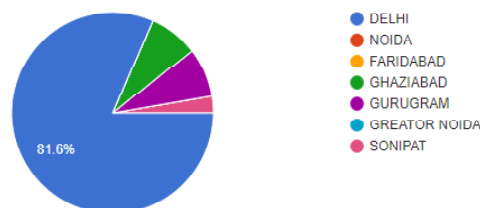
### FINDINGS & DISCUSSION

The objective of the present study was SUSTAINABILITY PRACTICES OF FIVE STAR HOTELS IN DELHI AND NCR. Data was collected from the Google form and is represented in the below mentioned pie chart & table

#### Location of Hotels

LOCATION OF HOTEL

38 responses



Pie Chart No – 01

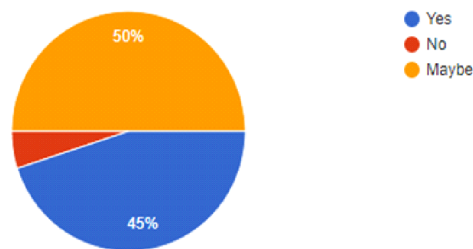
Table 01

Area	No of Hotels	Percentage
Delhi	31	81.6
Ghaziabad	3	7.9
Gurugram	3	7.9
Sonipat	1	2.6



38 five star hotels responded to the questionnaire (digital Google form) which was send to them. The respondents were from the management level of these five star hotels. Out of 38 hotels which responded 31 were from Delhi itself and rest 7 from NCR. The detail of the location of the hotels is given in the Pie Chart – 01 and Table No. – 01.

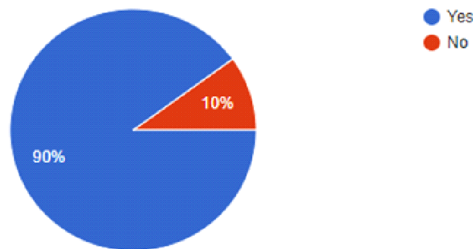
#### Eco Friendly Hotel Design



**Pie Chart-02**

To understand the infrastructural aspect of the hotel, the respondents were asked whether the hotel design is eco-friendly. The respondents were given the choice of yes, no or may be. For this question 45% of the hoteliers responded that the hotel design is eco -friendly where as majority (50%) of the respondents were not sure about this question as mentioned in Pie Chart -02. The reason of this may be that the respondents are more involved in the operations of the hotel but are not sure about the overall designing and construction of the hotel. However, Villalon (2017) has mentioned in the website [alvarezdiazvillalon.com](http://alvarezdiazvillalon.com), that recent advances in technology make it possible for hotels to design for sustainability and implement green practices that have a significant impact on costs and the environment.

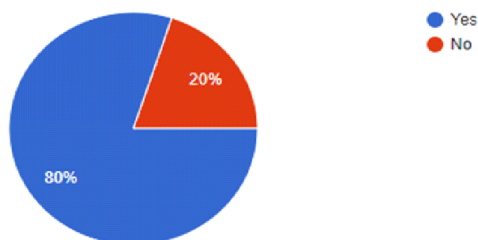
#### Standard Operating Procedure in Accordance with Eco Friendly Practices



**Pie Chart-03**

To provide standardised services for the guest of the hotel, every hotel has its own Standard Operating Procedure (SOP). These SOPs makes the hotel unique and different from the other hotel. The respondents were asked the question whether the SOPs are in accordance with Eco-Friendly practices. The respondents were given the choice of yes or no. 90% of the respondent answered yes i.e. most (90%) of the hotels have their SOPs made in accordance with the eco – friendly practices.

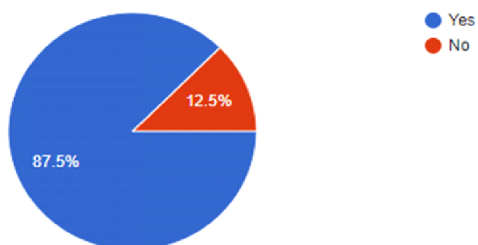
### Sewerage Treatment Plant (S.T.P) in premises



**Pie Chart-04**

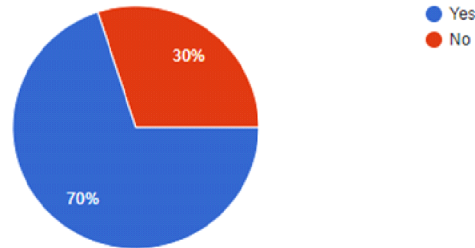
The sewerage is big problem in our country. The maximum damage to environment is caused by Industrial waste and sewerage generated in the human habituated areas. The 80% of the respondents have sewerage plant in their premises where 20% may have common sewerage plant. The hotel industries by and large are moving towards the sustainable tourism practices. The Ministry of Tourism, Government of India have made it mandatory for five stars hotels to have sewerage treatment plant which are constructed after 01.04.2012. A Sewage treatment plant will not be a mandatory condition for hotels which have obtained completion certificate for construction before 01.04.2012.

### Rain Water Harvesting System in Hotel

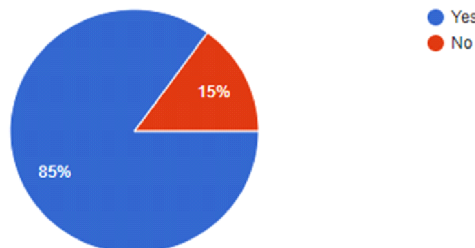


**Pie Chart-05**

**Shekhar. S (2009)** at el mentioned in project report titled Groundwater Management in NCT D Delhi. The National Capital Territory (NCT) of Delhi occupies an area of 1483 Sq.km. The groundwater resources of the district though over exploited, it can partially meet deficit in drinking water supply. The population of the city is growing at a very fast pace and so is the urbanization of the city. This rapid urbanization is leading to population resource imbalance in the city. The city has limited surface water allocation for drinking purposes and the groundwater of the district is being widely extracted to meet the industrial, agricultural and domestic requirement. The report also state that the grounded level was raised through rain water harvesting in IIT Delhi, President Estate vicinity. 87% of five star hotels are fitted with rain water harvesting system to recharge the ground water in their vicinity.

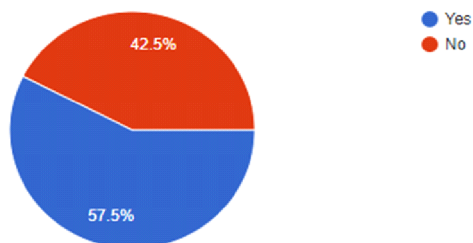
**Solar Panel for Electricity Generation & Water Heating****Pie Chart-06**

**Solar power** is the cleanest and the most reliable form of **renewable energy**. It can be used in several forms to help power the Hotels & home or business. **Solar-powered** photovoltaic (PV) panels convert the sun's rays into electricity by exciting electrons in silicon cells using the photons of light from the sun. This electricity can then be used to supply **renewable energy** to your home or business. The clean energy reduces electricity bills and demand on government agencies. Coal is burned to produce the electricity thus polluting the environment on the large scale. The production of clean energy reduced the environmental pollution. The 70% of hotels are equipped with solar panel to produce their own electricity to be used by the hotels thus reducing the pollution in the environment.

**Noise Free Generator in the Hotel****Pie Chart-07**

The noise generated through the electric generator is a leading cause for noise pollution. This is an emerging environmental degradation and it has ill impact on health of people. Patrick & Babatope (2013) in his research on "Examination of Noise Pollution from Generators on the Residents of Obantoko, Ogun State, Nigeria" conclude that noise pollution causes hearing impairment, negative social behaviour, sleep disturbance, insomnia and high blood pressure. Due to advancement of technology the generator making companies are making noise free generator. 85% of hotels have installed noise free generator in their premises.

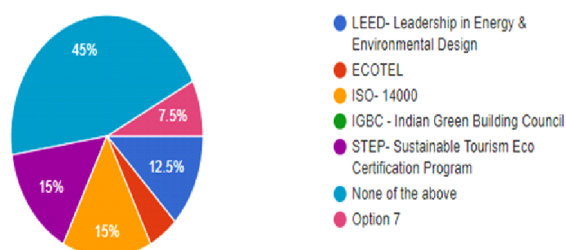
### Vermicomposting in the Hotel



**Pie Chart-08**

In the last two decades, the hotel industry has grown many folds. It is good for economy of the country but at the same time operations of hotels are producing dry and wet food waste. Vermicomposting is most feasible and economically viable methods of treating biodegradable because it is pollution free and purely natural process. The entire quantity of solid waste will get converted into good quality organic manure. The process is very simple and huge greater flexibility in scale of operation. 57% of hotels in Delhi NCR regions have vermicomposting pits in their hotel.

### Green Building Certification of Hotel



**Pie Chart-09**

**Table 2**

Pie chart no	Features	No. of Hotels	Percentage
1	Eco Friendly Design	18	45
2	Eco friendly SOPs	36	90
3	Sewerage Treatment Plant	32	80
4	Rain Water Harvesting	35	87.5
5	Solar Panel for electricity generation & water heating	28	70
6	Noise Free Generator	34	85
7	Vermicomposting	23	57.5
8	Green Building Certification	22	55

The green building is a modern day concept. It states that build design should be such that which utilises maximum day light, construction material used should be environmental friendly and operational facilities should be such that which caused zero impact on the environment.

55% of respondents have acquired some kind of green building certification. Rest of hotels are also practicing environmental friendly procedures but they do not have any kind of certification.

## CONCLUSIONS

India has a long history of preserving its environment. The Vedic civilisation focuses on living in harmony with immediate environment. There are several references of environmental protection in *Veda, Ramayana, Upanishads, Ayurveda & Puranas*. *Rigveda* says that sky is father, earth is mother, space is a son & whole universe is like a family. All should exist in perfect harmony. The Hotel Industry in Delhi NCR is doing its bit to protect its environment by going GREEN.

## RECOMMENDATIONS

The existence of human civilisation lies with the environment. The entire past civilisation had lived in close harmony with nature. The whole world have realised that the rapid Industrialisation in 18<sup>th</sup> & 19<sup>th</sup> century had caused great destruction of environment. All the developed economies of world are working to protect the environment for future generations. The Government of India is working along with world to protect the environment. All the Governments of the world should make an endeavour to make all economies eco friendly and try to eradicate all non-biodegradable products from human civilisation.

Research should also be carried out to find the guest preference for eco-friendly hotels & revenue generated by eco-friendly hotels as against the conventional hotels. The researcher should also focus on the carbon foot print left behind by each hotel/ industry in the country.

The Government of India should make policy which promotes eco friendly practices. Tax exemptions should also be given to such units/ industries which are producing and selling environmental friendly products and processes.

## CONFLICT OF INTEREST STATEMENT

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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## Implementing Green-Ecofriendly, Sustainable Practices in Hotels of New Delhi

*Arti Ghai\* & Aviral Rajeev Jain\*\**

### ABSTRACT

**Background:** Hotels play an important role in hospitality and they exert a significant economical, ecological and social impact on the environment. Currently the world is facing environmental issues, which include change in global climate, Pollution of air, water, soil etc., depletion of ozone layer, fast and high consumption of resources and increasing amounts of solid waste. Sustainable development means economic growth that is environmentally sound, is the necessity of the hour. Environmental goals cannot be achieved without development. A hotel stay has been generally assumed as an occasion to indulge in food, swimming pools, bar or other luxuries, but the modern business explorer is more likely to demand in-room yoga mats and a green-energy policy. The shift of focus of the global traveller from high rise hotel buildings in cities to places that are close to nature and have a peaceful natural environment which does not damage the natural ecology around is highly evident. Hence the hotels need to update their commercial hospitality trends and practices with reference to the changing environment and changing demands of the guests. With the awareness of the preservation of ecological balance concept known as Eco Hotels or Green hotels has emerged. Quite a number of best practices are undertaken in the hotel sector in this regard. Some of the green practices include sustainable management of water, energy conservation, solid waste management, ensuring air quality; environmental purchasing, community awareness and maintenance of permits. 85% of leisure travellers consider themselves environmentally conscious, that is, 'green' consumers.

**Objectives:** To determine the environmental-friendly practices by hotels of New Delhi and NCR. To determine the staff awareness towards carbon footprints. To understand the importance of eco friendliness in hotel industry.

**Methodology:** The details of the environmentally-friendly initiatives taken by the perspective hotels will be taken by means of interview of the HR personnel of the organizations. Questionnaires will be filled up by the employees working in the organizations to check the employee awareness level regarding the environmentally-friendly Initiatives and practices taken up by their organization.

**Results:** Details of the environmental-friendly practices taken up by Hotels of Delhi will be arrived at, outreach of these practices to the customers and the awareness as well as the implementation by the staff will be analyzed and summarized.

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**Conclusion:** Environmental –friendly practices, though a part of the every ones day today life, need to be emphasized more as there is an increased damage done to the environment in last few decades. Hence awareness of environmental damage and excessive consumption of goods, energy and water as well as proper implementation of such practices should be made mandatory.

**Keywords:** Green Hotels, Sustainability, and Carbon Foot Prints, Global Climate Change. Environmentally–Friendly.

## INTRODUCTION

Development and Tourism are very closely related as both are mutually benefited. Tourism in varied scale and types has existed since human existence. People have always travelled to places for recreation, food, enjoyment and adventure. In early history, human travelled mostly for food, slowly they started travelling to learn about the culture and religion during medieval time. During this time, most of the travels were undertaken for religious purpose. There are some famous travellers such as; Al - Biruni, Marco Polo, Shankaracharya and Xuanzang (Huen Tsang) who created the history through their travel and travel accounts. ( Mishra,2015)

The close relation of tourism and development was indicated with the requirement of accommodation and food services at the transit and destination localities.

In India, Sarais and Dharamshala were made for the travellers and pilgrims in olden days for providing room and food services The emergence of travel for the purpose of trade started in fifteenth century. When the travellers travelled for the purpose of trade and commerce they needed to stay during long distance travel. There was a demand for quality services and safety was of prime priority.

In eighteenth century, travellers (traders and the rich people of the society) started using private coaches for travel and concept of toll gates were raised for the maintenance of roads and bridges. Development of overnight stay changed the concepts of accommodation.

Big accommodation operators joined together in providing better services with good dining and parking facility. Not only accommodation units were increased near such stations but also other services started being popular there too got increased. (Thakur 2016) The demand for more facilities resulted in big accommodation units opening in the heart of cities to cater to the needs of the travellers. This increased the need for tourism and hospitality grow rapidly. With the fast development of hospitality industry it has become one of the world's fastest growing industries and a major source of income for many countries. Hotels are the major part of the hospitality industry that contributes maximum share in profits but at the same time there is an inevitable link between hotels and environmental issues. (Kasliwal, 2017)

From the past years, concern for environmental issues has increased drastically amongst the consumers, hence affecting their consumption pattern. With the fast degradation of environment due to ozone depletion, deforestation, pollution, consumers have become more aware towards the environment and adopting green practices to save the environment. (Thakur, 2016)

In the late 70's the world wide movement for environment protection and lowering the green house gases emission gave birth to the popularity of Eco Tourism. The recent development in the concept of eco tourism evolve with some new paradigm shift to more responsible form of tourism, such as Sustainable Tourism, Community Based Tourism, And Green Tourism.

Since 1980 Eco Tourism has been observed as a crucial factor by environment lovers in the direction of environment protection and sustainable development, so that new generations may experience tourist destinations in an environmentally stable state and with a scope of learning and education which results in conservation and preservation of nature and culture while addressing concerns related to economic benefits of local community. (Thakur, 2016)

Now days, tourism industry is the world's largest industry with one of the fastest growing segment i.e. Eco tourism / nature tourism. People try to experience nature and the famous tourist spots in the world, but also try to undertake these activities without affecting the nature. With the increasing trend of getting the first hand nature's experience, a different form of tourism has emerged called Eco Tourism/Sustainable Tourism. It is a form of tourism which encourages environmental philosophy with intensity and travel to experience exotic and pristine areas. (Kasliwal, 2017)

This change has led to a greater focus on green consumers and tourists who use those products & services which are eco friendly. With this change, the tourism industry needs to identify and analyse how consumer's consciousness towards these environmental issues affect their purchase decision in choosing a hotel and what are the green attributes consumers are looking for in a hotel without sacrificing their comfort. The term "Green Hotel" means environment friendly hotel which are involved in eco friendly practices such as recycling programs, reducing wastes, saving water and energy, using eco labels and eco certification etc. The green hotel business has taken various initiatives to save the environment and also making efforts to create awareness among their consumers. (Gautam, 2015)

This present study is an effort to highlight these crucial areas in the hospitality sector. "Go Green" "Be Green" are the buzzwords that are widely used. Many industries worldwide have made it there slogans and the hospitality industry is one of them where green practices have been implemented by the hoteliers' to attract the customers. With the changing environment, consumer's tastes, preferences and consumer's decision making towards green products and services has influenced the marketers to come up with more innovative products.

### **History**

According to United Nation's World Tourism Organisation, "Sustainable Tourism is Tourism that meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. Sustainable Tourism refers to the tourism activity that can be maintained over the long term because it results in a net benefit for the economic, social and natural environments of the area in which it takes place". Countries that have seen tourism sector as the savoir of their economies they often ignore the sustainability of tourism. (Thakur,2016)

The awareness of the sustainable tourism concept has gained importance in the 1990s. Sustainable tourism, bringing together tourism stakeholders enables them to take action for the common interest. Within a context that can guide them in decision-making positions including, now and in the future and the positive and or negative effect on how balances can enable them to see more clearly is an approach that was created for the development of the tourism sector (Economic and Social Commission for Asia and the Pacific, 2001: 49).( Hamid, 2017)



### Evolution of Sustainable Development

In the years between the 1960-1980 the issue of pollution and environment began to pick up on significance among people in general. Various events, regardless of whether natural catastrophes caused by human hand or worldwide energy crisis, like the energy crisis between the years 1973 and 1974 or the oil spills in the oceans, made people in general begin pondering the earth and health of the humankind as well as the health of the Earth. More specifically the energy crisis caused the hospitality sector to rethink their business strategies and the future of the entire industry. (Gautam, 2015)

The idea of sustainable development picked up in 1987 after the report 'Our Common Future' of the World Commission on Environment and Development also widely known as the Brundtland Commission Report was tabled. The Report called for long haul ecological techniques to accomplish reasonable improvement by 2000. Indeed, a quarter century later, not a lot has been accomplished, the condition of the earth has become more terrible and the atmosphere is warming. Making arrangements for economical advancement stays like never before a focal issue. The idea of feasible advancement gives a system to the synchronization of improvement procedures with ecological strategies. (Gautam, 2015).

The Brundtland Commission's report focuses upon the issues of the present generations without putting at stake the ability of future generations to meet their needs. Such improvements imply a reasonable economic development that must be socially fair and environmentally bearable. It promises for saving characteristic assets to the following eras while averting extreme ecological contamination. This requires the individuals who are more affluent adopt life-styles within the planet's ecological means, as growing populations in developing nations increases pressure on natural resources and environment. It additionally pledges to eliminate poverty by stretching out chances for a superior future and life. To achieve sustainability, it is important to ensure that the economic growth and population are in harmony with ecosystems' potentialities. (Gautam, 2015)

The hoteliers turned out to be more mindful of the potential decreases of energy supply in the future, as well as the rising prices of energy sources (Goldstein & Primlani, 2012). The concept of general sustainability was firstly initiated by the United Nations commission. This official publication together with the official 'Earth Summit' in 1992, caused various movements in all sorts of industries across the globe. In particular, the 'green' movement in the hospitality industry was represented by the 12 introduction of various green initiative certificates and sustainable certification programs. The world's first completely sustainable and ecological- friendly hotel was established in the year 2008. This specific hotel used renewable sources of energy by installing the solar panels and wind power on the roof, installing rain catching mechanisms and devices to use the rain as a source of water for toilets and irrigation, as well as giving away non-perishable food to those in need. (Fukey & Issac, 2014).

Furthermore, the InterContinental Hotel Group (IHG) is believed to be the first hotel chain to introduce a set of guidelines for hotels wishing to become sustainable and green, where they proposed the so-called 'innovation hotel' model, based on the usage of renewable and clean energy sources for the operations of the hotels (Pizman, 2008).

The current scenario in India, almost one-third of the energy & water usage is consumed by commercial buildings, including hotels. Thus there is a significant opportunity to assess the implementation of environmentally- sustainable practices in the hospitality industry in the country.

Such practices in Indian hotels span from constructional design, to operational planning. To be a little more precise, they would entail everything from educating guests & employees, marketing initiatives, recycling programmes, use of alternative technology & energy-saving programmes etc. Moreover, these ecofriendly initiatives help in increasing efficiency as well as saving costs. With rapid globalization and increased exposure to world travel, one observes that this trend has percolated into the Indian hotel industry as well as into the psyche of the Indian traveller/hotel guest.

It was an independently-owned business hotel, The Orchid that laid the foundation of this green revolution in the Indian hotel industry in the year 1997, by being certified as the first five star “Ecotel” in Asia. This certification was done by the Hospitality Valuation Services, HVS International, New York, a global consulting and services organization which is also an ISO certified body. An “Ecotel” certification signifies that the hotel so certified, is totally environment friendly in all operational aspects. It implements particular methods to conserve water, energy & reduce solid waste.

In order to be recognized as an Ecotel, it is imperative that the hotel fulfils the criteria laid down with respect to energy efficiency, conservation of water, management of solid waste, educating employees & building community awareness as well as commitment to the environment. These are the “five globes” of an Ecotel that a hotel must follow, in order to maintain its classification as an Ecotel. The HVS sends environment experts to inspect the property annually, to ascertain that it follows the norms specified by it, so as to ensure its continuation as an Ecotel. The initial costs of setting up an Ecotel or an environment-friendly hotel are high. However in the long run it is more profitable, as the running costs are lowered.

## OBJECTIVES

- To determine the environmental-friendly practices by hotels of New Delhi.
- To determine the staff awareness towards carbon footprints.
- To understand the importance of eco friendliness in hotel industry.

## REVIEW OF LITERATURE

Numerous studies in the previous literature have emphasized the importance of environmental concerns, consumer attitude towards eco friendly products, consumer behaviour, demographic variables and their intention to stay in the green hotels. Sustainability Practices in India Sustainable development includes almost all areas of economic activity in the hotel and tourism industry. The phrase ‘green hotel’ is searched 2,900 times on Google in India the 12-month average of user queries and 60,500 times across the globe. We could be hopeful and say that it reflects the rise in the number of environmentalists Tourist and travellers. We are beginning to observe the penalty for unsustainable lifestyles and patterns of creation and utilization. As the human population is growing, resources are reducing. Considered the second fastest growing tourism market globally, the total market is expected to be over \$400 billion by 2025. Contributing to this turbo charged growth rate are the foreign tourists plus the huge increase in domestic tourism. Going green has been a growing trend within the hotel industry, the number of green hotels in India has amplified in last 10 years, ITC Windsor, Alila Diwa Goa, The Orchid, Mumbai are the few to mention yet more in pipeline. The Green Hotels have received policies like use of low-flow showers and toilets, occupancy sensors to control lighting and air conditioner requirements

and the commonplace practices like linen and towel reuse policies. Hotels in India have inspirations for becoming environmentally friendly including a feeling of social responsibility and a consciousness towards the environment, government legislations, and financial advantages in long run enhancement by upgrading hotel's bottom line and most smart operators pass on the savings to guests by way of lower room rates which in turn further increases the occupancy. In a country like India hotels need large amounts of energy whether it is to keep guests warm during chilly winters like in Shimla, Darjeeling, Ooty or Manali or help guests keep cool in extremely hot climates such as in the case of Jaipur, Udaipur, Chennai, Ahmedabad or Hyderabad. In this way appropriate checking of energy requirement and the ideal use of accessible assets can encourage hotels and resorts cut down on overheads generously. (Amandeep, 2017)

The following table no 1 shows the various certifications that are issued by various authorities for being the green hotel.

**Table 1: Major Certification for Hotels in India**

S.No.	Certification Name	Organisation	Description	Source
1	Leadership in Energy and Environmental Design (LEED)	U.S. Green Building Council	LEED certification confirms that the building has been made keeping green principles in mind, for example, energy conservation and everything of that nature. Developed by the United States Green Building Council in 2000, the LEED certification process gives commercial buildings a scorecard for meeting standards relating to such areas as location and transportation, materials and resources, and water efficiency, among others.	www.usgbc.org
2	Green Key Global	Hotel Association of Canada, LRA Worldwide, Inc	Environmental certification program for hotels. Provides technical guidance. Participating facilities are awarded between 1 and 5 Green Keys depending on adherence to criteria	www.greenglobe.com
3	ECOTEL certification	HVS	The ECOTEL certification remains among the pioneering programs that incorporated the pillars of sustainability with a focus on environment protection. The Employee Education and Community Involvement globe foresaw an environment management system through the creation of a green team and training for staff to empower them to enable the agenda for sustainability. The ECOTEL program, over time, shifted its base to India	www.ecotelhoels.com

4	ISO 14000 certification	International Standards Organization	The International Standards Organization in 1996 and is essentially a road map for organizations seeking to implement a standardized progra for environmental operations. Once the plan is implemented within an organization, ISO sends auditors to review the entire program and measure energy consumption, recycling efforts, etc. for certification.	www.iso.org
5	The Indian Green Building Council (IGBC)	The Confederation of Indian Industry and the Godrej Green Business Centre	IGBC is continuously striving towards the wide adoption of green building concepts in the Indian industry. In the last 10 years, more than 687 projects have been registered or certified under IGBC's green building guidelines developed in India. They also motivate and certify hotels which use and full fill the minimum environmentally friendly practices in their hotels.	www.igbc.in
6	Sustainable Tourism Eco Certification Program (STEP)	Sustainable Travel International	Environmental certification program for tour operators, hotels, attractions, transportation, and the cruise industry. Provides guidance, self-assessment tool and 2 to 5 star eco-logo rating system. Separate certification offered for luxury accommodations.	www.sustaina letravel.org

## NEED FOR SUSTAINABLE PRACTICES

### Differences between Generations

All generations are interested in eco travelling to some extent. However , there are differences between how generations value green travel. Both Baby boomers (born between 1946-1964) and Generation X (born between 1961-1981) are environmentally conscious (44% of Baby Boomers and 42% of Generation X call themselves 'environmentalists'). Right now, Baby boomers are more active in the travel industry, and Generation X has time and money to spend on travelling. Naturally, those are important consumer groups for your hotel.

Sustainability is set to become an even more important issue when Millenials (born between 1981-2001), the biggest generation, have settled down. Millenials are well informed and they value sustainable consumption. 66% say they are willing to pay more for services by companies that are committed to creating a positive environmental impact. (Camilla Hallstrom, 2017)

### Changes in Consumer Preferences

You know all too well how the travel industry has changed after companies like Couch surfing and AirBnB entered the markets.

These changes go hand in hand with generational shifts and digitalization. Sustainability is a core question for businesses like AirBnB and Couch surfing. For example, one of Couchsurfing's core values is "Leave It Better Than You Found It" and AirBnB talks about the importance of sustainability on its website.

The thing is, you can cater to those same customers. With eco-friendly offers, you tap into their preferences. (Camilla Hallstrom, 2017)

**Urbanization**

The world's cities are growing rapidly and more than 54% of the world's population lives in urban areas. Sustainable travel offers experiences in nature for city dwellers and most importantly in a clean environment. (Harvard Business School )

**Business Travellers**

Not only consumers are interested in more conscious travelling. More and more business travellers opt to keep conferences and meetings in eco-friendly venues. For example, businesses' environmental policies might mean that they seek out the most environmentally friendly alternative. According to a survey from 2010, 51% of businesses hold meetings in environmentally friendly locations. JW Marriott Denver says that 75% of businesses ask about green initiatives when they decide on the venue. (Camilla Hallstrom, 2017)

**Lower Costs for Your Hotel**

Sustainable hospitality requires hotels to reduce their consumption of resources like energy and water. Naturally, this tends to lower costs for hotels. For example, Holiday Inn in Vancouver, Canada, was able to reduce 28% of its energy consumption after installing an energy management system. (Camilla Hallstrom, 2017)

**Better Guest Experience**

Putting resources into natural innovations can impact the visitor experience. Hoteliers are increasingly paying attention to lighting, decorations and other front-of-house items that leave their effect on buyers and influence both occupancy and ADR. (Camilla Hallstrom, 2017) Corporate Brand Image

Embracing a sustainable business culture can make a huge difference in attracting and retaining guests. Younger employees are drawn to industries that look past profitability and instead focus on benefits of the community. In other words, they are eager to work with companies that make differences. (Camilla Hallstrom, 2017)

**Problems Faced by the Hotels in Implementing Green Initiative Generation Gap**

The study found that older generations are much less likely to get involved in green programs at hotels: only 33 percent of the "Pre-Boomer" generation (those born before 1946) staying at luxury hotels said they would participate in a conservation program at their hotel, compared to 87 percent of Baby Boomers (people born between 1946 and 1964), and 95 percent of Generation X (people born between 1965 and 1976). (Camilla Hallstrom, 2017)

**Awareness About Green Initiatives**

According to Linda Hirneise , executive director of J.D. Power & Associates was the level of awareness about conservation programs at hotels. Twenty-nine percent of respondents said they didn't know the hotel had any conservation programs in place, which Hirneise said is likely a failure to at hotels. (Camilla Hallstrom, 2017)

### Marketing

82% percent of guests said their hotel would change linens and towels only by request, but the next highest response was the 35 percent who said their hotel used water saving toilets and showers. “I think it really comes down to marketing and making guests aware of what conservation programs are already in place,” Hirneise said.

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According to Watkins’s (1994) study, the environmentally oriented attributes of hotels that may influence consumers’ decision making include recycling bins, energy-efficient lighting, and changing sheets only when requested, and turning off lights in unoccupied guest rooms.

Laroche et al (2001) study has analysed demographic variables and consumers’ willingness to pay for environmentally friendly products concluded that married women with children are environment friendly, are more concerned towards environment and are likely to spend more to save it. Also the study concluded that attitudes are good predictors of consumers’ willingness to spend more for green products.

Kasim (2004) studied tourists to Penang Island, Malaysia and found that tourists were knowledgeable and cared about the environment but they did not consider a hotel’s environmental strategy as a foundation for their hotel choice. The study concluded that tourists approved of room attributes that were environmentally friendly and were willing to accept rooms with water saving features, recycling bins, fire-safety features, energy saving features, and information on local ecotourism attractions but did not consider as a sole reason of staying in a hotel.

The study by Manaktola & Jauhari (2007) conducted study in NCR Delhi, India which explored consumer attitude and behaviour towards the green practices in lodging industry. They identified the willingness of consumers to pay for green hotels. The findings of the study were that there was the significant relationship between consumer attitudes and behaviour towards green practices in hotel industry but only 15% of the consumers were willing to pay for environmental initiatives.

Tsai & Tsai, (2008) study conducted in Taiwan on the impact of consumer environmental ethics on consumer behaviour in green hotels where they identified that the Taiwanese consumers are willing to support environmental protection and resource recycling policies of green hotels. Also Taiwanese consumers are not willing to show sufficient proactive green consumption behaviour in terms of hotel expenditures.

Millar and Baloglu, (2011) have conducted survey on the preferences of hotel guests for green hotel attributes where they have identified the lists of green attributes which hotel guests would prefer in their room. This study found that the major green attributes like energy saving bulbs, low flow toilets, key cards were accepted by majority of the guests.

Study conducted on Indian consumers at Uttarakhand by V Nath et al (2012) on Green behaviours of Indian consumers where results showed that the consumer in tier III cities were aware about the environment problems but they lacked in knowledge related to some specific environment issues.

The significance of the green initiative scene in India is huge. The research aims to show the increasing awareness about the green initiative in India as well as the change in the trends of the people. The research also talks about the emergence of friendly practices in the hotels. It is important to focus on the new trends and new players in the market. The study further helps to evaluate the employee participation.

### METHODOLOGY

This research is on the Implementation of Green Eco friendly, Sustainable practices implemented by the hotels of New Delhi.

Sample Size: 3 Hotels situated in New Delhi was taken, ITC Maurya Sheraton, Welcom Hotel Dwarka and Radisson Blu Marina. 15-20 employees each were randomly selected from various department of the hotel. Personal interview was conducted with the Human Resource Personnel's. Convenient time and appointment were taken for the same. Websites, Articles, Previous Researches, Magazines and Books were also referred.

Questionnaire were filled up by the employees, randomly selected from different departments of the hotels. Later data was statistically analyzed to attain the results.

### RESULTS AND DISCUSSION

The hotels were visited to gather information about their Implementing Green- Ecofriendly, Sustainable practices.

Interview of the Human Resource Managers were taken at their convenient time. The Operational Heads and the various department supervisors were also interviewed. A questionnaire was filled up by the staff of food production, housekeeping, laundry, food and beverage service, personal department etc.

Details of the Green initiatives by The ITC Maurya Hotel:

- ITC Maurya is the World's first hotel to be given the **LEED Platinum Rating** under the Existing Building category.
- It is the first hotel chain in the world to earn **Carbon Credits** under the carbon trading regime by UNFCCC (United Nations Framework Convention on Climate Change) in recognition of its endeavours to reduce carbon emissions.
- The only hotel chain using the largest and the first on-site **Paraboloid Solar Concentrators** for thermal need in the hotel (steam and hot water.)
- World's largest **Membrane Bio Reactor** installation in the hospitality industry for Ultra filtration of Waste Water processing 800 Kilo Litres per day with potable water quality.
- Apart from these, the hotel also meets 25% (approx.) of its **energy demand through renewable source** i.e., Wind and Solar.

#### Details of the Green initiatives by The ITC Welcom Hotel Dwarka:

- They harvest 100% of the rain that falls on the building and recycle 100% of all the water used in the building including waste water to tertiary standards through sewage treatment plant.
- When the temperature outside is low, an external air-economizer draws in 100% of the air from outside, inviting fresh air into the building.
- Installation low flow showers in the bathroom and a dual flushing system in the toilet. (1.5 litres discharged for liquid waste and 7 litres for solid waste.)

#### Details of the Green initiatives by The Radisson Blue Marina:

- Hotel uses unique **eco-friendly** yet durable **paper drinking straws manufactured** using 100% chemical free.
- Hotel uses recycle bins in each room.
- Hotel does not have any water treatment plant of its own.

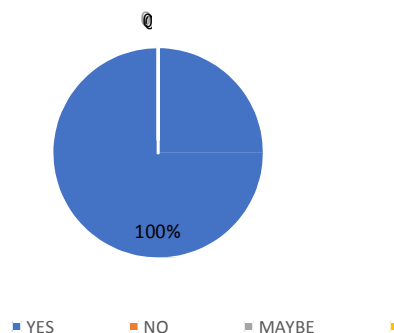
All the supervisors look after the actual work being done in terms of Eco friendly initiatives and the managerial force ensures the planning of these initiatives and analyze the effectiveness of the same.

### FINDINGS

A questionnaire was filled out by the employees to provide information about the secondary objective i.e. awareness level of the employees. The results are as follows:

#### 1. Taking up Initiative for Eco Friendly Practices

The Fig No.1 shows that **100% of the respondents agree** that Green eco friendly initiatives are taken by the hotels. They feel that such initiatives are needed in hospitality industry because they feel that they are giving back to the environment for what it has provided them by the means of Green Initiatives.



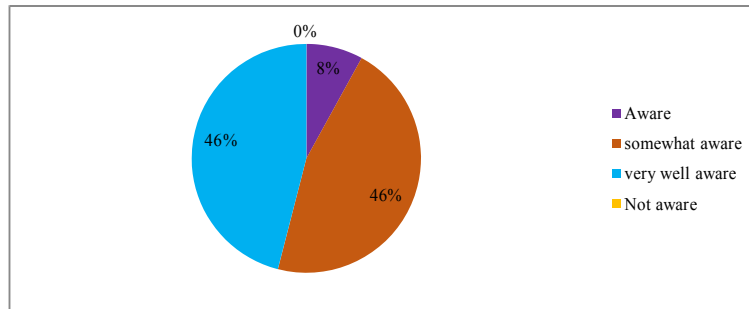
**Fig. 1: Green Initiatives Taken by the Hotels)**

#### 2. Awareness About Green Initiatives

The following Fig no. 2 depicts that **46% of the respondents were 'Very Well'** aware about the Green Initiatives while the remaining **46% of the respondents were just 'Aware'** and 8%



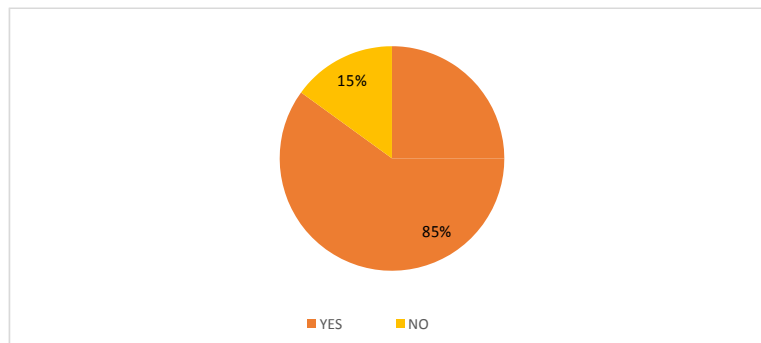
of the employees were somewhat aware about the presence of Green Initiatives in the organization. This infers that more participation is required from the employees by involving employees from all departments on a regular basis.



**Fig. No. 2: Staff awareness level in the hotels**

### 3. Staff Participation in the Green Initiative

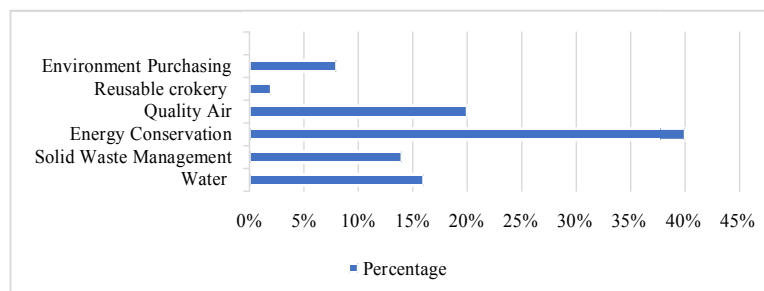
The following Fig 3 depicts that **85% of the respondents were Agreeing and wanted to participate in the Green Initiatives** while the remaining **15% of the respondents were not interested in doing so**. Hotels should imply more awareness programs and should motivate the staff to actively participate in such initiative.



**Fig. No. 3: Staff Participation in the Green Initiatives**

### 4. Reach of the Green Initiatives

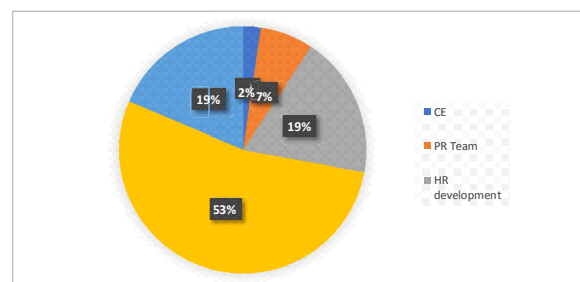
The following Fig 4 depicts the reach of the Green Initiatives taken up by the organizations. It was found that the areas of maximum concern were Energy conservation, Quality Air, Water conservation, Solid waste management and environmental Purchasing. This is because the respondents feel that the organization emphasizes more on energy conservation and works more towards preserving the environment by following green practices to contribute their part in conserving the environment.



**Fig. 4: Green Initiatives taken up by the organizations.**

### 5. Responsible Person for Green Initiative in the Hotel

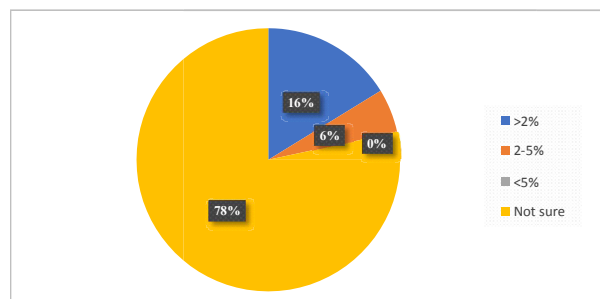
The following Fig No.5 depicts the person or the team responsible for the Green Initiatives. It was found that primarily General Manager, Chief Executive Officer, Human Resource Manager, Public Relation teams take up the Initiatives and directly coordinates the flow of Initiatives in the organization.



**Fig. No. 5: Responsibility for Implementation of Green Initiative**

### 6. Annual Budget

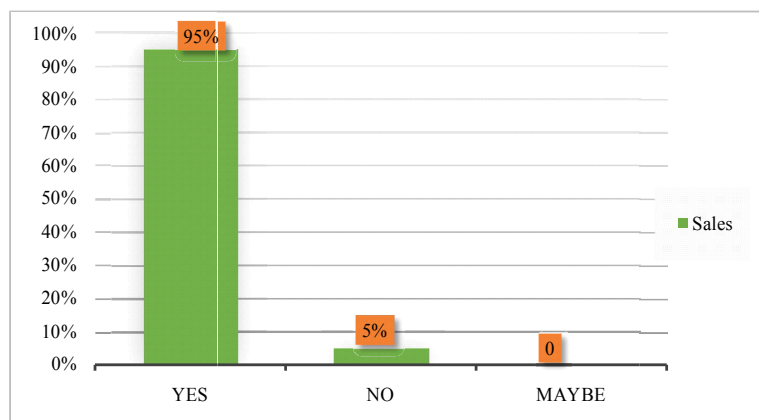
The given pie chart Fig No.6 (Graph no.6) shows that in 78% of cases, **Annual Budget for Green initiatives is 'Not fixed'**. Also it shows that 6% organization spends less than 2% of their profits for their Green Initiatives. This is because the organizations feel that they should contribute to the society as much as they can but there are times when the business is not profitable to a certain level so amends have to be made in terms of the funds being allocated for carrying out these Initiatives.



**Fig. No. 6: Annual Budget Allocation for Green Initiative**

### 7. Involvement of Employee in Green Initiative

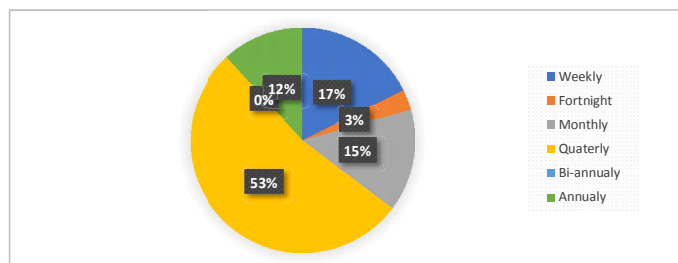
The following Fig no.7) depicts that in 95% of the cases the employees of the organisations are involved in Green activities and 5 % responded no to it. So the hotels should organize various training classes for the new employees as well as updating and refreshing the staff such that they are able to cover up all the employees.



**Fig. No. 7: Employee are Involved**

### 8. Frequency of Initiatives for Employee

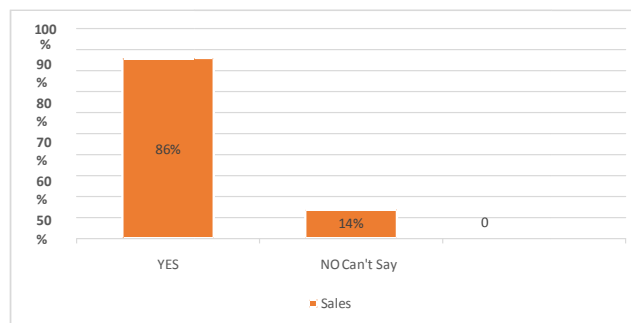
The following Fig no.8(Graph no. 8) depicts that in 53% of the cases, the organisations are involved in Green initiative awareness programmes that are done on a quarterly basis in a general aspect. This is because planning, organising and funding of these Initiatives take some time which makes the frequency of the initiatives at a quarterly basis.



**Fig. No. 8: Frequency of Initiative for Employee**

### 9. Green Initiative Bringing Positive Impact in Society

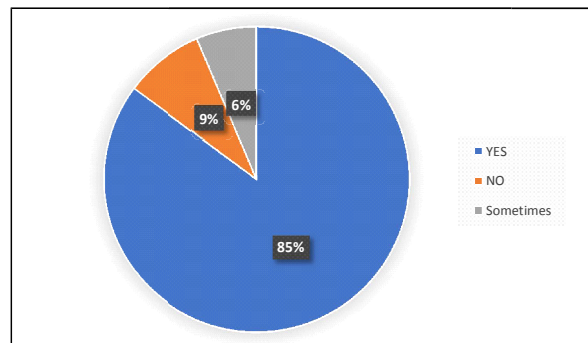
The Fig. No 9 given below shows that 86% of the respondents agree that Green Initiatives bring about a positive change in the society because this is the way of making people aware that organizations also contribute to the society and try to bring about a positive change in the society by the means of following the Eco Friendly- Green Initiatives.



**Fig. No. 9: Green Initiative Bringing Positive Impact in Society**

#### 10. Guest are Made Aware of Green Initiative

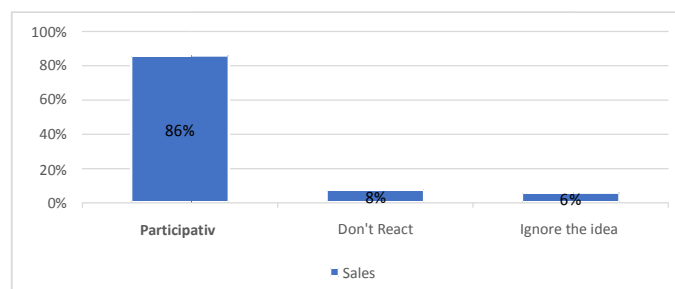
The following Fig no 10 shows 85% agrees that the guest are already aware of this activity and they comply by the step taken up by the Hotel. About 9% disagrees to it and 6% say that they don't take any initiative to make the guest aware of the Green Initiatives. The lobby of the hotel may have standees advertising about the Eco friendly Green initiatives taken up by the hotels.



**Fig. No. 10: Guest are Made Aware of Green Initiative**

#### 11. Guest Reaction to the Green Initiative of the Hotel

The Fig No.11 shows that **86% of the respondents agree** that guest participate towards Green Eco friendly initiatives taken by the hotels. They feel that such initiatives are needed in hospitality industry because they feel that they are giving back to the environment for what it has provided them by the means of Green Initiatives



**Fig. No. 11: Guest Reaction to the Green Initiative of the Hotel**

**CONCLUSION**

- Hotels have started taking Green Initiatives very positively and many have brought in changes in their standard operating procedures as well.
- More than 85% of the staff agreed and are keen in participating in green initiatives taken by the hotel.
- In present time all the new hotels plan well before starting the project and focuses on reducing natural resources which ultimately increase profits.
- Changes in the annual budgets are done according to the need of the hour.
- About 85% of the hotel staff marked that guests are involved in green initiatives.
- General Manager of the hotel is responsible for making laws towards Green Initiatives. HR plays an important role too.
- Almost every hotel marked all types of green initiatives followed by them which includes Reusing Crockery, Quality Air, Reusing Water, Reusing Linen etc.
- It is interesting to know that 86% of the staff marked that Green Initiative brings positive change in society.
- Training programs are planned by the hotels for the staff awareness about the Green activities of the Hotel.
- It is beneficial for these hotels to get certain certifications in order to be environmentally compliant. One beneficial certification specifically for hotels is the LEED certification. A LEED-certified hotel provides benefits to the environment through energy efficient practices.
- Hotels that have these certifications and best practices can attract environmentally conscious travellers and stand out from other hotels.

**Following are the Initiatives that hotel follows as an Eco Hotel**

- They have switched to LED tube lights in guest rooms, lobbies, and hallways.
- Provide recycling bins both in public areas (eg. poolside) and in the back office (including one at each desk) to make recycling as easy as possible.
- Buying of office and guest amenity products that contain recycled material.
- If offering dry cleaning services they are using nontoxic, biodegradable dry cleaning solvent substitutes.
- **Educate staff to:**
  - A. Turn off lights and turn down heating/air conditioning in unoccupied rooms or employee- only areas.
  - B. Continually check for and respond to leaking faucets and toilets.
  - C. Close/open drapes to reduce the need for heating/air conditioning.
  - D. Continually check for power in unused hotel equipments (i.e., kitchen exhaust fans) that have been left running
  - E. Report opportunities to reduce resource consumption.

- F. Make sure all rooms have linen reuse cards for both towels and sheets, reusing linens when a guest is staying for more than one night
- G. Serving local organic food in restaurants and incorporating composting programs.

Green travel is on the rise this year, the number of travellers who want eco-friendly travel options is projected to grow by 36% compared to 2016. At the same time, Hotel sustainability is on the rise thanks to changing customer preferences, demographics, and more. Green travel benefits hotels in several different ways; from saved costs to gaining competitive advantages and risk management

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## An Analytical Study of Water Recycling Management in the Contemporary Hotels of NCR

*Neetesh Bakshi\**, *Amol Kumar\*\** & *Gaurav Dhaka\*\*\**

### ABSTRACT

Over the past few years, hospitality industry has become one of the largest business sectors across this globe. The hospitality industry offers an astounding 202,842 star category hotels globally and the numbers are increasing day by day. With this current trend, fresh water demand has also increased significantly in hotels worldwide. Inside hotels, water is majorly used for sanitary, food processing purposes and recreation activities. For all these activities, huge amount of fresh water is required and for this purpose, most of the hotels spend a huge amount to purchase water from various sources. Providentially water is a renewable resource, which may be reuse for both economic and environmental benefits. So, by recycling it become resource rather than waste.

The purpose of the paper is to determine the volume of fresh water used per day in hotel and to determine various sources of wastewater and its recycling techniques in hotel and its better usability. The study found out that the hotel uses an average of 551,022 per day (including swimming pool) liters/day. These sewage treatment plant in all the sample hotels were found to be in working conditions according to prescribe standards, barring one.

The new trends found suitable to be adopted by the star category hotels in general is Recycling shower, Sewage treatment plant, Micro hydro turbine, AQUAS Grey Water Toilet System, etc. The treated water can be used for gardening, car wash, laundry for flushing toilets etc.

The data were collected mainly collected from the secondary sources and were later analyzed mainly using the MS Excel tools in order to meet the stated research objectives.

**Key Words:** Water Recycling, Renewable Resource, Sewage Treatment.

### INTRODUCTION

Water is an imperative but scarce natural resource. Humankind realized the importance of water from early times. The entire Asian civilization flourished near the river like Indus and Nile. It is vital for all known forms of life; it is the main element for all activities including agriculture,

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which provide us food, life on this planet evolve because of water Krik, D. (1996). Nature has supported life with this precious commodity with an increasing population and industrialization the demand for water has increased beyond imagination. This has led to an exploration of natural resource and because of this the ground level of water is decreasing at an alarming rate. In some place the ground water is decreasing 1meter per/year. People have now realized that some serious action must need to be taken to prevent this beautiful planet from turning into desert.

For every hotel, be it under any classification, water is majorly used for sanitary, food processing purposes and recreation activities (A 50-room hotel would require an approximate of 75000-liter/day continuous available good quality water for different purposes, which shall also produce a large amount of wastewater (An average 50 room hotel produce approximate 64000-liter/day) in the process. Untreated wastewater has harmful effects on the environment and afterwards also impacts negatively on human and other forms of lives. Hotels spent a huge amount of money in order to obtain fresh water from government authorities(mains, tanks, etc.) to meet the daily water demand. Fortunately, water is a renewable resource, which can be recycling or reused for both economic and environmental benefits. Sadi, I, &, Adebitan, E. (2014)

#### **OBJECTIVE OF STUDY**

1. To determine the approximate volume of fresh water used per day in budget category hotels.
2. To enlist various sources of waste water and its recycling techniques.
3. To explore the viability of waste water (from usage perspective) within the hotel premises.

#### **REVIEW OF LITERATURE**

Water is a transparent, tasteless, odorless, and nearly colorless chemical substance that is the main constituent of Earth's streams, lakes, and oceans, and the fluids of most living organisms. Its chemical formula is  $H_2O$ .

It is the basic requirement of all living's things. Water covers 71% of earth surface, out of which 97% is in the form of ocean, and only 3 percent of water is available as a fresh water and, of this large portion is in the form of ice, rest in the form of river, lakes, clouds etc. Webster, K. (2000).

A large amount of clean water is required in order to successfully run different hotel operations such as food production, sanitation, recreation activity, cleaning of hotel etc. (Author's).

Within the building different type of water supplies are needed such as:

- Water for drinking
- Cold and Hot water for bathroom
- Cold water to WCs and bidets
- Hot water circulation for air conditioning
- Hot and cold water for kitchen
- Hot and cold water for laundry
- Water for firefighting

- Water for cleaning the premises

Krik, D. (1996).

**Table 1: Average Water Consumption (in Percentage) Inside a Large 5-star Hotel**

Guest room	37
Kitchen	21
Public Toilets	17
Laundry	12
Cold room	7
Steam room	4
Pool	2
High ventilation air conditioner	1

Source: Webster, K. (2000).

**Table 2: Flow Rate for Fixtures in Litres Per Minute**

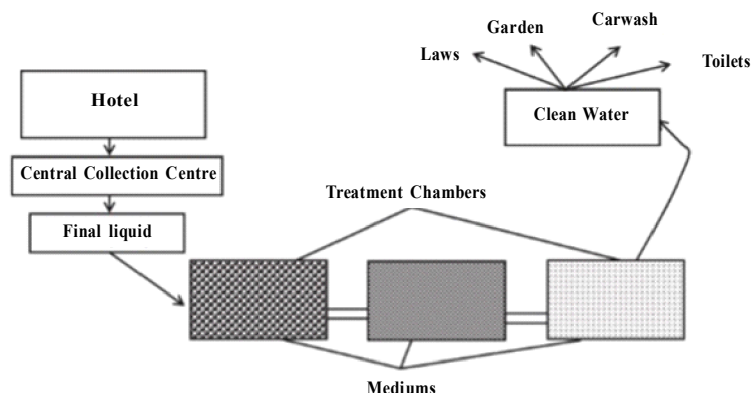
Fixture Type	Kitchen Sink	Pantry Sink	Laundry Sink	Dish-washer	Lavatory	Bathtub	Shower
Flow rate	4-6	6-8	8-11	4-11	2	8-16	6-12

Source: Ghoshal, S. (2011).

The wastewater from a hotel can be divided in two parts:

*Black water*-Black water is wastewater from toilets; it is contaminated with disease carrying bacteria. Black water can only be recycled as fertilizer for plants.

*Grey water*-Grey water is wastewater from sinks, dishwashers, bathtubs, and washing machines. It has lesser contaminants than black water and can be used for irrigation, for flushing toilets, and for cleaning cars and floors. Emelda M. (2011)



**Figure 1: Hotel Wastewater Treatment System Model**

Source: (Sadi, I, &, Adebitan, E, 2014).

On an average 60 percent of wastewater generated in the hotel is *sullage*, the remaining is sewage. So, recycling of sullage can help reuse up to 60 per cent of wastewater, where as in

sewage recycle, 80-90 per cent of wastewater can be recycled and reused. This recycled water can be used for toilet flushing, gardening, car washing and cooling tower makeup, thus saving huge amount of fresh water. Webster, K. (2000).

Talking into cognizance, the necessity of the Indian hospitality industry, new technologies have been found which are compact, user-friendly, have lower operational and maintenance costs, lower power consumptions and as an output provide good quality of recycled water that can be used for different purpose. Sewage Treatment Plant refers to facilities designed to treat wastewater. The level of treatment at a plant will vary based on the BOD limits and the specific processes involved. A facility containing a series of tanks, screens, filters, and other processes by which pollutants are removed from water. Most treatments include chlorination to attain safe drinking water standards. Glossaries of Environmental Terms (2016) Primary treatment remove large debris such as branches, rags and paper, which must be removed to avoid damage to pump. 'Metal screens' or 'Nets' accomplish this. Secondary treatment is designed to reduce biochemical and organic content of sewage by means of microbial action. In this bacterium act as upon the suspended organic matter and formation of 'Floc' takes place.

Different stages of secondary treatment are:

- Filtration
- Land treatment
- Active sludge process
- Basins etc.

The final stage involves disinfection, color and odor removal. Disinfection can be done with the help of UV, chlorine, and ozone treatment. Source: Ghoshal, S. (2011).

Orbital close loop shower System this shower technology save 90% of water and 80% of energy consumed by the other shower. When we take shower instead of the 4 wastewater running directly into your houses drainage pipes it enters the special filtration system. It can run on 24 liter of water and filter it in a minute, which is sufficient to maintain the flow and pressure of shower. Whereas normal shower takes on around 15 liters per minute. Shower removes more than 99.9% of contaminants and supply clean water again. Orbital Systems (referred on 12 January 2018). The Lucid Pipe Power System (LPS) is designed for high-rise buildings where lots of wastewater is discharge through pipes, micro hydro turbines are used to generate electricity. All the wastewater of the building that are to be disposed in public sewage through excrete pipes or water from sewage treatment plant before using for different purposes first stored in a giant storage tank. The water that is stored in whole day is discharged through pipe with steady rate. Water falling from a suitable height when strike the blades of turbine will produce energy. But as the space is limited here, so the usage of normal giant turbine cannot work here. So, in that case lucid pipe power system (LPS) can be used. Lucid energy (referred on 2/4/2018). Micro hydro this type of hydroelectric power that typically produces up to 100 kW of electricity using the natural flow of water. It helps in winter where solar is not that much effective. Sloan's Innovative AQUUS Grey Water Toilet System this system is used in toilets consumes around 40% of a household's water use. To address this issue Sloan Valve Company has come up with the AQUUS water reclamation system, which takes your bathroom's sink water and recycles it for flushing in your toilet. As a do-it-yourself project the kit takes about 1 hour to install and promises to save up to 6,000 gallons each year. Other than perhaps saving

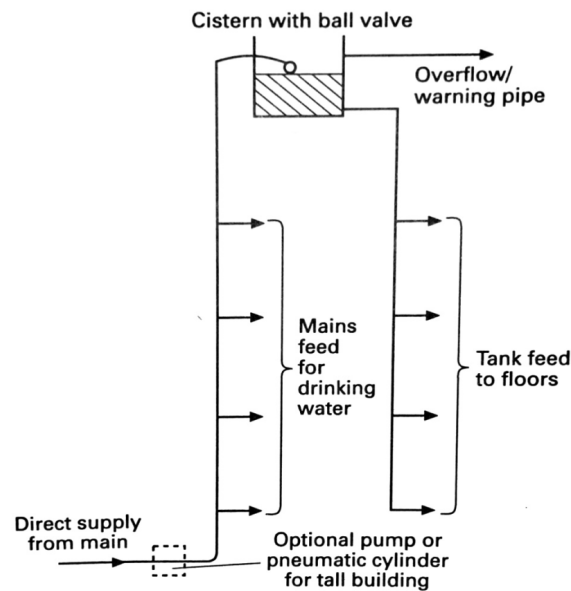
water in a bucket, the Aqus provides the simplest and most effective solution to save water. Sloan's-innovative (referred on,26 September 2011).

### Water Supplies in the Hotel

Most hotels obtain their water from utility companies. Within the building, water supplies are designed to provide different types of water. A variety of supplies are required for: (Lawson, 2014)

- Cold water for drinking
- Cold & hot water to bathrooms
- Cold water to WC's and bidets
- Hot water circulation for space heating
- Chilled water circulation for air conditioning
- Hot & cold water for kitchen & laundry
- Water for firefighting.

In hotels, potable cold-water supplies for drinking & cooking purposes will be taken straight from the mains, with no intermediate storage tank. For other purposes (such as laundry, ground use & swimming pools) cold water supplies will be drawn from a storage tank supply as shown in Figure 2.



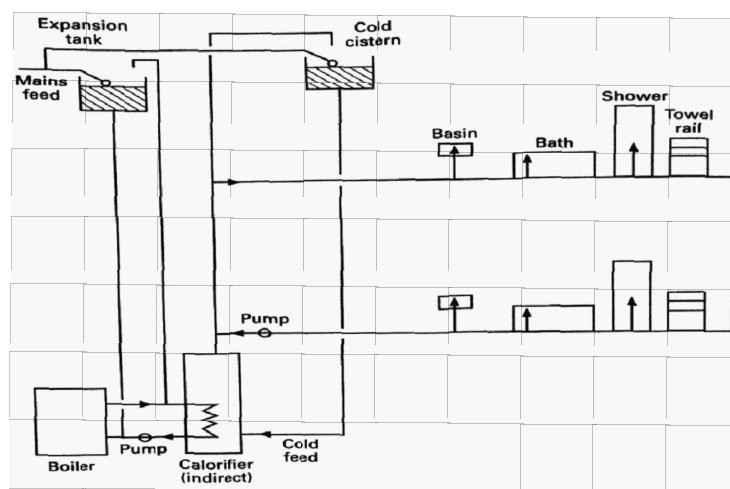
**Figure 2: Cold Water Feed System for Mains and Tank Supply**

*Source:* Inge. H, 2018.

Hot water supplies are taken from one or more hot storage tanks. In simple systems a single hot water storage tank with thermostatic control, will be used to pipe supplies to all hot water outlets, and a single boiler may provide water for domestic and heating purposes. Water for

use in guest rooms will be pumped around the circuit as shown in figure 3. In larger hotels, duplicated boilers will be used and separate hot water storage will hold water supplies at the relevant temperature for use in guest rooms, cleaning and laundry. Where separate supplies are not possible, localised booster heaters may be used to increase the temperature of the water for specific purposes, such as dish washing machines. The ideal temperatures of supplies are:

Guest room	:	50° C
Kitchen (general)	:	60° C
Sterilizing	:	80° C
Laundry	:	80° C



**Figure 3: Hot Water Distribution to Bedrooms**

*Source:* Inge. H, 2018.

In addition to above, there may be other specialized hot and cold-water supplies for particular appliances, such as softened and pressurized water. The way in which hot water is supplied to each outlet can have a large impact on energy supplies. The removal of waste water is controlled by local regulations or codes. It is normal practice to separate water which collects from the roof and site drainage from the waste sanitary fittings. In many situations waste from kitchen will first pass through grease filters before entering the waste system.

Hotels consumes large amount of water and the cost of this can represent a large proportion of all purchases. An additional factor is that there is a close relationship between energy consumption and water consumption. This is because a large proportion of water usage in a hotel is in the form of hot water. If large volumes of hot water are wasted this will represent the waste both of water and of energy.

## RESEARCH METHODOLOGY

The data collected for this research were mainly from secondary sources which were later analyzed using MS Excel tools. The primary sources of data used for making this research study along with small group discussions, interpretation through formulas, personal interviews, government websites, journals, magazines, newspaper articles etc.

In this research convenience sampling is used for data collection. Six major hotels (The Park Hotel, The Imperial, Shangri-La's, The Taj Mahal Eros, Vivanta By Taj, Le Meridien) were identified for this research. Primary data from few hotels around the vicinity were also collected for good analysis for good interpretation for predetermined objectives.

### RESEARCH LIMITATION

- The given formula is used in hotels to calculate water consumption on daily basis, but this cannot suffice for the hotel used for research study due to lack of accurate measurement of water collected from mains.
- Time and limited budget allocated for this research acted as a big constraint.
- Lab tests of water were not conducted at any phase of this research

### DATA ANALYSIS

**Daily Water Consumption** -A case study of a 72 roomed property in Noida region (Source: Primary data)

$$Q = R \times OC \times L \times W \times P$$

(Adopted by: Sadi. I & Adebitan. E, 2014)

Where: Q = The quantity of water used

R = Quantity of guest rooms

OC = Average occupancy percentage of the hotel

L = Average laundry per room, hotels and sheets measured in Pounds

W = Water used per pound of laundry (water efficiency of washer)

P = Participation rate by guest and staff (percentage)

### Solution

Total no of room = 96

Occupancy of hotel at the time of case study = 75%

Total room occupied =  $96/100 \times 75 = 72$  rooms

### Water used in WC/Room(s)

72 room \* 3 LPF (litre per flush) = 216 litre/day

216 litre \* 5 times a day = 1080 litre/day

### Public urinals men (1 litre per cycle)

Total no of urinals = 8

Daily usage = 12 times a day (on an average)

Total water usage =  $8 \times 12 = 96$  litre/day

Showerhead in all rooms and other areas are same

One showerhead takes 12 litre per min

Average shower time 4 min per person

Total water usage by one shower =  $12 * 4 = 48$  Litre

Total water usage = Total no of shower \* 48 Litre

$80 * 48 = 3840$  litre per day

**WC public area men and woman**

Total no of WC = 15

Usage rate 4 times a day (on an average)

Total usage =  $15 * 4 = 60$  times a day

Total water usage =  $60 * 3$  litre = 180 litre/day

**Faucets**

Total no of Faucets including rooms and public area = 80

Usage 0.5 liter on an average

=  $80 * 0.5 = 40$  litre per day

Total water usage =  $40 * 4$  times a day

= 160 litre per day

**Food production, kitchen and service area**

= 9000 litre a day

**Laundry service**

= 55000 litre per day

**Staff in take**

= 85 litre a day

**Swimming pool**

= 47,6666 litre

**Others**

= 5000 litre per day

**Table 3: A Case Study Summary Report of Daily Water Consumption of a 72 Room Hotel Property in Noida**

Different Areas	Daily Water Consumption in Liters
Water used in WC rooms	1080 litre/day
Public urinals men	96 litre/day
Showerhead in all rooms and other areas are same	3840 liter per day
WC public area men and woman	180 litre/day
Faucets	160 litre per day
Food production, kitchen and service area	9000 litre per day
Laundry service	55000 litre per day
Staff in take	85 litre a day
Swimming pool	47,6666 litre
Other	5000 litre per day
<b>Total water usage per day</b>	<b>551,022 litre per day</b>

*Source:* (Sadi, I, & Adebitan, E, 2014)

**Table 4: Source of Water**

Source	Percentage
Tankers	20.00%
Ground	10.00%
Tankers and corporation	10.00%
Ground and corporation	20.00%
Corporation	40.00%

*Source:* Authors (Primary Data)

Interpretation: The 40% hotel receive water from corporation, 20% each from ground, corporation and tanker and 10% each from tankers and corporation.

**Table 5: PH Level of STP in Various Hotels in Delhi**

Hotel Name	STP Inlet	STP Outlet	Prescribed Standards
The Park Hotel	7.2	7.6	5.5-9
The Imperial	7.5	7.5	5.5-9
Sangri-La's Eros	6.9	7.4	5.5-9
The Taj Mahal	6.7	7.3	5.5-9
Vivanta By Taj	7.1	7.5	5.5-9
Le Meridien	6.6	7.5	5.5-9

*Source:* Delhi Pollution Control Committee, (2017)

It is observed that the PH level of STP water is under prescribed standards in all the Hotels listed above.



**Table 6: The Total Suspended Particle**

Hotel Name	STP Inlet	STP Outlet	Prescribed Standards
The Park Hotel	196	38	50
The Imperial	88	14	50
Sangri-La's Eros	264	12	50
The Taj Mahal	276	14	50
Vivanta By Taj	375	76	50
Le Meridien	120	12	50

Source: Delhi Pollution Control Committee, (2107)

It is observed that except Vivanta by Taj Hotel, all other Hotel have TSP under prescribed standard.

**Table 7: Biochemical Oxygen Demand (3 Days at 27 Degree Celsius)**

Hotel Name	STP Inlet	STP Outlet	Prescribed Standards
The Park Hotel	170	21	30
The Imperial	90	8	30
Sangri-La's Eros	210	6	30
The Taj Mahal	140	10	30
Vivanta By Taj	190	40	30
Le Meridien	80	4	30

Source: Delhi Pollution Control Committee, (2017).

High BOD level Indicates that the STP was not effective in treatment of sewage. So out of all the Hotels Vivanta by Taj have BOD level above the prescribed standards.

**Table 8: Oil and Grease Level Report**

Hotel Name	STP Inlet	STP Outlet	Prescribed Standards
The Park Hotel	20	1.2	10
The Imperial	16	0.8	10
Sangri-La's Eros	13.6	6	10
The Taj Mahal	16	1.2	10
Vivanta By Taj	18.8	4	10
Le Meridien	12	8	10

Source: Delhi Pollution Control Committee, (2017)

It is observed that Hotel Le Meridien and Shangri-La's have slightly high level of oil andgrease (i.e. 8 and 6), butit is still under prescribed standards that is 10.

**Table 9: Phosphate Level of STP**

Hotel Name	STP Inlet	STP Outlet	Prescribed Standards
The Park Hotel	4.73	0.56	1
The Imperial	2.09	0.42	1
Sangri-La's Eros	4.48	0.91	1
The Taj Mahal	4.43	0.52	1
Vivanta By Taj	4.19	1.92	1
Le Meridien	2.77	0.72	1

Source: Delhi Pollution Control Committee, (2017)

Interpretation: It was Observed that in majority of the above listed hotels, STP level was under prescribed standards <1

### Methods and Calculation for Micro Hydro Turbine

Taking a small sky scraper (say 25 storied) on an account, water getting wasted through an Indian hotel can produce more than 18kwh a day by running a turbine with a speed of 100 gal/min without any cost (except some initial investment in micro hydro turbine set up). We consider a 25 storied Hotel with 72 rooms

Water consumption (in WC) = 1080 litre/day

Water consumption (in Public urinals men) = 30 litre.

Showerhead in all rooms and other areas are same = 3840 litre per day

Water consumption (WC public area men and women) = 180 litre/day

Therefore, net waste water through excrete pipe that can be stored =  
5130 litre per day = 1355.2026 1 US gallon (Approx.)

In this 25 storied building, a storage tank is to be set up 10th floor which will collect all the waste water.

1. Let the height of each stored is 12 feet.
2. For 10 storied, we will get a head of about (12x10) or 120 feet.

Power output = (Net Head ft × GPM)

(Formula Adopted From: Ghosh.T, Das.A& Das.P.,2015)

(If, GPM = 100),

Power output = 120×100 = 923.1 watt (approx.)

Where, GPM = Gallon per min.

Total storage = 1355.2026 gallon

We control the rate of water discharge by using gear. Through steady rate of discharge (100 GPM) we can empty the tank in (1355.2026/100) or 13.52 min.

In 13.52 min we can produce energy = (923.1 x 13.15 x 13.15/60) = 2.66 kwh

### CONCLUSION

Based on the detailed analysis conducted on daily water consumption and new trends in water recycling in hotels around NCR. It is calculated that the total water consumption of 72 room hotel is around 551,022 per day.

Based on the analysis of STP report given by Delhi Pollution Control Committee, (2017) it is observed that all the Hotels mention in research have working STP in their premises and it recycle around 60 % of sewage water out of total input water supplied in STP for purification.

The recycled water is used for agriculture, people prefer to use low quality water as freshwater is very expensive as compare to recycle water, Irrigation of public parks, recreation centers, athletic fields, schoolyards and playing fields, and edges and central reservations of highways, Irrigation of landscaped areas public surrounding, residential, commercial and industrial buildings, irrigation of golf courses, landscapes (such as fountains, waterfall etc.), fire protection, Toilet and urinal flushing in commercial and industrial buildings, use in cooling tower , boiler-feed water, Cleaning purpose Most of the Hotel STP is working under prescribed standard, excepts Vivanta by Taj have slightly higher value of BOD, Phosphate and total suspended partial. Suggestion Only having STP in the Premises is not enough, hotel should incorporate other method of water recycling also. Some of the new trends that hotel can adopt in order to save more water like Orbital Shower technology, micro Hydro Turbine (The Lucid Pipe Power System) AQUUS Grey Water Toilet System. By using these new technologies, a 72-room property can reuse its 70% of waste water.

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## **Green Human Resource Management in Hotels: A Strategy to Work Towards Environmental Management in Odisha**

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### **ABSTRACT**

Managing human resource is an important aspect of any organization. The department plays a major role in bringing change to an organization plus it also motivates the employees and makes them capable of facing the everyday competitive market. Human resource deals with the recruitment, training, promotion, payroll and all the administrative work that relates the employees to the organization. These days environmental management has become a major concern on a global level. Every government is making different policies so that the nature around us can be sustained for the future. But taking steps from the governmental level is just not enough. Every person in their personal and professional level should be aware of the environmental issues and the indirect consequences of their action on nature.

Odisha, as a tourist destination, is filled with every kind of unique natural aesthetics that the whole country has. Recently the state is viewing a lot of industries and hotels getting open which is good from the economic perspective of the state, but it is also having an adverse effect on its natural environment. Though as per the policies imposed by the government the organizations are taking quite a few steps to control pollution of every kind still a lot of care must be taken to preserve the nature around us.

This paper deals with the designing of different green policies by the human resource department which can be implemented within the organization so that every employee working in the organization takes care of his/her responsibility towards sustaining the nature. The objective of this paper is to know the significance of green human resource management and the perception of the employees working in various hotels of Bhubaneswar, Odisha. This study is done basically on the primary data by selecting 50 samples with simple random technique methods which include employees from various hotels with varied designation and secondary data.

**Keywords:** Green Human Resource Management, Environmental Management, Sustainability, Workforce, Psychology.

### **INTRODUCTION**

In recent times, due to increasing environmental concern and the adaptation of various policies towards sustaining nature at international level, the business community is driven towards

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adapting various rules and regulations which helps to protect and sustain the nature for future (Daily and Huang, 2001). Earlier some company used to adapt various policies which had the consideration of protecting the nature, but now more and more people are getting conscious and are working for the sustainability of the nature. As people these days are getting pro-environment the end product that the consumers are now demanding are supposed to be environment friendly (Brockhoff et al., 1999). In environmental management, green management refers to creating a balance between the industrial development and the nature for the future generation (Daily and Huang, 2001). However, in corporate world green HRM would mean adapting various human resource policies which would help in sustaining the resources within the business environment by spreading the idea of preserving the nature and simultaneously increasing the employee's morale (Mampra, 2013).

Our day today lifestyle has started affecting the nature both in a personal and professional way. The term "Green" means something related to nature or the natural environment. When the term is written in context with the human resource management it basically refers to all the steps taken by the people in their personal and professional life for protecting nature (Ziadat, 2010).

Odisha, a land of unexplored natural beauty lies towards the western part of the country. The state is a mini India in itself. Starting from mountains till the beaches it has all kind of natural beauty. People from different parts of the country and the world come here to enjoy the scenic beauty of this place and do various kinds of research. Tourism has been seen as the major source of revenue for the state. Hotel Industry is mostly depended on tourism and nature plays a crucial role in the tourism of a place. That is why it is essential to sustain nature for the future. Managing human resource is an important function of any organization. Motivating the human resource of any organization in order to inculcate the culture of environmental management would help the organization to fulfil social responsibility.

## LITERATURE REVIEW

### Features of Green HRM

Features of green HRM would include the points which would help the hotel in minimizing the disturbance to the environment around it to sustain the natural resources for future use. The various points under green human resource management would include *recruitment and selection, Employee training in environmental management, Environment knowledge, Management development and leadership, Green leadership* (Guest, 1997).

In order to carry out any HRM policies within the hotel industry the line managers in each department play an important role. Based on the Ability-Motivation-Opportunity (AMO) theory, it is believed that the line managers work in this regard will depend on the ability to make the staffs follow the green policies and that their motivation and opportunity will help in enhancing the effect (Bos-Nehles et al, 2013).

- **Recruitment and Selection:** Green recruitment and selection of candidates is a process in which the emphasis is made on recruiting a candidate for the organization who is concerned about the environment and already knows the basics of the methods of conservation process like recycling, conservation and creating a more logical world (Ehnert, 2009). Also adapting to green recruitment method enables the human resource managers to adopt web-based selection method which reduces the involvement of paper

during the whole process (Jabbour, 2008). Also, by adopting this method, the recruiters will be able to emphasize the various nature conscious steps taken by the organization which will be able to attract the right kind of the candidate for the job.

- **Employee Training in Environmental Management:** Training the employees on GHRM is an important step in spreading awareness among the employees regarding the impact of the organizational behaviour on the environment (Bansal & Roth, 2000). It also helps the staffs in equipping themselves with the core values on how to collect relevant waste data (May & Flannery, 1995). The training will also help in spreading the eco-literacy and environmental expertise within the organization (Roy & Therin, 2008). Training the employees on green issues have been seen as a very common practice in some of the European countries. However, the concept is very new among Indian organizations.
- **Environment Knowledge:** Having proper knowledge about the environment is an important aspect in terms of training. A manager should be aware of the environmental issues that can be caused by himself/ herself under his supervision. This, in turn, will also be helpful for the staffs for knowing the sources of pollution, managing an emergency and developing preventive solutions. Companies in China have been observed with managers having good knowledge about environmental management (Boiral, 2002).
- **Management Development and Leadership:** Training the management staff on the topic of environmental management is an important aspect when looking for sustaining nature (Starkey & crane, 2003). Recently an article published on greenbiz.com emphasized how including the subject of environment management would benefit future leaders in shaping the goal of the organization in a more sustainable way. The topic of “Sustainability” is seen to be having a major emphasis by the future employers. A study even revealed that the present management students would start a career with natural resource constraint and climate change as the major factors to be considered while planning any policy for the organization (Gloudeman, 2018).
- **Green Leadership:** A leader as an individual must be eco-centric, open to change and self-transcendent rather than other managers (Egri & Herman, 2000). The green leadership behavior is being influenced by personal belief and value of an individual that he/ she carries. An organization with managers having green leadership quality will be helpful for the organization in shaping the firm’s action in deteriorating the environment. It will also help an individual in achieving job satisfaction as one personal belief and value system matches the firm’s value (Bansal & Roth, 2000).

## MOTIVATING GREEN EMPLOYEES

- **Performance Management and Appraisals:** Performance management in terms of environmental management is an important aspect when evaluating in terms of environmental performance standard across the different departments. The Green PM would be effective if performance measuring indicators are developed in terms of environmental management (Alfred & Adam, 2009). Green performance appraisals would include topics like environment incidents, use of environmental responsibilities and communication of environmental policies and concern (Clair & Milliman, 2017). The green performance appraisal would also include the environmental management

performance of an individual employee for his/ her job position in order to broaden up the performance objectives (Mandip, 2012).

However, this might also lead to the negative reinforcement of the green performance management if the organization repeatedly scolds or reminds the staffs regarding the good environmental practices. In this type of situation, people may not learn the good environmental practices and instead would be tempted to hide the environmental problems at the source due to self-protective behaviour (Chan & Hawkins, 2010).

- **Pay and Reward Systems:** Rewarding the staffs financially or in terms of public recognition has always been an effective way of motivating the staffs (Lindner, 1998). Generally, it has been observed that senior management is being awarded financially for green performance management in terms of environmental management (Fernandez et al, 2003). However, different environmental awards are given individually or as a team for dealing with environmental concerns (Russo & Harrison, 2005). Also, the staffs are encouraged to attend various events/ rallies related to sustaining nature. Some other non-monetary benefits that can be used by the organization in order to motivate the staffs would include gift certificates, paid vacations etc (Govindarajulu & Daily, 2004).

#### PROVIDING GREEN OPPORTUNITIES TO THE EMPLOYEES

Involving employees in Environmental management has been observed as a successful method in achieving the environmental objectives of the organization in terms of reducing waste (May and Flannery, 1995), efficient use of resources (Florida & Davison, 2001) and reducing pollution from workplace (Denton, 1999). Involving employees in environmental management has its effect through three core processes: first by tapping the knowledge of the employees (Boiral, 2002) second by engaging and empowering employees to make suggestions for environmental improvement (Govindarajulu and Daily, 2004) and third by developing a culture in the workplace which supports environment management improvement efforts.

- **Tacit Knowledge:** The tacit knowledge of the employees working in the various position of the hotel is important in knowing the source of pollution, managing emergency situations and developing preventive solutions. The study identifies two ways in the employees participating in the environmental projects that are a suggestion programme and problem-solving circles (Boiral, 2002). Employees “Eco-initiatives” are defined as the action taken by an employee that he/ she thought would improve the company’s environmental performance (Ramus & Steger, 2000). This leads to a strong relationship between managerial behaviours such as competence building, communication, rewarding and recognizing employees and their engagement with innovative environmental activities (Paille & Raineri, 2015).
- **Supportive Culture:** The goal of sustaining environment can not only be achieved by changing the raw materials required at the time of construction or by the products given to the guests, but it also needs to be embedded into the corporate culture of the organization (Kitazawa & Sarkis, 2000; Stone, 2000). An organization that supports the idea of environmental management is the one that encourages their employees to come up with new ideas that are helpful in their work to support the sustainability of nature (Chun, 2009). Also, it gives freedom to the employees working to involve themselves

in various activities that will improve the environment. Employee involvement is seen as an important step in developing a pro-environment culture in the organization (Klinkers & Nelissen, 1996).

### ANALYSIS AND FINDINGS

A questionnaire was prepared and circulated among 50 employees of various hotels working at different positions in the hotels present in Bhubaneswar, Puri, Chillika, Gopalpur. It was found that around 44% of the staffs belonged to the age group of 35-54 years with a mean of 3.28 standard deviation of 0.87. It can be concluded that most of the respondents are in their mid-age group who are stable in their job and deal with handling different responsible positions in the organization. They will be helpful in making the new employees learn about the advantage of including green practices in their respective work area. 56% of the respondents are married whereas 44% of the respondents are bachelors with a mean score ( $X = 3.28$ ,  $SD = 0.87$ ). Around 28% of the respondents have a work experience of 10-15 years. Around 32% of the respondents have a salary within 10k to 30k per month which means most of the respondents are economically strong whereas around 28% of the respondents have their salary within 50k - 70k per month with a mean score ( $X = 3.24$ ,  $SD = 1.34$ ) and variance = 1.78. Around 88% of the respondents belong to the urban part of the state. 64% of the respondents come from a nuclear family and around 40% of the respondents are not aware of the concept of green human resource management. Around 92% of the respondent's think that including the concept of green human resource management in their organizations will enable the organization in working towards sustaining the environment. Around 92% of the respondents think that if the government makes a provision for annual "Green Award" for organizations, it will motivate the employees working in the organization in striving towards the goal of sustaining the environment.

Around 92% of the respondent's belief that if an organization is having various green policies it will inspire more nature conscious individuals to join that organization. Individually the environment conscious employees contribute in various manners to the organization. Most of the respondents were observed to be knowing the best practices followed in the organizations. Around 64% of the respondents choose to recycle as an effective method whereas 68% of the respondent's belief reducing the excessive use of resources can help us in sustaining the nature for future use, for example, reducing the use of paper instead opting to work with technology, opting green printing etc. Around 48% of the respondents believe in reusing certain resources, for example, the linen used in the guestrooms can be reused in several manners, the leftover soap in the guest bathroom can be collected in a place, melted and reused again. Around 12% of the respondents (with a mean score  $X = 3.92$ , standard deviation = 2.89 and variance = 8.37) suggested various ways for sustaining nature like less use of polythene bags, alternative bio degradable products to be used in place of polythene bags to carry things or to be used in various departments, the wastes coming from kitchen can be segregated in different dustbins and can be put for decomposition which can be later used as manure in the gardens etc.

Around 100% of the respondents think that the human resource department plays an important role in framing various policies to be followed in the organization to protect nature. The respondents also believe that by framing green policies in the organization, it will be an aid in having a safe and protective environment to work and it will also help in getting a good employee for the organization. Around 64% of the respondents think that the present Indian hotel industry is contributing to promoting the concept of green human resource management.



## DISCUSSIONS AND CONCLUSIONS

The above discussion states that the organizations are the main reason for the environmental degradation and a large impact can be made by inculcating various environmental practices within the organization (Dean & McMullen, 2007). Also, it is quite evident that the employees of an organization play a major role in putting the idea of sustaining the environment into practical work (Norton et al, 2014). From the above survey we can find out that many of us are aware of the impact that is caused to the environment by an organization and as an employee, people want to contribute to sustaining nature.

The above review states that GHRM can be an effective way of protecting the environment. As per the AMO theory, various practices can be adopted to involve the employees of an organization in coming up with different ideas to prevent polluting the environment at the source level. Also, various rewards and recognition process can be adapted to motivate the staffs to get involved in environmental management at different levels. As employees happen to be the key of any organization's success, spreading the theme of environment management as the corporate culture of the organization would help the organization in achieving its vision of sustaining nature (Guerici, 2015).

The GHRM area is also intensively researched in literature. It helps the recruiters use the green objectives of the organization in order to attract green interviewees who are interested in supporting the cause and working for it. It helps the person joining such organization in understanding the future intention of the of the organization. In terms of developing staff also, training the staff in environmental management would be a considerable effort in developing the environmental knowledge base developing pro-environment managers and leaders.

However, from the above review and studies, it has been observed that practicing green human resource management in organizations is a well-known concept outside India, but the concept seems to be very new for the organizations in India. It is quite evident from the survey that the employees working in different hotels follow certain practices like reuse, recycle and reduce and they also support the framing of various policies which would lead to sustain nature. But it is also important to train the staffs in the concept of environment management to spread the knowledge of environmental management (Tabassi, 2009), as this would lead to the individual contribution of the employees in achieving environmental success.

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## Relationship Amidst Green, Sustainability and Hotels of Chennai: An Expected Simulation Study

*S. Rajamohan\* & Jitendra Das\*\**

### ABSTRACT

*“Sustainability is the key to our survival on this planet and will also determine success on all levels.”*

—Shari Arison.

According to 2010 United Nation Global Compact study, 93 % of the Chief Executive Officer's (CEO's) see sustainability as important component for their company's future success. Although in practice, business sustainability consists of managing the triple bottom line-finance, society and environment, this paper is aimed to revolve around the third bottom line of business that is Environment. This paper is an attempt to grasp information on significance of connection between the green practices and sustainability in the hotels of Chennai. The paper is inclined towards analyzing the importance of implementing green practices and sustainability in the hotels of Chennai. The study also aims to view the aspect of sustainability and green practices from both the employees / hotelier and customer perspective. Sustainability is a Dynamic process which protects the Earth's life support system. The main objectives of this study are to identify the green and other sustainable practices being followed in the hotels, to explore how these practices are being viewed by the employees and to find out the guest perception about the relationship between green, sustainability and hotels in Chennai. The proposed methodology is to refer the secondary sources such as Journals, books, magazine, newspapers and primary sources like interview with the hoteliers, guests and the experts in the field. Expected contribution would be to implement the findings of more sustainable practices hotels, in the hotels which are yet to contribute towards the protection of Earth's life support.

**Keywords:** Environment, Green Hotels, Hotel industry, Sustainability, Hotel Guest.

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## INTRODUCTION

*“Global sustainability is now the only avenue to future inclusive progress that can deliver the Sustainable Development Goals.”*

—Johan Rockstrom

“Sustainable development is the developments that meet the needs of the present without compromising the ability of the future generations to meet their own needs.” This is the most well-known definition of sustainability by World Commission on Environment and Development’s (WCED) Brundtland report. The definition comprises three parts; development, needs and future generations. The part development reviews the compatibility of sustainable development and economic growth, (Cooper, 2012, p.123)

A Culture of sustainability in any organization creates an atmosphere of shared assumptions and beliefs towards the importance of balancing economic efficiency, social equity and environmental accountability. Most organizational change initiatives are to a great extent confined to the boundaries of the organization. Yet, actually, sustainability is a wider aspect that extends and exists beyond the organization.

An organizational culture scouts the decision of its member. The organizational culture also establishes and reinforces expectations about what is valued in the organization. It also guides members as how things should be done to achieve the goals.

Presently the hospitality industry is a resource-guzzling industry. Brazen utilization of resources at the cost of the environment is not an option in the era of climate change. Therefore it has to take a sharp look at itself and confront its ecological impact. Hence, accordingly the hotels have been upgrading their standards of eco-friendly practices to meet their responsibility towards environment. This effort of hotels has led the hotel industry across the globe to move towards resource efficiency with the use of efficient water management, renewable energy and plans to reduce energy usage wherever possible.

The recent trend in the hospitality industry is to be more concern towards environment and sustainability in addition to the traditional and exclusive practices of caring the customer and trying to exceed the expectation of the guest.

## OBJECTIVES

- Identify the green and other sustainable practices being followed in the hotels of Chennai
- Explore how these practices are being viewed by the employees in the hotels
- find out the guest perception about the relationship between green, sustainability and hotels in Chennai

## METHODOLOGY

In order to gain data about environmental / green practices / sustainability of hotels in Chennai, the qualitative method of research has been adopted.

The two main sources for data are primary data and secondary data. As stated by Polonsky and Waller (2011, p. 95) primary data is originated by the researcher for specific purpose concerning the research problem, whereas secondary data is already existing data, for some other purpose than the current problem.

Accordingly both the primary and secondary data has been collected for this study. Primary data of this study is based on the interview and observation. Secondary data for this work is based on Journals, Books, Magazine, etc.

**Sample:** Hotel managers, Hotel Employees, Guests and Environmental experts.

**Tool:** Questionnaire has been used as the tool to collect the primary data.

## REVIEW OF LITERATURE

*“Fundamentally, we need a mind-shift that reconnects our development to the biosphere to ensure good and safe lives for all in the future.”*

—Johan Rockstrom.

“Energy conservation, Water Conservation and Waste Water Management are the three domain areas that are stressed upon. Every initiative is addressed around these three major areas. Hotels falling under the category of ‘green hotels’ or ‘eco-hotels’ category are required to adhere to a whole lot of strict rules and regulations, policies and procedures”

(Post, J. E., Altmanm, B. W. 1994, pp. 64-83)

O’Callaghan (1996, p. 3) states that People’s concern of future generations and the environment has put a demand on companies to pursue more sustainable actions.

“Timely identification of water leaks in supply pipes can save up to 20 % water. A single dripping tab can consume about 12 liters of water in an hour. In case of unidentified leaks, it can lead to structural problems in the building (O’Callaghan, 1996, 248; Shah, 2007, p. 273).

“Accommodation is one of the five integral tourism products. It has major influence on the volume of customers and the customer segments that the destination attracts. The physical appearance of an accommodation company affects on the visitors’ opinions about the destination environment and the quality of it. Since different customer segments include different levels of economic and social impact, the products and services accommodation companies provide for them influences directly to the local community and the environmental impact” (Middleton, 1998, p. 145).

“The hotel industry has been pursuing and adopting enormous green practices since the year 1990s due to fluctuating economic levels and a strong focus on customer service and satisfaction. Beyond the above mentioned advantages, many hotels have started employing social initiatives and corporate social responsibility. They feel all this is the right thing to do” (Tzschentke, N., Kirk, D., Lynch, A., 2008, pp. 126-133).

“A sustainable hospitality company contributes to the development of local economy by using local employment and business linkages. This leads to the social dimension. The aim is to positively contribute to the lives of local people in the present and future. This encompasses the well-being of employees, human rights, labour rights, working conditions while promoting social and cultural diversity. It involves the employees, communities and stakeholders. For the hospitality company, it is important to train and educate their staff about the environmental sustainability practices” (Chen, Legrand & Sloan, 2009, pp. 8-9).

“Using daylight is the most energy saving option for lighting. There are other positive features in using daylight, such as increase in workplace productivity and improved learning” (Hitchcock & Willard, 2009, p. 156). As stated by Ward (Mumovic&Santamouris, 2009, pp. 63-64) to

maximise the use of daylight, windows should be fixed with a view to sky zenith. This arrangement generates three times more brightness as compared to the horizon. Windows above eye level or roof glazing will also allow more daylight.

“Guest and employee education significantly contribute to energy saving. By finding creative ways to educate them just by informing, without entreaties or making them feel guilty, is an efficient strategy” (Hitchcock & Willard, 2009, p. 160).

According to the World Tourism Organization, UNWTO, tourism industry accounts for 5% of the whole world’s carbon emissions. 1% of which comes from the hotel sector (Tourism and Climate Change, 2011). 1 % might not sound big, but on the contrary it does. “Each company has to carry out their corporate responsibility to be more sustainable” (Jenny Järvensivu, 2014, p. 2).

The common consent about Sustainability is that sustainable development is divided into three sections, termed as the triple bottom line. It consists of social, economic and environmental realms. These triple bottom line are very much intertwined with each other, notably in the long-term you cannot have one without the other (Cooper, 2012, p. 122-123; Hitchcock & Willard, 2009, p. 9).

Paul J. Bagdan (2012) has revealed that taking care of the guest is the heart of the hospitality industry. Practicing so means understanding and anticipating what the guest needs and then knowing how to full fill and exceed those needs. Environment friendly practices are the driving force to attract guests in the hotel industry in present day situation.

Angelina Maben (2014, p. 4) reflected in her article that on the path to sustainability, organizations often face tensions between ensuring to meet existing sustainability commitments (fulfillment) and making way for changes that will help them improve their sustainability performance in long run through innovation.

OrieBerezan, Michelle Millar &Carola Raab (2014, p.1-18) in their research indicated that “sustainable practices in any hotel motivates guests, as they become the part of practicing sustainable practices”.

Larry Mogelonsky (2018) “the highly competitive hotel landscape at present has forced us to reexamine our operations to not only look for added efficiencies but also to see what we can do better”. Larry mogelonsky(today’s hotelier.com) writes about the educational apps to build a better team and informs that even with enhanced back-end systems to hone management of your team, so continuing education can go a long way to lifting team spirits; this is applicable even for following the sustainable practices in the hotels.

Tikky Dawwalee Davies in her Blog (2018) has told that “Guests visit a hotel with a certain set of expectations”.

“A Sanskrit saying, ‘Atithi Devo Bhavah’ (meaning ‘the Guest is God’) has all the hoteliers strategizing on what are it that this ‘God’ wants and what is it that we can do to have this ‘God’ delighted and coming back for more. Let’s get into the minds of these hotel guests and find out directly what irritates them and what delights them” (Agarwal, December 1, 2018).

Khatri Niranjana (December 1, 2018) urges us on environment and sustainability to relook at our standard operating procedures and break out of our traditional mindsets and practices.

A Hotel can be told to be Sustainable if they follow the following five local practices, in context to Chennai in particular and India as a whole in general- Dialects (Bhasha), Diets (Bhojan), Dresses (Bhesh), Dwelling (Bhavan) and Dance and Songs (Mhajans). The above discussed points are the inherited sustainable system which must be practiced properly, sincerely and religiously (Shorey, December 1, 2018).

## FINDINGS

***“Sustainability is no longer about doing less harm. It’s about doing more good”.***

**—Jochen Zeitz.**

The research findings are based on the interviews conducted with the hotel employees including the managers and observations in the hotels of Chennai. The finding has been divided into three categories. Category- 1, Specific Green and Sustainable Practices followed in some / less number of the star hotels of Chennai. Category- 2, General Green and Sustainable Practices followed in most of the star hotels of Chennai. Category- 3, Guests view on the Green and Sustainable Practices followed in the star hotels of Chennai.

### 1. Specific Green and Sustainable Practices followed in individual / less number of the star hotels of Chennai.

- Adopting and continuing the local culture
- Architectural designs of local type for construction of buildings
- Water in glass bottles in place of plastic bottles and glass jar water dispensers
- Installing the wind mills in the far off place of the Tamilnadu, such as Coimbatore, Rameshwaram and Kanyakumari, as these places are ideal for wind mills in the state. The wind energy is used to generate electricity and it is given to the Tamilnadu Electricity Board (TNEB). This is an step to counter the carbon foot print generated in the hotels
- Germinated wheat and other grains in ceramic pots are used to replace the flower arrangements with this innovative practices
- Giving away original plants to guests as gifts
- During Diwali / New Year and other occasion gifts given to the guests, employees and others are vegetable seeds for the kitchen gardens
- Bed-sheets being purchased from the company where the fabric is treated by fire in place of chemicals
- Onsite use of green vehicles / Battery operated vehicles
- Using bullock-cart / horse-cart to transport the guests within the campus and to nearby places
- Maximum utilization of organic and local seasonal fruits and vegetables
- Materials used in interior construction are being used in an ecologically sensitive manner. The use of MDF (Medium density fiber boards) and HDF (High Density Fiber Boards) as an alternative to timber / ply boards works well in preservation of tropical forests and consequently the earth’s green covers. These are made from the recycled sawdust produced timber yards, and no new tree is cut to produce these



- Using wooden base tooth brush, in place of plastic tooth brush
  - Use of wooden comb in place of plastic
  - Wrapper / pouch for dental kit etc used are made of non plastic eco friendly material
  - Landscaping is essential to maintain indoor air quality and an increased awareness of indoor air pollution and toxicity of cleaning solutions (Rajesh. Personal Communication, December 8<sup>th</sup> 2018)
  - There is a misconception that cleaning products only work when full of chemicals, however, there are many effective green alternatives available in the market today. When picking cleaning solutions, the products must be tested stringently for how well they work (Usharamalingam, Personal Communication, October 29<sup>th</sup> 2018)
  - Tests chemicals before approving them for use in the hotel premises. Areas are cleaned with the sample chemical, following which the hygiene department takes swabs from each area and tests the samples for any bacterial growth. Only if the chemicals are cleared by the hygiene department are they introduced in the hotel. "The chemicals used in the kitchen adhere to all food grade specifications. Since these chemicals come in concentrated form, which need to be diluted with water, the overall cost incurred is less. Apart from that, they also contribute to a lesser usage of plastic, as lesser storage cans are required. They also help reduce the storage space for chemicals" (Chandra Sunil, Personal Communication, December 11<sup>th</sup> 2018)
  - There are various cleaning chemicals for different locations in a hotel, and these are very effective. The new range of cleaning equipment also focuses on using more of water and mechanical action rather than involving complex chemicals. "They ensure your organization does not play a part in polluting the environment in the name of business. The green cleaning products have positive environmental attributes like biodegradability, low toxicity, low Volatile Organic Compound (VOC) content, reduced packaging, and low life cycle energy use
2. General Green and Sustainable Practices followed in most of the star hotels of Chennai.
- Reusing single side papers for internal official purposes
  - Installation of Sewage Treatment Plants to treat the water and reuse it. This is compulsory for the hotels to get the classification
  - Use of non toxic cleaning agents for general cleaning
  - Eco-friendly chemicals being used as laundry cleaning agents
  - Creation of more and more non smoking rooms and non smoking floors
  - Guest can tell/ indicate if the towel, bed-sheets are not required to be washed to save water and other energy
  - Installation of energy efficient lighting systems in hotels
  - Environmental Training programmes for the staffs / employees
  - Contributing economic return to the society through various CSR activities and local employments

- Increasing the dependence on natural environment rather than artificial ones
  - Energy management is given tremendous importance in planning and functioning of buildings
  - Dependence of hotels on natural resources such as solar power, rain water harvesting, etc is also being practiced to a great extent.
  - Lighting system has undergone huge technological changes with the advent of LED lights
  - Day light increases the workplace productivity
  - Use of M (Mobile) -Learning: Next generation Hotel Training System extend lots of benefits to organization such as – It empowers staff to turn rooms faster, It improves the guest expectation / experience by reducing time; It saves time, paper and money; It increases the accountability.
  - While purchasing cleaning products, hotels must pick biodegradable solutions that are least harmful (Nagaraja, S. Personal Communication, December 8<sup>th</sup> 2018).
  - Alcohol-based waterless hand sanitizers
  - Paper garbage bags / recyclable linens bags instead of plastic bags
  - It might surprise anyone as how the things that seem very little or meaningless, such as holding the refrigerator door open for too long or not having a lid over a pot when cooking, can be very energy consuming. Therefore staff training about ecological actions is recommended
  - Lack of knowledge and awareness can prove to be a major barrier
3. Guests view on the Green and Sustainable Practices followed in the star hotels of Chennai.
- Hotels are turning Green and adopting eco friendly practices. Management should consider the socio-cultural backgrounds, of their guests and may have to engage in efforts to educate guests about the benefits of balancing social responsibility with guest service expectations
  - With the help of constantly instilling a sense of sustainability within the organization framework and constantly reinventing oneself the hotel industry will be able to achieve innovations that can go beyond going green
  - “The concept of green products is catching up with hotels in India, and more so with cleaning chemicals and equipment. There is a conscious effort to be less harsh on available resources and nature”
  - The consumption of energy, water and waste could be displayed in numbers for the staff to see. In this case the monitoring is easier, and it enables to see if the goals for decreasing consumption are met. By seeing concrete numbers, the staff can feel motivated in implementing more sustainable actions
  - We, guests are mostly happy to be part of eco friendly practices
  - Some guests voiced “When we contribute in conserving energy in the hotels, some incentives should be passed on to us. Hotel is able to reduce consumption of energy and save money because of us, so the money saved must be passed on to the customers in some way or the other
  - Due to consumer awareness there is also pressure from guests for the hotels / resorts to become more responsible towards the environment

## CONCLUSION

***“People may hear your words, but they feel your attitude”.***

**—John C. Maxwell.**

In today’s environment the major concern in the entire world is the issues of continuous depletion of ozone layer due to global warming. This has forced all of us to re-think and act accordingly in the pursuit of conserving environment. Hospitality industry in general and hotel industry in particular would definitely make a positive contribution to the environment through taking the measures to decrease the consumption of energy and in turn decreasing the pollution and also bringing down the resource exhaustion.

The initiatives adopted by the hotels towards green practices and sustainable development, seems to be having a positive impact all around. Involving employees in implementing sustainable and green practices helps motivate them to act in a way to bring the hotels closer to achieve its sustainability goals. Green practices are well received by the employees and managers in the hotels of Chennai. Now a day’s Guests want hotels to be responsible in showing their commitments towards the protection of the environment. Therefore, there exists a competitive advantage for the hotel in the market when green and sustainable practices are being followed.

Green initiatives and sustainable programmes undertaken by some of the hotels in Chennai could also be extended and practiced in remaining hotels as a very powerful tool to become responsible hotel towards the environment and sustainability.

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## A Study on Impact of Resource Sustainability on Competitive Advantage in Five Star Hotel

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& Dr. Sanjeev Kumar Saxena\*\*\**

### ABSTRACT

The study aims to conduct an analysis describing the sustainable practices being adopted by the five star hotels, evaluating its ability in generating competitive advantage and exploring how its implementation influences other stakeholders of the hotels specifically and the whole area development generally. For the purpose of this study Delhi has been chosen with focus on the Five star and Five star Deluxe Hotels of the city. A survey of 375 employees working in 15 five star and five star deluxe hotels in Delhi were conducted. The analysis revealed the sustainability practices that are being adopted in three dimensions of environmental, social and economic sustainability and the extent of their implementation by these hotels. It also showed the relationship between hotel's sustainability practices and employees' satisfaction. Furthermore, the study has explored the ability of sustainable efforts to create unique reputation for the hotel which may enable it to gain competitive edge. The latter, in turn, attracts the business customers who consider sustainable hotel as valuable partner for their own reputation. All in all, as the sustainability practices enhance the profitability, it is considered a source of complete advantage.

**Keyword:** Sustainability; Competitive Advantage; Five Star Hotels; Delhi.

### INTRODUCTION

Sustainability is increasingly recognized as a cornerstone of competitive advantage in today's business landscape. This trend is expected to grow. Sustainability is a word that has been much talked about in most sectors of the economy especially in Hospitality sector. This paper will focus on the holistic sustainable concept, by concentrating especially on five star hotels in Delhi that have to face the problems of limited space available and of being less often considered for performing green practices. This is a reason why most city hotels that decide to follow a sustainable strategy usually have to start at the bottom of sustainable development that accounts for restructured long-term saving plans in energy and resource management.

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Specifically in a business environment, sustainability “generally refers to the ability of a company to do business in a fashion that minimizes pollution and reflects careful management of natural resources” (Kim, 2009). The term ‘Sustainability’ relates to meeting the needs of the present without compromising the ability of future generations to meet their own needs Brundtland, (1987). This early definition has been applied in business contexts as corporate social responsibility (CSR), the voluntary but near-mandate to contribute to social, environmental and cultural wellbeing along with company profitability (Kotler & Lee, 2004); Visser, (2010); (Werbach, 2009). In turn, CSR has been rendered more compliant by its translation into ‘triple bottom line’ (TBL) or ‘people, planet and profit’ rubrics (Elkington, 1998, 2008), designed to track social and environmental progress in addition to wealth creation. In other words, ‘Sustainability’ requires building harmony between environmental, social equity and economic demands - also referred to as the “three pillars” of sustainability. It ensures that we have and will continue to have the water, materials, and resources to protect human health and our environment.

The last century, mankind has immensely damaged vast majority of its natural habitat which is still continuing. According to Munier (2005) “humankind has very effectively managed to squander the earth’s resources, clear cutting a large amount of 12 existing forests, contaminating the atmosphere, polluting rivers, and even altering our climate.” As a matter of fact, the economy utilizes natural resources to produce. Since our society is entirely dependent on those scarce resources, it must to protect them in order to uphold the economy.

It is widely argued where the concept of sustainable development had its beginning, as concern about the society’s impact on the environment was already an issue in the beginning of the 20<sup>th</sup> century. However, the birth of the sustainable development movement can be associated with the United Nations Conference on the Human Environment in Stockholm in 1972, which was the first major UN conference that had concern about environmental issues on a global scale as the main agenda (Dauvergne, 2005). After some dramatic events such as the Bhopal Gas tragedy in India in 1984 and the nuclear accident in Chernobyl in 1986, governments worldwide were induced to implement stricter regulations and laws on companies’ behavior towards the environment (Blackburn, 2007).

It has long been known that social responsibility and attitude for sustainability are becoming factors of great importance for businesses across all industries (Porter & Derry, 2012). This is the result of a general increase in awareness of these issues among the public, which subsequently affects the demand for businesses to comply to new standards of practice and accountability (Porter & Derry, 2012). As a result, the initiator of sustainable efforts may become an initial impetus to the sustainable urban development in a city or area (Tryggestad, Georg & Hernes, 2010). The type of business which can play such a role is hotels. In fact, as the hotel represents a building, the success of its sustainable practices and technologies may cause the spillover effect on its competitors. Historically, hotel owners saw sustainable efforts as expenses for the economic performance (Mihaliè et.al, 2012). For this reason, attention to “green” technologies was weak before the 21<sup>st</sup> century (Mihaliè et.al, 2012). Today the sustainability is slowly becoming a dominant theme in the hotel industry (Spilanis & Vayanni, 2004). In order to extract benefits from this situation, some hotels started implementation of various “environment-friendly” technologies and their promotion in order to differentiate its offering and, consequently, outperform the competition (Green Building Elements, 2013).

This paper is therefore centered on the objectives to find out the prevailing sustainability practices of Five Star Hotels in Delhi; to study the influence of sustainability practices on the actions of Competing Hotels in Delhi; and the prevailing social sustainability practices in Five Star Hotels of Delhi and to determine the impact of sustainable practices on the employee's work satisfaction in a hotel.

For the purpose of building a radical understanding of the research area, an exhaustive number of publications were reviewed by the researcher revolving around the keywords of the research topic as below:

The term 'Sustainability' has become a focal point for service organizations nowadays (Hashmi & Muff, 2015). The concept of Sustainability encompasses various definitions. According to the World Commission on Environment and Development Brundtland, (1987), the sustainable development ensures the meeting of the present generation needs without compromising the ability of future generations to satisfy their own needs. Sustainability simply implies that a given activity or action is capable of being continued indefinitely Johnston, (2007). In this paper Sustainability is considered as the "Triple Bottom Line" - People, Profits and Planet, famously coined by Elkington, (1994) arguing for the need for a balanced approach to development. "Triple bottom line" approach as integrating people, planet, and profits into all management actions or decisions was further asserted by Wirttenberg, (2012).

According to Prairie, (2012), the hotel industry is in the midst of a sustainability awakening. Due to the current state of the environment, businesses and industries have begun to incorporate sustainability practices to meet consumers' environmental issue concerns, current industry standards, and to create an environment of sustainable development for future generations. This section reviews research on sustainability practices in the hospitality industry.

Revilla, (2001) revealed that hotels have incorporated environmental practices to reduce their impact on the environment probably owing to cost savings, media pressure, laws, or environmental consciousness and awareness. According to Jai Rathore, (2009), "Hotels have thoughtfully adopted various operational sustainability practices that help them save a great amount of money but have little to improve energy efficiencies and environment friendly building designing at the project phase." (Orie Berezan, 2010) measured the impact of environment hotel practices on Guest satisfaction and the motivating factors for them to pay a higher premium for environment friendly room in Hotels in Mexico.

Competitive Advantage in view of Grant, (2010) represents the company's advantage over its rivals that helps to earn a persistently higher rate of profit. There is a research gap in the service sector to prove whether or not sustainable service businesses can benefit from the sustainability, (Gupta, 2012). The industries in the service sector differ a lot and, hence, have different reliance on sustainability. According to Mark Vickers, (2007-2017) sustainability-related best practices often represent competitive advantages for organizations, through a global ethic of "open source". The best practices are associated with their developers, who receive acceptance and applause that are often used in advertising campaigns to strengthen their brands. Contradictory to this, Sustainability approach is not practiced too widely because it costs too much and so dampens competitiveness.

Thus, on the basis of gaps identified through the literature review, this study provides the following hypothesis:

- H<sub>1</sub>: There are significant sustainability practices adopted by five star and five star deluxe hotels.
- H<sub>2</sub>: There is significant impact of the sustainability practices by the hotels on the basis of the demographic profile of the competing hotels.
- H<sub>3</sub>: There is a higher level of satisfaction of social sustainability practices amongst employees of five star hotels in Delhi.

## METHODOLOGY

Sample hotels were identified from the highly respected directory of the Ministry of Tourism, Govt. of India and FHRAI that serves as a resource centre for business information and maintains relevant databases of hospitality firms. To initiate the sample 15 five star hotels participated in the survey. They represented a mix of employees of the above mentioned hotels and also the guests staying or have stayed with them on sustainability practices. A survey methodology was chosen because it was deemed to be the most efficient way of reaching a large number of respondents, whereas the data required facilitated the use of a mail and self administered questionnaire with close-ended questions. Of the total sample, usable questionnaires were returned by 740 respondents that included 375 Hotel Employees and 365 Hotel Guests.

The scope of this paper includes estimation of the sustainability practices adopted by five star hotels, involving the employment of energy saving methods, water conservation methods and waste management methods, certifications of environment and quality, maintenance of indoor-air quality, reduce, reuse, and recycling methods as a part of environmental sustainability practices, involvement in socially responsible activities towards employees and other stakeholders such as vendors, suppliers, local community and the impact of the sustainability practices on its competitors. The primary purpose of the study was to assess the impact of sustainability practices in gaining competitive advantage.

## RESULTS AND DISCUSSIONS

**Table 1: List of Five Star and Five Star Deluxe Hotels in Delhi**

5 Star		
S.No	City	Hotel Name
1	New Delhi*	Jaypee Siddharth
2	Delhi	J W Marriott
3	New Delhi*	Park Plaza, Delhi
4	Delhi	Piccadily Hotels Pvt. Ltd.
5 Star Deluxe		
	City	Hotel Name
5	Delhi	Hotel Welcome Sheraton
6	Delhi	Hotel Anambah
7	Delhi	Le Meridian New Delhi



8	Delhi	Kaminski Ambience Hotel Delhi
9	Delhi	ITC Maura
10	Delhi	The Oberon, New Delhi (Closed for Renovation)
11	Delhi	Hotel Imperial
12	New Delhi*	The Tajo Palace Hotel
13	Delhi	The Park
14	Delhi	Radisson Blu Hotel Dark
15	Delhi	JW Marriott
16	Delhi	The Lodi
17	Delhi	The Ashok

Table 1 represents the hotels that have been included in the survey which includes leading hotels approved by Ministry of Tourism, Government of India (Tourism, 2016). 15 hotels were identified for the study from the list of 17 hotels including five star and five star deluxe hotels in Delhi that were approved by and available on the Ministry of Tourism, Govt. of India website in June 2016 (Table1.). Hotel ‘The Oberois New Delhi’ was closed for renovation at the time when the survey was being done and JW Marriott was included in both Five Star and Five Star Deluxe categories of hotels and hence treated as one making only 15 hotels qualifying as the population to be studied.

**Table 2: Sustainability Practices Adopted by Hotels**

Sustainability Practices	Mean Square	SD	Sig.
Insulation of appliances and Fixtures to minimize heat gains/losses in your hotel	5.013	3.496	.008
Adequate Natural Lighting in day time	3.033	2.029	.090
LED Lights	4.564	3.667	.006
Reflective window Films	7.206	5.848	.000
Alternate /Renewable energy e.g solar or biomass energy	5.280	3.045	.017
Star rated appliances	1.594	1.150	.333
Motion Sensor lighting/thermal devices	4.676	2.535	.040
Periodical service of equipments	4.225	3.007	.018
Thermostat range limited in occupied rooms	5.485	4.233	.002
Adequate natural ventilation, and shading from trees and other vegetation to cool guest rooms, patios, etc.	5.049	3.135	.015
Low-flow fittings.	3.701	2.527	.040
Dual flush toilets.	13.488	8.759	.000
Water recycling practices.	3.179	2.940	.021
Re-use grey water to irrigate lawns etc	1.873	1.442	.220
Sensor fittings in washrooms.	13.594	6.916	.000
Rain water harvesting for use in laundry etc.	12.650	6.186	.000
Waste water treatment plant.	2.139	1.628	.166

Reduce, reuse and recycling of waste.	2.332	1.893	.111
In-room linen recycling.	9.291	7.837	.000
In-room amenities recycling	8.018	5.747	.000
Facility for composting of waste.	7.550	7.228	.000
Use of organic cleaning products	5.563	4.045	.003
Donating leftover food.	9.774	3.767	.005
Purchase of hotel supplies from local vendors.	6.213	5.159	.000
CNG/Battery operated Vehicles	5.297	4.309	.002
Provision of shuttle service for staff pick-up and drop.	12.642	6.731	.000
Hotel's efforts for Work place safety.	11.915	18.086	.000
Hotel's effort for Work-life balance	8.812	10.834	.000
Life Insurance benefits.	16.240	14.392	.000
Provision of medical benefits	14.622	10.885	.000
Provision of transportation facility.	4.530	4.621	.001
Provision of Leave Travel Allowances	5.725	5.754	.000
Hiring of greater number of local staff over the out station ones.	4.821	5.807	.000
Hotel's efforts for improving employee satisfaction, morale and retention	6.392	7.048	.000
Frequency of meetings held to discuss sustainability issues with the employees.	2.378	2.356	.053
Initial orientation programme to educate new joiners towards sustainable practices.	2.776	4.009	.003
Your participation in sustainability Practices.	2.684	4.523	.001
Recognition given for your distinguished achievements towards sustainability	1.831	2.314	.057
Hotel's initiative to employ people with disabilities.	8.178	8.809	.000
Hotel's initiative for the upliftment of the surrounding areas and communities.	2.081	2.680	.031
Hotel's initiative to assist an NGO or underprivileged segment of society.	7.872	9.780	.000
Hotel's initiative to purchase local products and supplies.	3.660	3.491	.008
Hotel's initiative to support employment generating vocational training programmes.	7.942	6.947	.000
Hotel's initiative to supports traditional art & craft-work.	6.219	4.703	.001
Hotel's initiative to contribute donations to the needy organizations.	8.005	6.724	.000
Hotel's initiative to build tie-ups with educational institutes and schools to educate them about sustainability.	5.465	4.366	.002
Hotel's initiative to build strong relations with its stakeholder's.	5.726	5.869	.000
Leads to cost reduction.	4.234	6.244	.000
Leads to increase in Occupancy of the hotel.	3.076	4.205	.002
Leads to increase in Revenue.	6.975	8.441	.000
Leads to higher Average Room Rates than your Competitors.	5.743	7.411	.000
Leads to increase in profits.	5.527	6.570	.000
Leads to improved company/brand image.	6.371	8.001	.000
Involve huge Investments.	6.599	6.571	.000
Results in employee's resistance to change.	8.988	7.932	.000

Results in customer's resistance to adopt them.	13.501	10.060	.000
Not feasible for the firm of this size.	9.241	6.151	.000
Induces stronger compliance to environmental certification standards.	6.296	6.297	.000
Induces stricter compliance with government environmental, legal and economic legislation.	5.697	6.506	.000
Triggers timely audits done to review energy and water usage and waste if any produced.	8.529	9.420	.000
Inspires for frequent introduction of new energy and labour saving technologies.	8.657	10.654	.000
Induces greater efforts for cost-savings.	3.247	3.934	.004
Fosters more focus on improving relationship with the stakeholders including hotel staff, guests, suppliers, local communities etc.	3.228	4.132	.003
Inspires to adopt sustainability methods that improve revenue or cash flow.	4.676	6.795	.000
Prompts more involvement in the corporate social responsibility (CSR) initiatives.	5.795	7.472	.000

Table 2 represents the extent to which hotel applied sustainability management practices to provide more accurate data for decision making, respondents were asked to indicate Importance and Usage of sustainability management practices. Further to structure the discussion of the findings we framed them according to their usage and importance in table 3. Three factors of sustainability management practices items have been identified based on exploratory principal components. Thus, the analysis provides a strong indication that traditional sustainability management practice are alive and well in the sample hotels. The use of star rated appliances has been ranked highly among practices for sustainability.

*Therefore, it is evident that there are significant sustainability practices adopted by five star and five star deluxe hotels.*

**Table 3: Influence of Sustainability Practices by Hotels on Competing Hotels.**

Correlations				
Bi-Variate Correlation on Demographic Variables		Number of Rooms	Age of Property	Type of Enterprise/Hotel
Number of Rooms	Pearson Correlation	1	-.263**	-.003
	Sig. (2-tailed)		.000	.956
	N	375	374	375
Age of Property	Pearson Correlation	-.263**	1	.163**
	Sig. (2-tailed)	.000		.002
	N	374	374	374
Type of Enterprise/Hotel	Pearson Correlation	-.003	.163**	1
	Sig. (2-tailed)	.956	.002	.004
	N	375	374	375

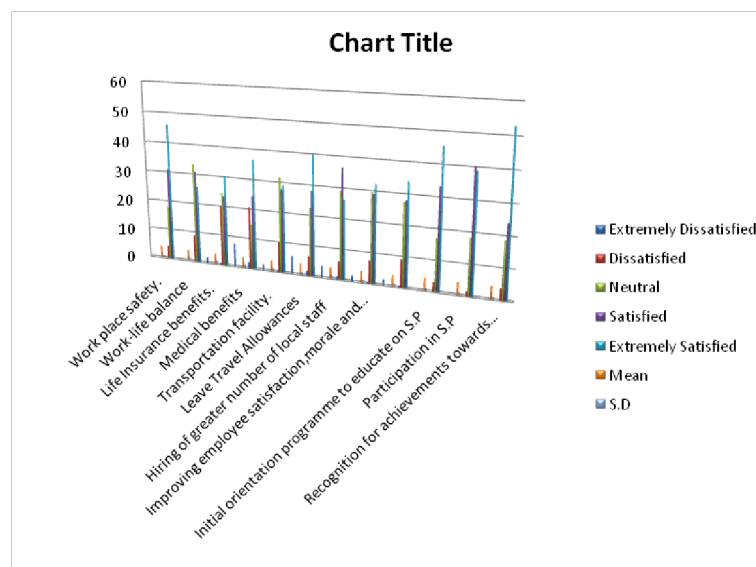
\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 3 assesses the influence of sustainability practices by hotels on the basis of demographic profile of competing hotels. The hotels taken in the survey for studying various sustainability practices have been studies on the basis of number of rooms they have, age of the hotel and

also type of hotel. The table shows that the type of hotel enterprise has significant impact on the prevailing sustainability practices adopted among the hotels in the survey.

Therefore, there is significant impact of the sustainability practices by the hotels on the basis of the demographic profile of the competing hotels.

The results of the survey as indicated in Fig.1 denote that out of 375 respondents, 46.4%, 30.4%, 36.8%, 40.5%, 32.5%, 34.1%, 45.9% and 53.1% of the respondents are extremely satisfied of work place safety, life insurance benefits, medical benefits, leave travel allowances, improving employee satisfaction, morale and retention, frequency of meetings held to discuss sustainability, initial orientation program to educate on sustainability practices, and recognition for achievement towards sustainability respectively expressing their satisfaction level towards social sustainability practices towards employees. However, 36.8% and 40.5 % of the employees are satisfied with hiring a greater number of local staff and participation in sustainability practices whereas 33.6% and 31.7% are neutral towards work life balance and transportation facility.



**Fig. 1**

Therefore, there is sufficient evidence to conclude that there is a higher level of satisfaction of social sustainability practices amongst employees of five star hotels in Delhi.

## CONCLUSION

The findings of this research paper suggest growing awareness, interest and seriousness towards employment of sustainability practices. There is significant difference on usage and importance of sustainability management practices among competing Hotels. Though this development is significant, there is still work to be done in terms of consolidating the sustainability agenda.

Thus the following conclusions can be drawn from the present study, 1) There are significant sustainability practices adopted by five star and five star deluxe hotels, 2) There is significant impact of the sustainability practices by the hotels on the basis of the demographic profile of the competing hotels, and there is a higher level of satisfaction of social sustainability practices amongst employees of five star hotels in Delhi.

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**Section III**  
**INNOVATIVE MARKETING STRATEGIES**  
**AND DIGITAL MARKETING**





## Scope of Virtual Reality Advertisement in Hospitality Industry

*Anjani Kumar Yadav\**

### ABSTRACT

Virtual reality, a technology by which we can enable the 4D View of a real world. With the advertising point of view, it is limited to desktop and mobile device. Virtual reality also creates a 4D element of heat, mist and wind. Virtual reality advertisements help in identifying the real experience of product. Virtual reality advertisement is expensive but according to the increasing trend it will be affordable to everyone.

Future of virtual reality is to offer new opportunity for the gaming development, media, advertisement, companies, researcher and student. This can be put to productive use in business of hotels too. Virtual reality provides a real-life environment experience through which guest can experience hotel room view and amenities of the room before reaching the hotel.

The study focuses the effectiveness of the advertisement in hotel industry and to find the future of the Virtual Reality advertisement in hotel industry through personal website.

Virtual reality also helps the hotelier to improve the amenities and room view and identify where guest has drawn his view.

**Keywords:** Virtual Reality, Advertisement, Hotel Industry, Scope, Challenges

### INTRODUCTION

As virtual reality provides an environment in which user can retrieve information via multi-sensors e.g., visual auditory and kinesthetic modalities, users are able to perceive realistic representation of the environment it portrays (Slater & Usoh, 1993). Consequently, the immersive nature of the VR experience has been identified to facilitate consumer learning of products (Suh & Lee, 2005), increase brand recognition, product recall, and memory of experiences and generate positive attitude and behavioral responses. [Ref 11]

In the era of emerging technology, Virtual reality is one of the great inventions in the fields like science, real state, gaming, astrology, advertisement, technology, education, military etc., one of the major strengths is that it reduces the uncertainty, which cannot be confirmed by the dimensional picture. The expectation and adaptation are expected to reach every person by 2022. Hence it will play a great role in every industry in the future. It is possible only because of internet which helps virtual reality to be introduced in the market.

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Virtual reality is not a new technology. Early computerized Virtual Reality began in the late-1960s (VRS 2016), but it was not until the 1980s that the name was coined, alongside the commercial release of head mounted displays and haptic gloves attached to a computer that simulated 3D environments in surround stereoscopic vision (Brey 2008). Virtual Reality began to appear in computer games in the early 1990s, while Ford began using Virtual Reality for design and production of its vehicles in 1999 (Gaudiosi 2015).[Ref 5]

According to the lee research, he experimented on customer in a shopping mall and he fallowed the way customer looked at the mall and research monitor their movements and found that a spot is maid when most of the customer looked a particular spot most of the time, the same type of idea can be used in hotel industry for identifying the item which is liked by the guest. The benefits of using immersive virtual reality technologies is to build a sensory experience into marketing communication strategies, with a particular aim of supporting the information-searching and decision-making process for the consumer. [ Ref 17]

As the goal of Virtual reality is to create immersive virtual environments (VEs) that let the user experience a computer-generated world as if it were real – creating a sense of presence, or being there in the user’s mind, its benefits had graduated from impressive visual demonstrations to producing results in practical applications. [ Ref 6]

Primary goal of every advertisement is to introduce product to people. In order to get the interest of the people, the viewer should know that the product exists in real life. Hospitality industry is continuously trying new methods to attract new guests. Guest is always curious about the room how the room will look like and want to experience the type of view he/she wants.

In today’s world internet is common without it life seems to be incomplete. This is one of the major benefits for the advertisement through virtual reality as world’s largest companies,including Dell, Sony, McDonald’s, Coca-Cola, IBM, and Toyota, have promoted their products in virtual reality.

#### APPLICATION OF VIRTUAL REALITY

- **Hospitality sector:** -Above 5-star hotel like Marriott, Hilton, Hyatt, Four Season, Starwood, Intercontinental Hotel Group, they provide the virtual view of their Lobby, Rooms, Restaurant, Banquet, Pool, Gym, Garden.
- **Reception or Banquet Hall:** -Virtual Reality helps the guest to choose the type of function, their decoration and the type of conference they want as it saves a lot of time for the guests.
- **Hospitality Education:** -Byrnec, Furness T A (1994) Started simulated environment will result by providing better human computer interaction for the students. Ott M Freina L.A (2005) suggested a very high potential in hospitality training by Virtual reality and making learning more motivating and engaging three basic concepts: Immersion,Interaction and Involvement.
- **Hotel Exterior and interior Design:** -A software called “ Virtual Reality Architecture Walkthrough “ can view how the hotel, Resort or Restaurant building will appear inside - Out increase customer trust. [Ref 14]

The net result of incorporating Virtual Reality in Tourism is, it provides a better destination image, which is articulated as the belief in the mind of the tourist about the capabilities of a

destination that ultimately leads to better experience, as a result of which there would be a positive word of mouth about the destination to other tourists which in other ways helps the country to have a sustainable growth in the tourism sector As well as it benefits the tour operators of that region as well. To remove the gap between what the tourist expects and what exactly the experiences would be, would be a prior medium for better ecosystem development and revenues for the countries. [Ref 12]

## LITERATURE REVIEW

Jaron Lanier in 1985 gave the term virtual reality. Virtual Reality can be defined as “the combination of computer system and human-computer interfaces to fabricate the effect of a three-dimensional space which consist of interactive objects with a powerful sense of three-dimensional presence (Bryson 1996). In comparison to desktop computer systems, virtual reality supports a high level of immersion into virtual space. This is facilitated by means of special display systems that cover a large portion of the user’s range of view and interaction devices with sensors used for sensing user’s physical movements. Virtual reality support applications which facilitate user to experience the real-world situations such as simulations of under construction building. [Ref4]

Most affective example of virtual reality existence is Avatar movie. It was a 3-dimensional world which allow people to live in another world. Through Avatar, a virtual citizen can hold a job, design and build a house, buy and sell property, go shopping, meet friends, go on a date, visit restaurants or bars, go to live concerts, attend special events, one and it is most beneficial for the handicapped people who cannot move from their place. They can take benefit of virtual reality they can feel their senses at their place.[Ref1]

## OBJECTIVE

- To find the effectiveness of Virtual Reality advertisement in hotel industry.
- To find the future of the Virtual Reality advertisement in hotel industry through personal website.

## RESEARCH METHODOLOGY

The research is based on the Primary and secondary Method for the data collection to achieve the objective of the study. The data is collected from the various source already available with the printed media and electronic media. The information collected was taken in to account for the study.

### The Effectiveness of Virtual Reality Advertisement in Hotel Industry

Virtual Reality is one of the emerging technologies. It provides interactive and realistic experience in 4D view. Virtual Reality is a fast growing technology and the low-cost productivity. Virtual Reality headset are making reality come true.

The industry has strong confidence in the potential of Augment Reality and Virtual Reality.

Virtual Reality is a formative and experimental phase that will create significant rewards for both developers and players in the not-too distant future.

Marriott International took advantage of the technology with its “Travel Brilliantly” campaign. As part of the campaign, the hotel group unveiled large booths at its New York City location

(called “Teleporters”) where guests could virtually climb to the top of London’s Tower 42 or walk the beaches of Hawaii. It creates a 4D element of heat, mist and wind on their faces. Michael Dail, vice president of Marriott Hotels brand marketing, told Wired his company hopes people will become inspired by the experience and decide to book a trip [ Ref9]

81% of travel consumers are found to expect greater digital customer service from travel brands in 2018. Marriott Hotels’ Virtual Reality Strategy called VRoom Service delivering VR experiences to guests via rental has proven popular with 51% of guests sharing their desire to stay at Marriott Hotels more after Marriott’s own series, VR postcards. 78% of travelers said informative content from destinations or travel brands can influence their decision-making process, making travel VR an effective marketing tool. [Ref10]

Thomas Cook tour operator has placed Samsung Gear VR headsets in 10 of its brick-and-mortar stores in the United Kingdom, Germany, and Belgium. Customers can experience standing on a balcony of a Santorini hotel and a helicopter ride above Manhattan. While some tourism brands are focused on showcasing what’s inside the hotel walls, others are expanding the outside-Destination British Columbia’s “The Wild Within” aims to give visitors a virtual reality tour of their entire region, taking them on a 4d tour of the Broughton Archipelago and the Great Bear Rainforest. [Ref 18]

At IHG Europe, using VR during the design development process is saving time and money as well as improving relationships with owners, particularly within its business travel brand Crowne Plaza, which is currently going through a refresh. [Ref 20]

The role of travel in our lives is changing. In a survey conducted as part of the study, 83% of respondents strongly agreed or agreed that “People will view travelling as a right rather than a luxury and consider it an increasingly important part of their lives”. As individuals, we are facing increasing pressure on our available leisure time, which is driving the desire for unique and personalized experiences. We are also not completely logical and consistent in our behaviors. [Ref 22]

The past few years has witnessed the emergence of 170 Virtual reality start-ups in the country, 60 per cent of which set up shop in the past 24 months. Bengaluru takes the lead, attracting 27 per cent of these start-ups, followed by Delhi at 25 per cent and Mumbai at 13 per cent, according to a Market Pulse Report on Virtual reality, by Growth Enabler [ Ref 5]

In India, Trident hotels, Marriott hotels and Oberoi hotels are adopting the 360-degree Advertisement through their website.

### **The Future of the Virtual Reality Advertisement in Hotel Industry Through Personal Website**

The internet has created the “perfect storm” for transforming the advertising industry from the low involvement learning present in television advertising into a much higher involvement learning impact. While advertising on the World Wide Web has been threatening ad agencies’ traditional accounts, Virtual Reality advertising could take the lure away from such agencies altogether (Kassaye, 2007). These days the guest is looking for the better attractive room experience at their place before moving to their hotel, they are expecting better on their bed. [Ref 13]

As it is developing very fast all over the world, the future of the virtual reality advertisement in hotel industry is very bright. The main advantage of personal advertisement is, that it is used by personal website and Personal websites is the way to control the exact contest and image

that the hotel wants to show to the guest. And the advantage of a personal webpage is that there is no limit of posting photos, Room types, and the length of the page. Another advantage of adding more pages and content about the hotel and the local area increase the opportunity to drive traffic to the website.

Today, technology is shaping how hotel rooms are found and booked by travelers in an increasingly connected and automated world, consumers are searching for the best deals.[Ref 8]

Seventy to eighty percent of early tech consumers are eager to use virtual reality technology to design rooms by visualizing furniture and accessories assembled together in virtual “rooms,” “trying on” and customizing products like jeans and eyeglass frames and taking virtual shopping “trips” with friends from across the country or around the world. [Ref 16]

Virtual reality refers to a three-dimensional, computer-generated environment that can be explored by an individual. VR may still be best known for its use in video games, but its ability to create a manipulatable, virtual world has made the technology indispensable. With many corporations already routinely using the technology, its hoteliers’ turn to leverage the power of Virtual reality. [Ref 19]

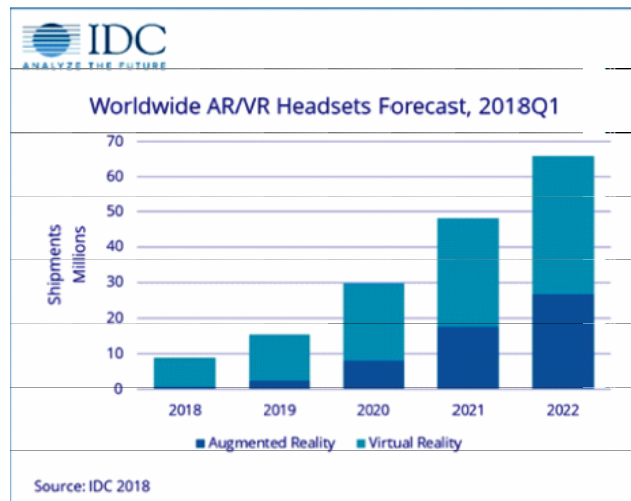
The tech giants cornering the virtual reality market are Facebook, Google, Samsung and Sony, with over 50% market share. As compared to mature economies like China and USA, India significantly lags in this sector, as availability of hardware plays the biggest hurdle to the Indian market.[ Ref 2]

For marketing and promotions, VR media makes a huge difference. Virtual reality in tourism industry has made travelling accessible to every individual with the help of simulators. Therefore, people who cannot travel due to any reason can still enjoy the same experience in a safe and protected environment. [Ref 7]

Disney created a 4D Virtual Reality experience of flying through one of the locations in the new Star Wars movie. The content was released using Facebook 4D videos feature allowing them to gain 6.6 million views, 75k likes and 237k shares. With Facebook show of confidence in the emerging technology, other tech giants such as Samsung and HTC have rushed to get their own Virtual Reality platforms to market to take advantage of the growing interest. And now, researchers are predicting that device sales will reach 14 million units next year, and possibly more than 38 million units by 2020. [ Ref 3]

The immersive factor of Virtual reality is one of its biggest selling points, so it’s only natural that it would be one of its biggest influences in the marketing world. The whole idea behind Virtual Reality is 360-degree surroundings, and that’s what users will come to expect. Visual marketing has seen a massive boost in the past few years, and Virtual reality is going to take that boost even further. Visual marketing has seen a massive boost in the past few years, and it is going to develop further.

As Virtual reality is becoming more commonly accepted by the people and marketing tool in coming year hotel will be shearing his Ultimately, Virtual Reality enhanced email marketing is a win for both the consumer (better customer experiences) and the brand (better engagement, broader reach).



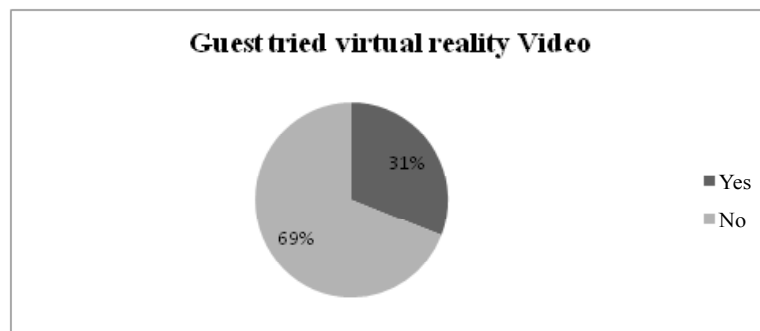
Source: <https://www.extremetech.com/wp-content/uploads/2018/07/AR-VR-Growth.png>

## DATA ANALYSIS AND INTERPRETATION

Data collected through questionnaires and Interview with the Guest and Hotel Salesdepartment tabulation, categories and analyses to interpret the findings of the study.

### Analysis 1

Have you ever tried virtual reality Video?	No. of Respondents	Percentage
Yes	13	30.95%
No	29	69.05%

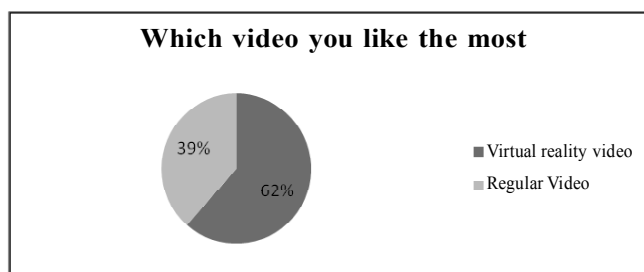


**Fig 1**

The data shows that 30.95% of the guest have seen the virtual reality video, but the majority 69.05% of the guest have not seen the virtual reality video.

### Analysis 2

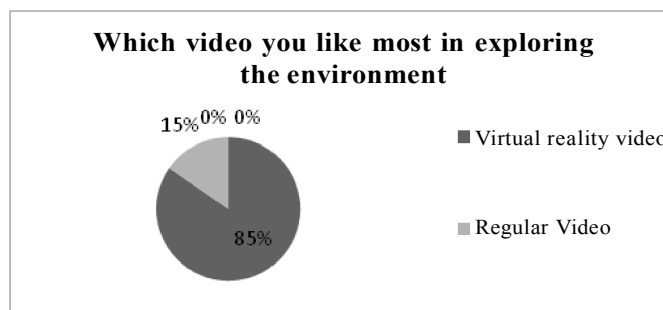
Which Video You Like the Most?	No. of No. of Respondents	Percentage
Virtual Reality Video	8	61.5%
Regular Video	5	38.5%

**Fig. 2**

During the questionnaire a two type of video was shown to the guest in which virtual reality video was liked by the 61.5% of the guest but 38.5% of the guest do not find the video because of the cartoon character.

**Analysis 3**

Which Video You Like Most in Exploring the Environment?	No. of No. of Respondents	Percentage
Virtual reality video	11	84.61%
Regular video	2	15.39%

**Fig. 3**

During the questionnaire 84.61% of guest more attractive environment in virtual reality video and 15.39% of guest find the virtual reality video not attractive because of video quality.

**Analysis 4**

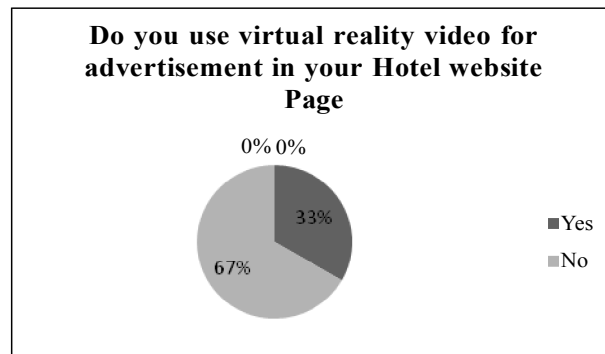
Have You Ever Tried Virtual Reality Advertisement before Visiting Hotel?	No. of No. of Respondents	Percentage
Yes	7	16.66%
No	35	83.34%

**Fig. 4**

The above pie chart represents that 16.66% of guest checked the Virtual reality advertisement before arriving the hotel, However the 83.34% of guest checked the regular picture and video of the hotel.

#### Analysis 5

Do you Use Virtual Reality Video for Advertisement in Your Hotel Website Page	No. of No. of Respondents	Percentage
Yes	5	33.33%
No	10	66.66%

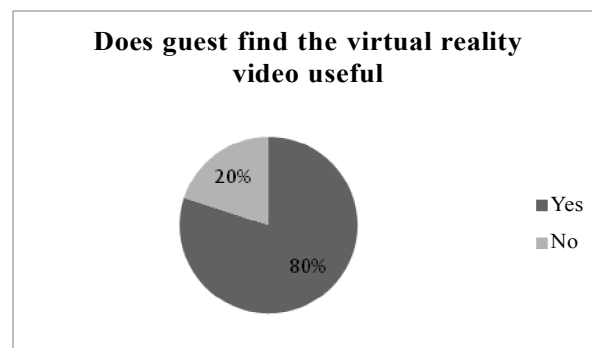


**Fig. 5**

In the above pie chart, the questionnaire was asked to the hotel in their response only 33.33% of the use virtual reality advertisement and rest of 66.66% of hotel did not have uploaded virtual reality advertisement in their personal site.

#### Analysis 6

Does Guest Find the Virtual Reality Video Useful?	No. of No. of Respondents	Percentage
Yes	4	80%
No	1	20%



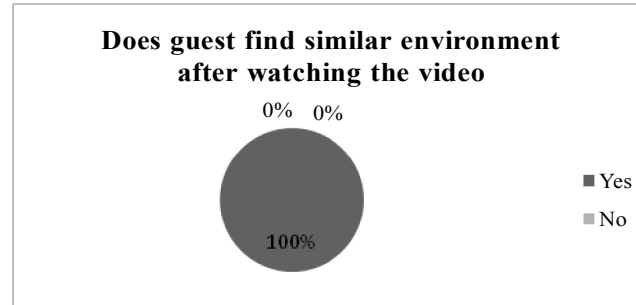
**Fig. 6**

In the above pie chart majority of the guest find the virtual reality video attractive and useful, 80% of response was positive and the rest of 20% of response was negative because of the video quality.



**Analysis 7**

Does Guest find Similar Environment After Watching the Video	No. of Respondents	Percentage
Yes	5	100%
No	0	0%

**Fig. 7**

In the above pie chart guest find the environment exactly similar to the environment of the Hotel.

**FINDINGS**

- Virtual reality will allow most content to be available for free like Movement of picture and zoom feature, surroundings of the product will be similar to the guest.
- Another side effect of the virtual reality is that it may lead to bad quality of the video because of internet. Moreover, Virtual reality search engines, directories and spam filters will be fighting against low quality content and provide consumers with high quality, relevant entertainment and content.
- Virtual reality is one of the major factors in selling and advertisement point of view. And it will capture the whole market in upcoming years. 360 degree surrounding of the virtual reality is the expectation of the user.
- In social media, Facebook is already taking the measure to provide more forms of content for virtual reality user. In the future more, social application will try to capitalize on the rising of Virtual Reality Trend, and live streaming of first person video will become more popular.

**LIMITATION****A. Adaptability of Virtual Reality in Customer**

Technology is impressive, but if the customer does not use the proper tool to use it otherwise, it will be useless. In human nature it will be always be slow rate of adaptation. In these days fewer companies are interested in developing the Virtual Reality headset, which is one of the reasons for slow development of Virtual reality.

**B. Website Data Management**

Virtual reality is one of the early stages, if the customer does not have enough data to run then it will be a failure. Data management will be the second reason in failure. Virtual reality

advertisement website should be updated time to time if not guest will automatically turn it off. Photography should be done with the high-quality camera and in the presence of professional.

### C. Competition in Hotel

Through virtual reality the completion of the hotel will increase because the guest will experience the view.

### CONCLUSION

Virtual Reality is a fast growing technology and the low-cost productivity. Virtual Reality headset are making the reality come true and will be inexpensive in coming time, and application of Virtual Reality is very big. Virtual Reality strategies create an important competitive advantage through media attention in advertising and journalism, and economical profitability for Hospitality. However due to lack of advance technology and knowledge it will take some time in Indian hospitality market.

Virtual reality is a Modern Technology used by Hotel to promote their business. It is not only useful for the hotel but also for customer. By using Virtual reality technology customer can experience room, Restaurant, Lobby etc. on that basis they can book hotel. This Technology helps customer the reality of hotel comfort for the price they will pay.

Virtual reality is not a new concept but still not very popular in India as there are several drawbacks of this technology like headset is costly, it is not common in India. Still people are not aware of this technology. Virtual reality is quickly pairing with digital marketing to become the future of marketing as a whole. Nearly every brand can implement virtual reality in some way to market products and services to consumers.

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## Consumers' Perception Vis-a-Vis Digitalization in the Hospitality Industry

*Ashok Kumar\* & Deborah Rose Shylla Passah\*\**

### ABSTRACT

The tourism and hospitality industry is one of the key contributors in any nation's economy, The tourism sector with various forms of tourism comprising of medical and healthcare & wellness tourism, adventure tourism, rural/urban tourism and goes beyond heritage tourism, ecotourism, wildlife tourism and pilgrimage tourism and many more. A hotel is one of the important sectors of Hospitality Industry and consists of various kinds of staying places and comprises of business hotels, suite hotels, resort hotels and also extends to airport hotels, apartment hotels, resort hotels, timeshare hotels, and casino hotels. It also includes in its purview the government provided services at various places of public attraction. Technology has impacted the way a typical consumer behaves online and offline. This impact has grown out to severely affect the buying and consumption behaviour of the customers. As per a report by ICRA (Information and Credit Rating agency), "the domestic hotel industry is estimated to touch US\$ 1.8 billion by 2018". This growth in the user base is expected to come from the rise in online bookings that is done through various direct and OTAs. Hotel bookings are one of the least penetrated segments in the travel categories in India. As per another report by Economic Times, "*Online bookings account for 25 per cent of the hotel bookings currently and is expected to grow.*" It is estimated that number of buyers booking hotels online may increase to 8.4 million in 2016, up from 3.5 million in 2014 (Statistics Brain'14). According to the World Travel and Tourism Council (WTTC), "The revenue from domestic tourism is likely to grow by 8.2 per cent in 2014 as compared to 5.1 per cent a year ago". If the reports of IBEF (Indian Brand and Equity Forum) are to be quoted, "The Indian hospitality sector has been growing at a cumulative annual growth rate of 14 per cent every year adding significant amount of foreign exchange to the economy". "Tourism and Hospitality sector alone contributed 7.5 per cent to the GDP of the country." Thus, these numbers are plain evident of the fact that there has been an upward rise in the booking pattern and number. With a rise in online usage, competition has thrived in and that has led to the growth of popular models like online travel agents (OTAs) offering a single marketplace for all travel-related needs. Similarly, growth has been marked in the number of meta-search engines like Make My Trip, Trivago that operates on a model of travel discovery platforms. Further, online accommodation

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reservation services like Oyo Rooms have gained popularity in the similar service delivery segment. The growth of all these various Websites and Mobile based application has seen a rise in online bookings. One out of every four hotel booked is booked online. And these numbers will rise in days to come. With the inception of several branding and marketing initiatives and Campaigns by the Government of India like *Incredible India!* and *Athiti Devo Bhava*, there has been a focused impetus to growth particularly for this sector. Also, to encourage the medical tourism, a rising medium of tourism, The Indian government has released a fresh category of visa - the medical visa or M visa. Also, at the same time with the plans like *Digital India* and *Start up India* Large Internet Penetration coming into the scenario, has catalyzed the entire development sector. This study attempts to throw light on the factors that affect the consumer buying decision online and the reasons that has promulgated this paradigm shift. The results of this study aim to contribute theoretically and spell out the managerial implications of online consumer behaviour in the hospitality industry.

**Keywords:** Digitalization, Consumer Behaviour, Hotels, Tourism & Hospitality Industry.

## BACKGROUND OF THE STUDY

Tourism and hospitality industry is one of the major contributors in India's economy, and we basically classify them into two broad sub-categories. They are: **Tourism and Hotel Industry.**

**Tourism:** The tourism sector has various forms and few important comprises of wildlife tourism, pilgrimage tourism, medical and healthcare tourism, adventure tourism, Gastronomy/Culinary tourism, rural/urban tourism, heritage tourism, ecotourism, etc.

**Hotels:** The hotel consists of various kinds of staying places and comprises of Leisure hotels, business hotels, heritage hotels, resort hotels and extends to airport hotels, apartment hotels, timeshare hotels, and casino hotels.

Technology has impacted the way a typical consumer behaves online and offline. This impact has grown out to severely affect the buying and consumption behaviour of the customers. Tourism and hospitality sector is no different. This study basically focuses on the second dimension of the definition of Tourism and Hospitality and tries to vouch for the effect on consumers' perception changes in hospitality sector in the age of Digitization. As per a report by ICRA (Information and Credit Rating agency), "the domestic hotel industry is estimated to touch US\$ 1.8 billion by 2018". This growth in the user base is expected to come from the rise in online bookings that is done through various direct and OTAs. Hotel bookings are one of the least penetrated segments in the travel categories in India. As per another report by Economic Times, "*Online bookings account for 25 per cent of the hotel bookings currently and is expected to grow.*" It is estimated that number of buyers booking hotels online increased to 8.4 million in 2016, up from 3.5 million in 2014. (Statistics Brain' 14) "The revenue from domestic tourism is likely to grow by 8.2 per cent in 2014 as compared to 5.1 per cent a year ago" according to the World Travel and Tourism Council (WTTC). If the reports of IBEF (Indian Brand and Equity Forum) are to be quoted, "The Indian hospitality sector has been growing at a cumulative annual growth rate of 14 per cent every year adding significant amount of foreign exchange to the economy". "Tourism and Hospitality sector alone contributed 7.5 per cent to the GDP of the country." Thus, these numbers are plain evident of the fact that there has been an upward rise in the booking pattern and number. With a rise in online usage, competition has thrived in and that has led to the growth of popular models like online travel agents (OTAs) offering a single marketplace for all travel-related needs. There is also seen growth in the number of meta-search engines like Make

My Trip, Trivago and Expedia which operates on a model of travel discovery platforms. Further, online accommodation reservation services like Oyo Rooms have gained popularity in the similar service delivery segment. The growth of all these various Websites and Mobile based application has seen a rise in online bookings. One out of every four hotel booked is booked online. And these numbers will rise. With the inception of several branding and marketing initiatives and Campaigns by the Government of India like *Incredible India!* and *Athiti Devo Bhava*, there has been a focused impetus to growth particularly for this sector. Also to encourage the medical tourism, a rising medium of tourism, The Indian government has released a fresh category of visa - the medical visa or M visa. Also at the same time with the plans like *Digital India* and Large Internet Penetration coming into the scenario, has catalyzed the entire development sector. This study attempts to throw light on the factors that affect the consumer buying decision online and the reasons that has promulgated this paradigm shift.

## REVIEW OF RELATED LITERATURE

Various studies have been conducted and many literatures have been published in the field of travel and tourism and particularly in the hospitality sector. These literatures provide insight on the impact of technology in hospitality sector. Few of them are: The study conducted by *Buhalis and Connor, (2005)* analyses about a number of key changes in Information Communication Technologies which is revolutionizing the Hospitality industry. All stakeholders and other players related to sector see their role being changed in the light of the new upcoming opportunities and challenges. The paper outlays the fact that future of E-Tourism will focus on consumer centric technologies to increase the consumers' satisfaction level and ensure that sophisticated and experienced consumers are served. It states that ICTs are evolving constantly and they provide new tools for tourism marketing and management by supporting the inter-activity between tourism enterprises and consumers. As a result, they are re-engineering the entire process of developing, managing and marketing tourism products and destinations. In a study by *Hotelogix, (2011)*, the hospitality industry has undergone a enormous change and there has been a shift in the way things were done. And the major reason for this is the growth of Online Travel Agencies or OTAs. The article elucidates that almost 40% of the total bookings is done through OTAs and the major reason is options, incentives and security level they provide. Also the implementation of effective CRM policy also contributes to the success factor. *Travelport's (2012)*, survey was aimed at investigating that how corporate travellers are booking accommodation for business travel. It probed into the variation in the booking hotels via different channels. It found out that using the TMS not only provides efficient way to find the best accommodation options, but also a thorough traveller tracking system. *Hsiang-Ting Chen, (2014)*, evidenced that consumers' need for information during search activities online were critical aspects in the pre-purchase stage of consumer behaviour. The behaviour online is largely dependent on cognitive and emotional aspect. Online travel intermediaries addresses the quality of information, usability and functionality of the websites to help consumers easily navigate the site and recognize product value. It also found that males show high inclination towards booking when they face positive flow of emotions.

In their work, *Asilah Emir, Hazwani Halim, Asyikin Hedre, Dahlan Abdullah, Azila Azmi, Saiful Bahri Mohd Kamal, (2016)* examines about the quality of the information available online and how this information affect the consumers buying decision. A consumer generally considers an array of factors like electronic word of mouth, perceived Information, information quality, price and promotion and safety and privacy and then form their opinion on the purchase decision.

These factors become the input for study in this research and serves as the parameters for the purpose of the study.

### RESEARCH QUESTIONS

RQ1. What are the factors that influence the behaviour of consumers' online?

RQ2. What are the role of Internet and other modes of digitization in changing the Consumers' perception in the hospitality sector?

### OBJECTIVES OF THE STUDY

This research examines the following research objectives:

1. To analyze the factors that influences the behaviour of consumers' online.
2. To identify the change in Consumers' perception of the hospitality sector with the advent of Internet and other mode of digitization.

### RESEARCH METHODOLOGY

For the present study a Descriptive research design is followed which describes the characteristics in detail. Cross-sectional research study of data is incorporated. In order to collect data from primary source, a Questionnaire was circulated among the population of 80 respondents of different age groups. The questionnaire is used to check the customers' perception in terms of demographics, booking pattern, usage and over-all experience. It also tried to know the factors behind such behaviour. The secondary source of data includes Reports, Travel Journals, Research articles, and some useful websites. A Sample size of 80 respondents has been chosen of population demographics of age greater than 15 years and family income category of more than Rs 50,000 per month from Shillong and adjoining areas.

Convenience sampling is used for the collection of the study.

### ANALYSIS OF DATA AND INTERPRETATION

Sample of 80 respondents is obtained. The findings are:

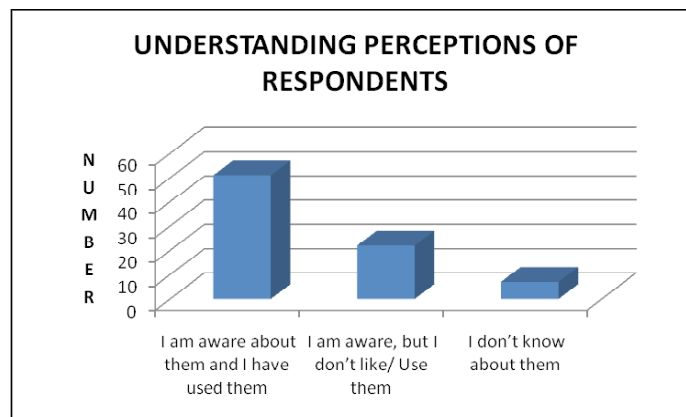
**Table 1: Demographic Profile of the Respondents**

	Data Range	Number	%
Age Group	16-25	36	45
	26-35	18	23
	36-50	14	18
	Above 50	12	15
Gender	Male	44	55
	Female	36	45
Monthly Income(Rs)	Below 50000	20	25
	50001-100000	46	58
	100001- 150000	10	13
	150001- 250000	04	05
Total		80	

**INFERENCE-1:** From the above table it is evident that almost 45 per cent of the respondents belong to the age of 16-25, followed by the 26-35 age group comprising 23 per cent, 36-50 comprising 18 per cent and above the age group of 50 around 15 per cent respectively. In the gender, males are dominating in terms of online usage. The income distribution shows that sample represents a good mix of all the income class.

**Table 2: Outreach for Accommodation**

Activities	Number	Percentage%
Book Through Travel Agents	12	15
Call the Hotel for Booking	12	15
I don't Book, Just visit the city and then hunt for Accommodation	10	13
Book through online website or applications	28	35
Just surf net and look for places, no online booking though	08	10
Friends and relatives	10	12

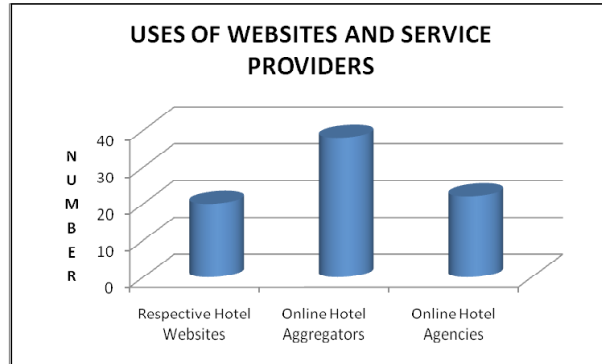


**INFERENCE-2:** For the outreach for accommodation while travelling out-station, the majority of the respondents (35%) of them book the accommodation through online medium and another majority relied on traditional medium of booking i.e. through travel agents.

**Table 3: Understanding Perceptions of Respondents**

Awareness	Number	%
I am aware about them and I have used them	51	63
I am aware, but I don't like/ Use them	22	26
I don't know about them	07	11
Total	80	

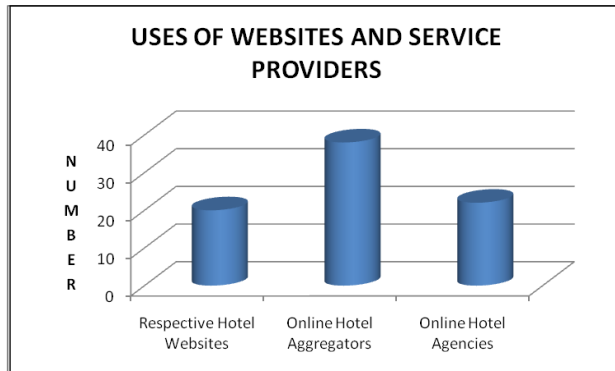




**INFERENCE-3:** When probed about the knowledge of the online booking services, it was concluded that majority of the respondents know or uses these services. It is a sectional based answer where each answer had relevant section. Further analysis provides insight on the same.

**Table 4: Uses of Websites and Service Providers**

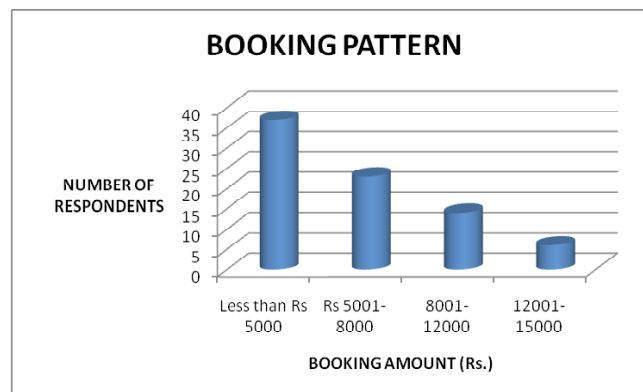
Service Providers	Number	Percentage
Respective Hotel Websites	20	25
Online Hotel Aggregators	38	48
Online Hotel Agencies	22	27



**INFERENCE-4:** On the basis of the answers given by the respondents who are aware and have used the service, it has been inferred that the maximum respondents(48%) were Online Hotel Aggregators followed by Online Hotel Agencies (27%). This shows that respondents engage themselves with these services on a frequent basis.

**Table 5: Booking Pattern**

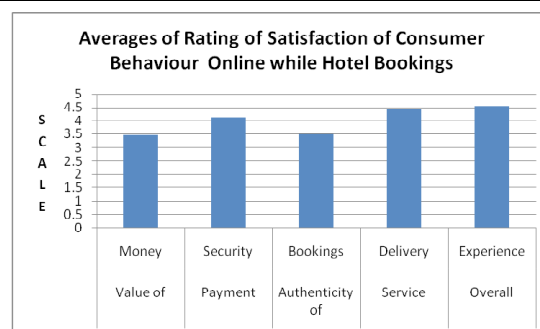
Booking Amount (Rs.)	Number of Respondents	%
Less than Rs 5000	37	46
Rs 5001- 8000	23	29
8001- 12000	14	18
12001- 15000	06	08
Total	80	



**INFERENCE-5:** From the given set of data range Statistical analysis is done on the amount of booking and respondent. It is quite evident that there is a negative correlation existing between the data set to calculate the co-relation; we have used the Pearson correlation coefficient using the formula. Negative co-relation exists between the booking amount and respondents of -0.85811 exists.

**Table 6: Averages of Rating of Satisfaction of Consumer Behaviour Online while Hotel Bookings**

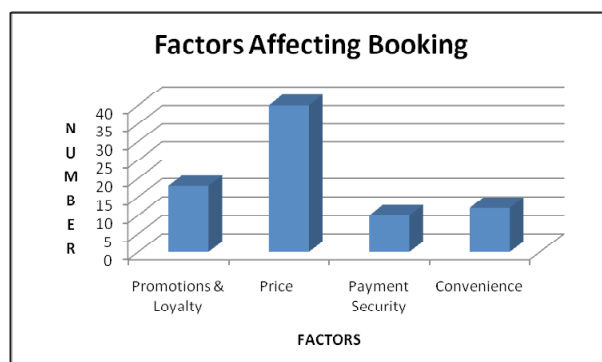
Value of Money	Payment Security	Authenticity of Bookings	Service Delivery	Overall Experience
3.46	4.12	3.48	4.42	4.55



**INFERENCE-6:** An average of the rating scale was computed on the consumers' perception regarding various parameters they experienced while transacting online and the satisfaction is measured on various parameters using a five point likert scale (with 5 being best and 1 being worst).

**Table 7: Factors Affecting Booking**

Factors	Number	Percentage %
Promotions & Loyalty	18	23
Price	40	50
Payment Security	10	13
Convenience	12	13



**INFERENCE-7:** It was evidenced that online decision making is largely affected by price and price related factors. Almost 50 per cent respondents were of the opinion that Price is the major reason for buying online. Other reasons were payments security (13%), Promotional & Loyalty offers (23%).

### FINDINGS & SUGGESTIONS

We know that OTAs comprises of sites like make my trip, Paytm, Expedia, Trivago, Goibibo etc who acts as a middleman in online transactions. While Online Hotel aggregators are OYO Rooms, ZO rooms etc who have their own properties or aggregate properties. Then we have respective hotel websites like Hilton, Taj, Oberoi, Accor hotels, etc which allow booking on their site itself. Out of the entire sample size which consisted of all the age groups, a good number have said that they have experienced or know about online bookings. This shows that there has been an upward trend in this sector which was few years ago, completely on conventional basis like phone calls and postcards. Price has been a major reason for this upward rise. Price and price related factors are the major variable that decides the consumers' performance online. For respondents who know but don't use, it is either the elder/senior restriction or bad past experience. For respondents who are not aware, the major reason is they don't know. It all comes down to the advertisement or promotion efforts by the companies aren't sufficient.

In order to provide more guest satisfaction and to make digitization more successful, Involve more and more non- price factors such as extra benefits, augmented services, addition of tangibility element and interact more with the consumers on non-price levels. Involvement of these practices will increase the authentication of these online services in the eyes of the consumers. Also, it will try to improve the Bad past experience. A satisfied customer will bring in more customers. A prudent marketing and advertising campaign will increase the overall reach especially in the cities like Shillong.

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## A Study on the E-Marketing Strategies Adopted in the Promotion of Hotel Business in Lucknow City

*Dr. Gaurav Vishal\* & Pulak Mandal\*\**

### ABSTRACT

Hospitality Industry is growing at fast pace, with the emergence of multinational and domestic companies in this sector the competition has become fierce. In order to promote the business these companies are adopting nouvelle marketing strategies including the digital marketing. This study aims at determining the efficacy of E marketing tools in the business promotion. The basic purpose of this study is to find the basic E marketing strategies and features that can rapidly enhance the guest convenience and the profitability of a business enterprise. The data will be collected through primary as well as secondary sources and will be analysed on Likert's scale to determine the effectiveness of these digital tools and strategies in the hospitality business.

**Keywords:** Hospitality, Hotels, E marketing, Digital Promotion, Marketing Strategies, Android and Mac Applications, Web Portals.

### INTRODUCTION

This research paper aims at studying the Internet marketing strategies and practices and their application in the hotel industry. It also examines the level at which the conventional marketing mix model which encompass five dimensions i.e. the conventional 4P's which includes (Product, Place, Price, Promotion) as well as the Customer Relations (C) are used as an e-marketing strategy. A random sample of several hotels located in Lucknow was collected so a quantitative analysis could be conducted. This study exposed that hotels execute broad effective marketing strategies but at the same time it underlines that they should promote Internet potentials in order maintain profitability.

### E-MARKETING

The term E- Marketing is a new phenomenon in the modern context. E -marketing is alsoknown as Digital marketing since it mostly uses the Internet as a mainstay promotional medium, in addition to cellular phones and traditional TV and radio. Hotel owners face a great challenge to contact their guests. But through search engines, social media, digital media, or email marketing they get an opportunity to reach guests easily. Therefore hotel industry has also revolutionized in terms of these marketing strategies.

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These changes have emerged due to the presence of new devices that permit customers to contact media and services at the convenience of a single touch. These devices primarily include:

- Personal Computers, Laptops
- Cellular Phones
- Tablet computers (such as the iPad, Nexus, Galaxy Note, or Kindle Fire)

A new phenomenon has evolved in the digital marketing era which is known as “4 screen” revolution. This “4 screen” platform has provided the users with a variety of opportunities to the hospitality marketers. As per the research done by Forbes .com nearly 90% of all data expenditure every day occurs on these 4 screens only. Newspapers and magazines have been replaced by Televisions, PCs, and mobile devices like smart phones, and tablets.

### **The Latest Trends**

With the spread of social media, online marketing has become prevalent and no marketer can afford to overlook it. People are using social media at home, on the move and at work, to perform everything right from making purchase decisions to researching for the same. Social has made its space into every aspect of our lives. Marketers now understand that E marketing can contribute in performing the following functions:

- Listen to customers’ needs, wants, expectations and grievances
- Connect with clients and prospects in an authentic two-way communication.
- Act in response to query, compliments and complaints personally over the digital media.
- Generation of leads by integration social actions into lead creation and customer analysis

### **IMPORTANCE OF THE STUDY**

The focus of this study is to measure the various dimensions of marketing mix in the promotion of the Hotel industry over the online channel. This study is based on the traditional marketing mix– i.e. the 4P’s (Product – Place-Price-Promotion) and its co implementation in the digital marketing; its possibilities to move from conventional marketing to e-marketing and its application in the tourism industry. Marketing mix has been extensively amended and altered such as for example, the 7P’s that are composed of the following elements: Product, Price, Place, Promotion, Personnel, Procedure management, and Physical evidence.

One of the most important use of the conventional marketing mix is application for online promotion, i.e. when marketing mix is incorporated into e-marketing. In the hospitality industry, online promotion is majorly used either for the straight promotion of the tourism product or for the identification of tourism groups having specific requirements, or for market research regarding the needs and wants of tourists or potential tourists. The promotional tactics and internet applications in hospitality often reduce operational costs that lead to the increase in occupancy and high foot fall of the guests.

### **REGION UNDER THIS STUDY**

Lucknow is the capital city of Uttar Pradesh in India. It is the administrative headquarters of Lucknow District. Spreading near the river Gomti, modern Lucknow is a bustling and fast growing upcoming metropolitan city with a population of almost 3 million (2011), rapidly emerging as

a manufacturing, commercial and retailing hub. Located in the ancient region of Awadh (*Oudh*), Lucknow has always been known as a multicultural city, and flourished as a cultural and artistic capital of North India during the 18th and 19th centuries. Courtly manners, beautiful gardens, poetry, music, and fine cuisine patronized by the Shia Nawabs of Iranian origin are well some of the prominent characteristics of this region.

### **Geography**

Situated in the heart of the Gangetic plain, Lucknow city is surrounded by its rural towns and villages like the Malihabad which is famous for its mango orchards, historic Kakori, Mohanlal ganj, Gosainganj, Chinhat, Itaunja, etc. On its eastern side lies the Barabanki District, on the western side is Unnao District, on the southern side the Raebareli District, and on the northern side lie the Sitapur and Hardoi districts. The Gomti River, flows through the city, dividing it into the Trans-Gomti and Old Lucknow regions.

### **Climate**

Lucknow has a warm humid subtropical climate along with cool, dry winters from December to February and dry, hot summers from April to June. The rainy season is from mid-June to mid-September, as per the online encyclopaedia Lucknow gets an average rainfall of 896.2 millimetres (35.28 in) from the south-west monsoon winds, and occasionally frontal rainfall will occur in January. In winter the maximum temperature is around 25 °C (77 °F) and the minimum is in the 2 to 3 degrees Celsius range. Fog is quite common from late December to late January. Summers are extremely hot with temperatures rising to the 40 to 45 degree Celsius range, the average highs being in the high 30's. (Encyclopaedia the free encyclopedia, en.wikipedia.org)

### **Demographics**

The majority of Lucknow's population comprises people from Central and Eastern Uttar Pradesh. However, Bengalis, Punjabis and Anglo-Indians have also settled in large numbers. Hindus comprise about 71% and Muslims about 26%. Rest 3% are small groups of Sikhs, Jains, Christians and Buddhists. As per 2001 census literacy rate of Lucknow is 69.39% (61.22% for females and 76.63% for males). (en.wikipedia.org)

### **Economy**

Ranked 6th among all the cities in India (2nd among non metro) for fastest job-creation, Lucknow is not only a major market & trading city in Northern India, but is also an emerging hub for producers of goods and services. Being the capital of Uttar Pradesh state, the Government departments and the public sector undertakings are the principal employers of the salaried middle class. Liberalization has created many more opportunities in the business and service sector and self-employed professionals are burgeoning in the city. Lucknow also provides a good catchment area for the recruitment of quality personnel by information technology companies for the BPO. (Encyclopaedia the free encyclopedia, en.wikipedia.org)

### **Culture**

Lucknow is bravely acquiring a modern lifestyle, and trying to maintain a balance between the metropolis culture and the Awadhi tehzeeb (Etiquettes). Regarded as one of the finest cities of

India in 1950s, Lucknow represents a culture that combines emotional warmth, a high degree of sophistication, courtesy, and a love for the gracious living. The Pehle-Aap (after you) culture, popularised as a tagline for the society of Lucknow, is fading. But a small part of Lucknow's society still possesses such etiquette. This wonderful cultural richness famous as Lakhnawi tehzeeb blends the cultures of two communities (the hindus and the muslims) living side by side for centuries, sharing similar interests and speaking a common language. The Hospitality Industry is growing at a fast pace in the city, with the emergence of multinational and domestic companies in this sector the competition has become fierce. In order to promote the business these companies are adopting nouvelle marketing strategies including the digital marketing.

### **SOCIAL MEDIA AS A TOOL FOR DIGITAL MARKETING**

Social media is one of the most important promotional tools for Hospitality industry. If a sound specific strategy and an effective marketing plan are devised carefully this media can fulfil the customers' needs and thus transform them into potential customers for a Hotel.

Digital advertising is a fast and low cost way for a business to reach its target audience for the promotion of products and services. For example Trip Advisor is an example of a travel community where the user can find information regarding his destination and can also see reviews of the previous users thus enabling him to make a wise purchase decision.

### **KEY E MARKETING PRACTICES USED BY THE HOTELS IN LUCKNOW CITY**

The E Marketing services that are generally required by the hotels in the city are as follows: **Booking Engine:** provides instant bookings to accommodation providers. **Payment Solution:** An important part of the booking engine is the payment solution. Payment Processing can be done for accommodations using a PayPal or credit card for an additional fee. In this case the local partner receives the whole payment from the traveller and transfers the money locally to the accommodation. **Booking Widget:** the code which embeds the booking engine of the Hotel HMS into a travel partners website.

**Website:** A template based website solution for property managers looking for their first or a new website.

**Mobile friendly version:** a simpler version of the full website that loads automatically when a traveller opens the website from a Smartphone.

**Channel Manager:** Shared database where all travel partners pull information from one database of allotment.

### **Social Media**

Social Media is in craze nowadays, but not many people know how to use the entire social media networks that are out there. The value of social media is enormous: according to TripAdvisor 93% of travellers globally say online reviews have an impact on their booking decisions. On the Contrary Facebook can help in setting up a Facebook page for the accommodation and have a Bookable section (booking widget into the accommodation Facebook page, allowing for added booking functionality).



- Google Awards: Management of paid search campaigns for accommodations.
- Social Media Setup/Management: Creation and daily management of social media accounts for accommodations using all sorts of networks such as Instagram, Flickr, YouTube, Twitter, Facebook, LinkedIn, TripAdvisor, Google+ and so on.

### OBJECTIVES OF THE STUDY

The main objective of this study is to know about the concept of digital marketing, Marketing Mix and e marketing strategies.

- To understand the Concept of E marketing
- To understand the role of E marketing in the promotional mix
- To identify the Key E marketing practices that contribute to increase of sales and profitability.

### Research Methodology

The data has been collected through primary as well as secondary sources and analyzed on Likert's scale to determine the effectiveness of the digital tools and strategies in the hospitality business from 75 respondents. The study used a cross-sectional survey with a representative sample of 3 star hotels and above. The questionnaire included three parts. The first part comprised of the demographic information and other related information i.e., category of the hotel (stars), number of rooms, gross revenue expenditure on e-marketing, average full occupancy level per year, existence of a specialist on e-marketing. The second part included questions that correspond to the 5 variables of marketing mix (product, place, promotion, price and customer relations). The participants responded on five-point Likert scale where 1 indicates a very low rate of use and 5 very high rate of use. Product included statements such as "The availability of product related information on-line", Price included statements such as "The availability of pricing information online, Place included statements like "The availability of booking on-line with the use of credit cards", for promotion "The use of on-line advertising" and regarding the customer relations statements such as "The provision of online customer service". The questionnaires were distributed via email. Due to the very low response rate personal interviews were held. The sample included 15 hotels of all categories 3 stars and that are located in the Lucknow city, where in each hotel the marketing manager was requested to complete the survey. The third part of the questionnaire was based on the feedback received by the guests.

### Findings and Interpretation of the Results

In order to analyze and compare the various tools and techniques of across industries in online marketing through consumers. For this purpose we have used Likers scale.

#### Part 1

Q. Do you think that Digital marketing has revolutionized the hospitality Sector. (N= 30)

N=15	Data	%
Yes	12	80
No	02	13
Can't Say	01	6

Q. What is the Category of Your Hotel (N=15)

N=15	Data
5*	4
4*	2
3*	9

Q. Number of rooms in the hotel.( N=15)

N=15	Data	%
Less Than 10	0	0
10-25	3	20
26-50	6	40
51-75	2	13
More than 75	4	26

Monthly Gross Revenue Expenditure on E marketing

N=15	Data	%
Less than 10,00	3	20
10,000 to 50,000	6	40
Above 50,000	6	40

Q Do you have an on roll specialist on E marketing

N=15	Data	%
Yes	4	26
No	11	74

Q Have you hired a third party for on roll specialist services on E marketing.

N=15	Data	%
Yes	13	87
No	2	13

Annual average occupancy of the hotel.

N=15	Data	%
Less than 50%	2	13
50 to 75%	8	53
Above 75%	5	34

## Part 2

Is the dedicated website of the Hotel Functional

N=15	Data	%
Yes	11	73
No	4	27

Q. Is the Hotels information available on major hotel booking sites?

N=15	Data	%
Yes	15	100
No	00	0

Q. Can the rooms of the hotel be booked online?

N=15	Data	%
Yes	15	100
No	00	0

Q Is the price of the room available online?

N=15	Data	%
Yes	15	100
No	00	0

Is the pricing static or Dynamic over online mode?

N=15	Data	%
Yes	15	100
No	00	0

Does the same pricing exist over different online portals at the same time?

N=15	Data	%
Yes	4	27
No	11	74

What is the basis of discounting policy?

N=15	Data
Repeat Business	7
Travel Agencies policy	9
Occupancy Percentage	8
All of the above	15

What is the major source of online promotion?

N=15	Data	%
Social Media	15	100
Travel Agencies / Portals	9	60
Company website	6	40
All of the above	15	100

Q. Which is the travel site that gives you the major business?

N=15	Data	%
Go Ibibio	12	80
Make my Trip	9	60
Trip Advisor	7	47
Yaatra .com	5	33

Are the reviews and information gathered by online media (i.e. Medallia) useful?

N=15	Data	%
Yes	4	27
No	11	73

### Part 3

Question: Do you think a brand's existence in social media is essential for its growth?

	In the contemporary era, do you think a brand's existence on social media is essential for its growth?	N	Mean	Std. Deviation	Std. Error Mean
Strongly Agree	Chat Section	30	2.2667	.69149	.12625
	Word of Mouth	30	4.4000	.81368	.14856
	Email Advertising	30	2.1000	.75886	.13855
Agree	Chat Section	32	2.3438	.82733	.14625
	Word of Mouth	32	4.2813	.81258	.14364
	Email Advertising	32	1.9063	.64053	.11323
Neutral	Chat Section	13	2.3846	.86972	.24122
	Word of Mouth	13	4.1538	.89872	.24926
	Email Advertising	13	1.9231	.75955	.21066

The data analysis was performed on One-Sample Test, with the Test Value of 4, where 1 represents strongly disagree, 2 disagree, 3 neutral and 4 agree. Three prominent tools for online marketing were identified while doing the analysis; chat section, email advertising and word-of-mouth. Throughout the sample the result was unanimous and consistent across all the four options. All the respondents agree that online word of mouth marketing through consumers is most effective tool across industry whilst email advertising and chat section were not. To support this claim the mean value of word-of-mouth in three categories are either same as the test value, that is 4 or greater than 4 highlighting respondents agree with word of mouth. On the contrary the mean value of chat section and email advertising are less than 3 across three categories highlighting that the respondents disagree. Consequently, word-of-mouth (two-tailed) value might be significant or insignificant. If it's significant, then the positive mean difference confirms the result. While on the other hand (two-tailed) values for email advertising and chat section are all significant with negative mean difference, indicating a disagreement as the result.

### LIMITATION

Limitation of the report are given below-

- As per the organizational policy, it was difficult to collect numeric data in this report.
- In many cases up to date information is not provide

- To get and to acquire information is very difficult.
- Clients are not willing to spare time to provide information. Some people are very rude.
- Organizational Information sharing is the most critical problem
- All procedural matters were Conducted Directly in the operations by the top management level
- Non-availability of the reference book is another limitation.

## CONCLUSION

The hotels now a days strongly rely on the online marketing tools and therefore it has become one of the major sources of revenue management. The online companies generate a good amount of business for the hotels , but due to the dynamic pricing which is majorly dependent on the search results and histories it becomes very difficult for a consumer to choose the most economical option.

As far as the guest reviews were concerned from the sample size of 75 guests, it was observed that there is no significant correlation of the studied variables (Consumer Purchasing Decision, Brand Perception and Online marketing through Consumers). Majority of customers either agreed that brand's value on social media is necessary for expansion. The respondents did agree that promotion through word of mouth has most important impact than undertaking it through chat groups or email advertising. This work contributes to the studies of different philosophers who worked on similar theories. The conclusion to the paper also endorses what Sheth (1971) conclusion that Word of Mouth is an important method than ads in brand recognition of innovations and also making the decision to try the product. The work explains to the studies of different researches who have worked on the similar works. It is an effective tool of promotion than any other possibly because of personal sources are treated as more reliable (Murray, 1991).

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## A Study on the Blue Ocean Strategies in Selected 5\* Hotels of Ahmedabad

*Salla Vijay Kumar\**

### ABSTRACT

Any industry is a sector of the economy that offers a distinct type of value. The hospitality industry and service delivery are management linked entities in the service-related research. To improve understanding on the various value offers, researchers have worked on literature related to values influencing customer behavior and sustainability like Service Design (Zehrer 2009), Marketing Expansion Strategies (Joshi 2010) and Innovation Excellence (Chadha 2012).

All existing stakeholders have devised their marketing strategies to penetrate into the market, position themselves in the competitive environment, reach to their target audience, conceptualize on repeat customer also to create new customers, towards growth and expansion of people and organization as a whole.

Blue Ocean Concept is a strategy management tool that focuses on value- addition through innovation in existing concepts with economic stability. In contrast with Red Ocean Strategy which emphasizes to compete and beat the competition; Blue Ocean Strategy emphasizes to create uncontested market share to mitigate the everlasting and demanding alternatives in an economically controlled proposition. Both the strategies have their own paradigm suitability in implementation, depending on the category of the industry and the strategist manager analytics.

The research methodology used will include secondary information obtained from the hospitality literature drawing on influences in adaptive companies. The paper concludes with the current innovative hospitality trends prevalent aiding the key to the organization's growth and the monopolist's standpoint. The sustainability in the highly competitive market will be addressed with the customization of the existing concept with suggestions for improving and extending this strategy from bigger hospitality giants to stand-alone hospitality units across India.

**Keywords:** Hospitality, Service, Innovation, Marketing, Economy.

### INTRODUCTION

The evolutionary history of travel and tourism industry that is evolving has been expanding with a huge growth potential. The expansion of E-visa scheme is expected to double the tourist inflow to India. India is accredited as one of the most digitally-advanced traveler nation in

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terms of digital tools being used for planning, booking and experiencing a journey. The disposable incomes of the major share of India's middle class are contributing to the growth of domestic and outbound tourism.

Indian market has opened to the international hotel chains, as it will account for around 47 per cent share in the Tourism & Hospitality sector of India by 2020 & 50 per cent by 2022.

With so much of competitive entities in every sphere, it is imperative to sustain and mitigating the hotel operational challenges. In order to fill these substantial gaps, there is a need to develop an apt strategy. Similar to the Darwin's "Survival of the Fittest"-approach the Blue Ocean Strategy depends on customizing and enhancing an already existing concept with innovative features.

The hotel industry of Ahmedabad like any market has the competitive edge and inclined to be customer-centric. Over a period of time, it has made a paradigm shift as a result of the tourist inflow influx. The hotels in Ahmedabad have developed a more professional approach concentrating on efficient infrastructure, increased comfort to deliver a good guest room, food and satisfying experience. They encourage energy saving, safe environment, waste water and waste segregation, sewage treatment and harvesting. Thus, generating a new hub of hotel chains in Ahmedabad.

## LITERATURE REVIEW

- The prime objective of hospitality is to deal with people delivering product and services, whereas consumer attitudes and demands are changing faster than ever before. It includes various service-based businesses like lodging, restaurants, event planning, theme parks, transportation and cruises (Maier & Chon, 2009, p.10). The hospitality service product is characterized as intangible, not transportable, non-repairable and non-storable as well as consumed at the time of creation combines all those sectors.
- While luxury and upscale hotels are the industry's flagships, branded mid-market and lifestyle budget hotels possess the greatest growth potential (Deloitte, 2010, p.2). As the overall competition increases, hotels need to focus on delivering differentiation by innovation plus value for the consumers and consistent brand experiences.
- Differentiation refers to distinguishing a hotel from its competitors and attracting customers to choose them over others' (Hawks n.d.). Marriott differentiates itself by providing uniform facilities and services for all customers (Eisen 2014).
- Standardization: The next generation customers look for consistency and standard in hotel services across the world that help attain economies of scale by cutting costs (Singh et al. 2012)

## LITERATURE ON BLUE OCEAN STRATEGY

- Kim and Mauborgne, stated that our business environment is comprised of two types of markets - the Red and Blue Oceans (Kim & Mauborgne, 2005, p.18) depending on the market analysis considering competition and beyond (Kim & Mauborgne, 2005, p.4).
- The former organizations struggle with competition through strategic intention, whether to refine the product or to reduce costs. While the later organizations create new markets with innovative products and as trendsetters therefore are free to determine the price. They enhance their product and also effective in reducing costs (Mauborgne, 2012).



- The Blue Ocean concept possesses explicit characteristics that make them easily distinguishable from Red Oceans for consumers (Kim & Mauborgne, 2005, p.39).

### CONCEPT OF BLUE OCEAN STRATEGY

Kim and Mauborgne emphasized on Value Innovation – the differentiation, standardization and reducing cost. They devised a strategy canvas and four actions framework. The four actions framework helps in eliminating the trade-off between differentiation and low cost within any hotel. The four actions framework consists of the following:

1. Raise: This includes the concern that must be raised within a hotel in terms of hospitality product, pricing or service standards.
2. Eliminate: This includes the concern that could be completely eliminated to reduce costs and to create an entirely new market.
3. Reduce: This includes the concern which product or service are not entirely necessary but play a significant role in your industry.
4. Create: This includes the concern which products need innovation, creating an entirely new product or service.

These four formulation principles help to create blue oceans by reducing the planning risk by following the four steps of visualizing strategy. Namely,

1. Create uncontested market space by reconstructing market boundaries,
2. Focusing on the big picture,
3. Reaching beyond existing demand and supply in new market spaces
4. Getting the strategic sequence right.

Effective leadership strategies and fair process can enable a positive blue ocean business plan. The barriers to the formulation may be the cognitive, resource, motivational and political hurdles. So there is a necessity to find the resources to implement the new strategic shift, keep people committed to implement the new strategy, and overcome the vested interests that may block the change.

### PROFILING BLUE OCEAN STRATEGY

According to the publication “Strategy Safari” and its categorization of different business strategies (Mintzberg et al., 2005, p.124), the Blue Ocean Strategy emphasizes on visions and innovation.

1. It is emphasized that companies need to work upon alternative industries could replace their product as a substitute (Kim & Mauborgne, 2005, p.49).
2. It is advantageous to integrate other segments competitive factors into their strategy (Kim & Mauborgne, 2005, p.55).
3. It is very important to consider all buyer groups for corporate success (Kim & Mauborgne, 2005, p.61).
4. The complementary products are not always settled with one single purchase, they can attract absent clients (Kim & Mauborgne, 2005, p.65).
5. The entrepreneurs should look for both emotional and functional buying motives. (Kim & Mauborgne, 2005, p.65).

6. A trend analysis needs to be conducted based on sustainable business activities (Kim & Mauborgne, 2005, p.75).

There have been criticisms that include claims that no control group was used, that there is no way to know how many companies using a blue ocean strategy failed. Blue ocean strategy cannot be identified as true causation for success. Many of these tools are also used by Six Sigma practitioners and proposed by other management theorists. We are exploring the subject as an awareness tool in hotels division.

## METHODOLOGY

- Literature Review - Blue Ocean Strategy Book 2005
- Registered to the Blue Ocean Academy Webinar , 13 Dec 2018
- I have requested for information on Executive Education at INSEAD, and in particular Blue Ocean Strategy Program. INSEAD is a graduate business school with campuses in Europe (Fontainebleau, France), Asia (Singapore), and the Middle East (Abu Dhabi). “INSEAD” is originally an acronym for the French “Institut Européen d’Administration des Affaires” or European Institute of Business Administration, Château de Fontainebleau.
- Questionnaire formulated for selected 4 and 5 star hotels of Ahmedabad

## DATA INTERPRETATION

The hotel environment is a result of experience and 3 or 4 year education system. Every emerging trend changes every six to 12 months. It is important to find ways to support it and clear the big huddle to sustain.

- Hotel Taj Gateway Ummed - Gateway All Day is one of the best all day diners including breakfast options in Ahmadabad and Vadodara. Right from regional home-styled food to international delights.
- The rise of petfluencers as a marketing tool for better promotion penetration.

## ANALYSIS

Figures on Four actions framework Blue Ocean Strategy

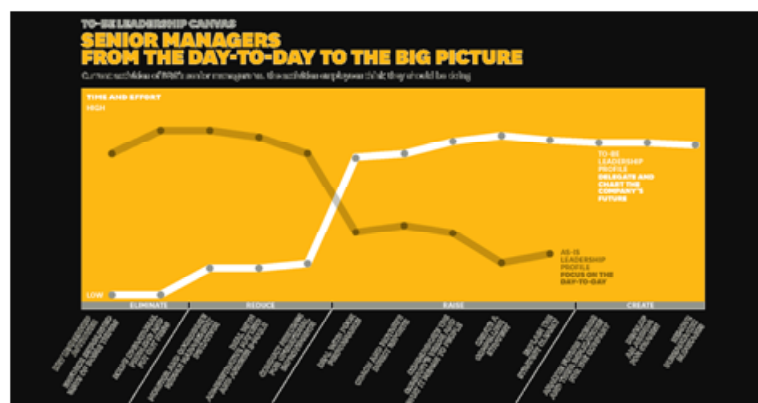


Fig. (i)

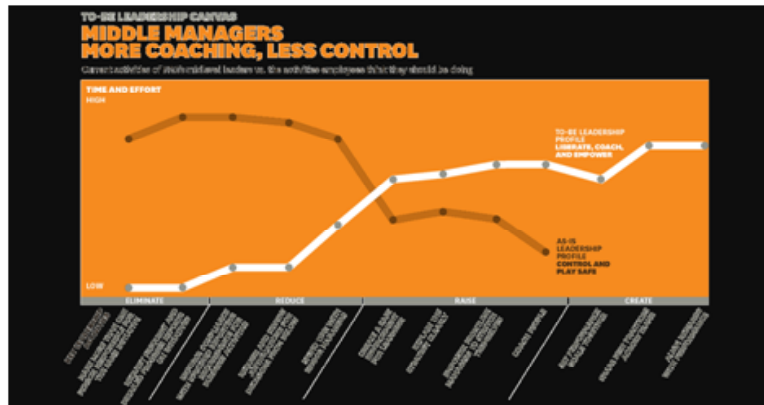


Fig. (ii)

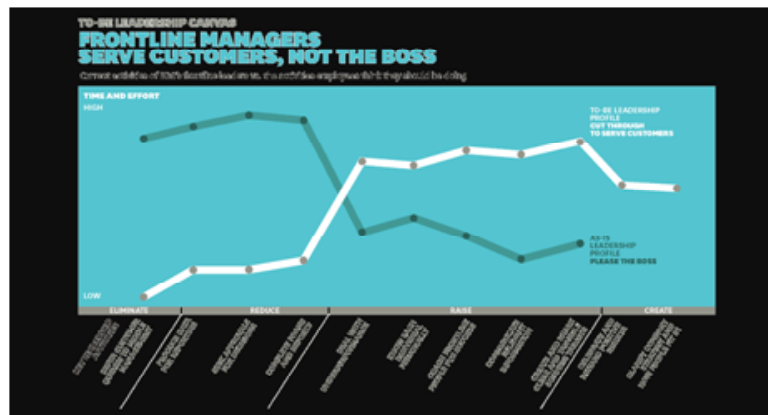


Fig. (iii)

## CONCLUSIVE IMPLEMENTATION

Some reports of worldwide hotel businesses using blue ocean strategy concepts include:

1. Design workplace, California: Lisa Krutky Reed designs restaurants and hotels under space fusion to help designers create multidimensional (like tiering seating), experiential environments. 17 Dec 2018
2. Starbucks: By combining differentiation, low cost and a customer-oriented approach from the beginning of its operation, maximizing its brand's exposure.
3. Pixel Hotel, Austria: Instead of using one building to hold many hotel rooms, each room (or pixel) is in a different location in the city. This increases value by providing unique guest experiences while avoiding the cost of maintaining a large building.
4. The Grätzlhotel, Vienna: incorporates the whole neighborhood. Travelers get a room in a funky area where breakfast is served in the charming restaurant down the road, the hotel spa is a Turkish bath only a few blocks away and guest laundry is washed and folded by the neighbor next door. In the grätzlhotel, the lobby is the city itself. This makes a much more immersive experience for a far lower price than a traditional hotel.

5. Website dayuse.com: offers guests midday hotel rooms from Sao Paolo to Singapore (and Paris, of course), complete with all the crisp sheets, trouser presses and tea kettles that overnight guests would expect.
6. Ghent, Belgium: is the first city in the world to adopt a weekly vegetarian day. Ghent started to become known as the vegetarian capital of the world.

### LIMITATIONS OF THE STUDY

During the survey on aspects of Blue Ocean strategies in hotels of Ahmedabad, and formulating questionnaire to gather information, selected hotels were not very enthusiastic in sharing their strategies. To our delight many were not aware of the blue ocean nomenclature and appreciated to work upon in future, benefitting professionally and definitely their personal approach.

### CUE IN DISCUSSIONS FOR FUTURE IMPLICATIONS

In this study, it is examined that there are areas of marketing strategies amongst hotels like any companies and enterprises. Amidst criticism on the blue ocean strategy developed, it is imperative to analyze alternative industries whose offering indeed differs from their own, but serves the same purpose and thus could replace their product in the form of a serious substitute. The entrepreneurs should focus on consumers with both emotional and functional buying motives and a trend analysis needs to be conducted based on sustainable business activities.

The results derive the current guest value perceptions, distinct added value offerings, new market segments, branding and re positioning, USP hotel experience, market driven distribution channels for better market penetration and stability. The data at the corporate level has proved redefining competitive strategy. Similar study can be carried out at local level to assess the profiling of the blue ocean strategy. This would require more time for data trend extraction and with the mushrooming of hotel chains and hotel giants, the standalone and individual hotels are proving their survival though. The further study will provide a reference to hotels about the out-of-the-box snapshot strategy employed only to be better, more than feasibility.

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## Impact of Web 3.0: Digitally Transforming India in Hospitality Industry for New Millennium

*Sharada Ghosh,\* Abinash Dash\*\* & Yuvaraj\*\*\**

### ABSTRACT

Hospitality is an industry where online information plays an important role in life. The success of the World Wide Web from 1.0 through Web 2.0 to Web 3.0 continues to strongly affect how users are getting information. On the other hand, information systems for the hospitality support the business process of the organization and integrate the supply chain with customer relationship management. There is currently a gap between the embedded system and the modern technology that the new generation of Web sites brings. This article shows the impact of technology and Web services 3.0 for information systems for hospitality. There are many forums provided by Social Media such as Face Book, LinkedIn, YouTube, and Twitter to Sell Products and Services for Hotel Industry. Social Networks provide media technologies that can facilitate the progress of online functionality and tracking where the data collected can be used to gather customer satisfaction services. The hospitality industry can be promoted on social networks and networks. The hospitality industry can use social media to connect customers and customers to conversations and recognize their needs. Through these sites, the tourism industry can communicate with customers before and during the holiday season. Social media is new and there are many benefits because it is reasonable to have viruses and it has the potential to expedite the alert, but may not be suitable for all hotel chains. India was projected to have accounted for 3.7 percent of the global digital travel sales making it the third-largest market by value in the Asia-Pacific (APAC) region (Chakravarty, 2013). The purpose of the study is to assess the impact of social media in the hotel and allied industry.

**Keywords:** Semantic Web, Social Networks, Intelligent Systems, Geographic Information Systems, Information Systems in the Hospitality Industry.

### INTRODUCTION

Over the past decade, there has been a significant increase in the use of social media and global developments in new technologies worldwide (Andriole, 2010). Tourism and hospitality industry has grown remarkably since the beginning, but over the last few years, due to the economic

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crisis, people have started to cut recruitment and sales have decreased due to income. Low profit margins and job cuts.

Today, the industry has once again risen, and has changed drastically with the spread of social media platforms, creating new opportunities for growth and customer engagement through communication and engagement by mediators. (Arsal, Backman, & Baldwin, 2008). It can be seen as a positive thing for the travel industry and the hospitality industry. It still exists and provides the means to increase profits. However, one of the most important issues facing a service provider is how to engage in social media marketing, and how to prove it is useful for their businesses. Thus, the most difficult aspect is the examination of how these results are measured. How to Determine the Social Media of Social Networks How to Understand the Importance of Social Networking for Each Organization How to Use Social Media for Business to Get Together, Increase Brand, and Finally Measure Cost of Efforts (Bagozzi & Dholokia, 2002). The reasons for selected sectors are personal interest in marketing and naming, which are always part of my hobby during my studies due to the complexity of the subject matter and the complexity of the topics involved. Recognizing the best practices in marketing and branding practices implemented in today's technology is of great importance because of the rapid and significant growth in the internet, which is important in tourism and Hotel industry. (Balasubramanian & Mahajan, 2001).

The practice of discriminatory analysis of Web 3.0 has paved the way for a clearer understanding of the key design and software development of Web 3.0 for Focus. Vertical breaks of data defined in three categories, i.e. IT professionals have the benefit of identifying specific requirements among the 3.0 networks for these types (Barassi & Trere, 2012). In particular, the innovation in tool technologies in line with Web 3.0 is focused on the needs of Web 2.0. For example, the need for form creation has been identified, and the relationship between the selection of specific tracks in the playlist is compared with the song selected by the user who chose the song and made the popularity of www.itunes.com The popularity among internet users and increased revenue of website owners. A Social Web radio architecture that had groups of listeners who can listen and influence in the music played on each channel. The users of pool casting contribute to the radio with their own song, create radio channels, and evaluate proposed music and association of songs (Barassi & Trere, 2012). The Armadillo architecture was re-interpreted as a training model that created a web service that shows how Armadillo has been adapted to new areas and the implementation of new tools. The 24-dimensional parameters received in Web 3.0 database are variable dependent for discriminatory and variable analysis, name or type, students, students, professors, or IT specialists. (Chakravarty, 2013).

Using the WEB 3.0 social network to promote marketing and branding, distributing malware content allows users to control what to share and how. The survey will focus on supplying and analyzing your perceptions and attitudes about hotels, Web sites 3.0 and marketing, and naming social media. (Flavian, 2006). Online communication technology has greatly changed the way the company interacts with users and how users interact with organizations that have led to a completely changing effect and efficiency in the tourism industry.

#### 1. Application of the Semantic Web on Tourism and hospitality Information Systems

##### **Semantic Web**

Web search is generally a keyword search that is generally longer and robust because most users are making significant contributions to the importance. Following the rapid growth of the

Internet, the number of online news channels has steadily increased. (Guttentag, 2010). The lack of standardization and common vocabulary still creates heterogeneity, which prevents easy search, information exchange and communication (Chaudhuri & Holbrook, 2001).

The next generation of web technologies has shifted from simple keyword search to genetic technology, where search is done by context analytical and word meaning. The advantages of the Semantic Web site are not only accurate search results, but also the ability to retrieve information from different sources and comparing them, and allows for services such as e-commerce, electronic services, and more. What makes it possible is to integrate each resource into rich information through the description; each resource can be described with information. For example, by adding Meta data (data on data) about creation of some document (Chakravarty, 2013). The Semantic Web is a vision, or idea that information on the web defined and linked in such a way that they can be used by the computer, not just for show, but also for Automation, integration and reuse of information across an array of applications.

### **Tourism and Hospitality Information Systems (THIS)**

Depending on the business sector of the tourism, various business information systems are used. Travel agents use bookings and information systems to support their internal operations (Flavian, 2006). The hotel business uses systems like Property Management Systems (PMS), reservation systems and others. Tourist organizations use systems for managing tourist destinations (Destination Management System, DMS). The airline uses a system designed to support business processes and booking systems. In addition to well-structured databases, the features of these systems are that they follow a traditional workflow, access to a pre-selected network source, and be isolated from each other. These systems can be accessed locally or in a Cloud Computing environment (Joreskog & Sorbom, 1993).

Modern information systems in tourism are often created with service-oriented technologies to increase their flexibility in the changing business environment. These systems are based on technologies for business process management (BPM), service-oriented architecture (SOA), Web services and XML open source technology (Kasavana & Nusair, 2010).

### **Application of Semantic Web on Tourism and Hospitality System**

The Semantic Web will allow information systems in tourism and hospitality to easily access information on the Web extract specific information perform their transformation and eliminate user preferences with respect to travel destinations. It allows for definite and customized target tourism products: a tool for effective marketing strategies for goals. Semantic based DMS can generate user profiles based on the user preferences (Litvin, Goldsmith, & Pan, 2008). This form is used to display personal characteristics and attributes. This form contains static (demographics, such as gender, age, age, country of origin, etc.) and active part (trace filter interests). Filters describes a mechanism for expressing the interests of users (Morrison, Taylor, & Morrison, 1999). For example, a filtering system highlights the fact that the user is interested in museums. Traces describe the user's interaction with the DMS and a mechanism to record these actions.

### **DESTINATION MANAGEMENT SYSTEM, (DMS)**

Semantic-based DMS application allows consumers or travel agents to create, manage and update itineraries. In addition, it allows customers to define holiday preferences and request information

sets to find components such as flight tickets and real entertainment. Semantic-based DMS provides full integration, flexibility, specialization and personalization.

**Full integration:** the semantic-based DMS can integrate both management and marketing into a variety of local tourism products and services.

**Flexibility:** semantic-based DMS can combine individual tourism products and services. They are an independent platform and can change their data without affecting their representation.

**Specialization and personalization:** accurate targeting, personalization and solitude can be achieved through direct web marketing that is interactive, urgent and in accurate time. Through direct web marketing, tourism products and services can be personalized to the user's needs. DMS enhances the destination picture and Influences its promotion in the following fields-

**Tourist flows /Guest/Customer flows** -semantic-based DMS can increase visitors' traffic, attract the right market segment with accurate and updated comprehensive database.

**Marketing:** tourism destinations will not be able to compete effectively, unless they promote themselves in the semantic network. Semantic-based DMS will increase a destination's presentation, enhance its image and attract direct bookings by providing specialized and personalized services.

**Management:** semantic-based DMS can create effective internal and external network, which can have the long-term positive effects on the local economy towards achieving competitive advantage.

### **The Best Travel and Hotel Booking Networking Sites**

**Booking.com** - Best Airfare this Site 29,058,504 listings include 5,720,790 listings of homes, apartments and other unique places to stay, and are located in 143,103 destinations in 230 countries and territories. Booking.com B.V. is based in Amsterdam, the Netherlands and is supported internationally by 198 offices in 70 countries.

**Expedia** - Best Car Rental Site Expedia Group powers travel to a highly valuable global audience of travel consumers, collaborating with the world's leading consumer brands to provide incremental demand and direct bookings. Travel agents have direct access to one of the broadest selections of travel products and services on the world's travel platform.

**KAYAK** – This web site provide the world's favourite travel planning tools. With every query, KAYAK searches other sites to show travellers the information they need to find the right flights, hotels, rental cars and holiday packages. In addition, because our tech team is always on the lookout for ways to make travel planning and trip management even easier, we offer a variety of tools and features such as KAYAK Trips, Explore and Price Forecast and are constantly evolving our app, Facebook Messenger and Slack bots, Alexa skill and related A.I. innovations (Guttentag, 2010). This site manage a portfolio of Meta search brands that together process more than two billion consumer queries a year.

**Hipmunk** - Best for Comparing Features Hipmunk from Concur is the fastest, easiest way to plan travel. This site offer the most comprehensive travel search, from commercial flights, trains, and charter flights to hotels and vacation rentals through car. Its website, mobile app, and AI-powered bots help save time and money by comparing top travel sites to show the perfect flight or hotel at the cheapest price (Hendler, 2009). The unique display makes it easy to visually compare results to choose the best option.



### Application of Mobile GIS Applications in Tourism and Hospitality System

With the development of digital maps, capacity is created to connect data cards that store data about their objects and attributes. This way, getting faster and more accurate information is effective. All this has led to the development of technology known as **Geographic Information Systems (GIS)** Significant use of GIS refers to facilitating the mobility of tourists in transit and at tourist destinations (Hsu, 2012). Mobile GIS applications generally provide the following –

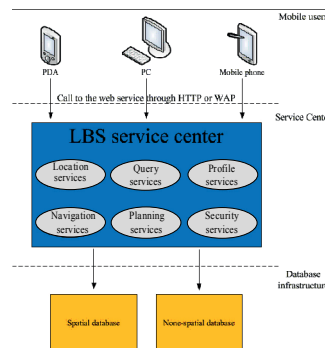
- Display of streets with names, shorelines, green space and wetlands and the like, Navigation map – zooming, moving, remembering past navigations.
- The ability to display text comments on the map, locate the current user location and mark the map.
- Interactive tutorials that provide information about tourist attractions, Visual search of the tourist offer, restaurants, hotels and the like, based on the entered criteria of location, type, category, etc

### Application of GIS in Tourism Destination Marketing, Tourist Route Planning and Navigation System (TRPNS)

**Profile management** – This program collects and controls basic information (name, gender, age, income) and travel preferences information (favourite dishes, monthly income, travel expenditures, etc.). Its major purpose is to preserve the user profile, and their other types include: system register, login and logout, user data entry and update. More accurately entered by the tourist, the system's query analysis functions return the result more realistic (Scaglione, Schegg, & Murphy, 2009).

**Query** – This is the most noteworthy service within this system. It is accessible by the Place of interest Query web service, and is run on mobile phones or tablets. Queries can be simple or complex. Simple queries are, for example, search for specific points of interests like cinemas, restaurants, beaches, museums etc. The search can be filtered by zone, price, restaurant type, and the like. As a result, maps containing huge amounts of information are presented. In order to get personalized maps, tourists can use multifaceted search, conducted by using current location and users 'preferences (Xiang & Tussyadiah, 2014).

**Route planning** – It is offered by the route scheduling web services. A tourist issues an enquiry, to which the web service, using multifaceted programming logic and data base, responses by offering several routes that match user's preferences. Beside locations, this web service also plans efficient use of time. Based on several suggestions, which can be in addition modified by user, the final route plan is determined.



(TRPNS System Architecture: A Tourist Route Planning and Navigation System Based on LBS, "Proceedings of the 2009 International Symposium)

**Navigation-** This is also a significant service within this system. at the present time, the mainstream of tourism information systems provide a navigation function. Navigation system can powerfully lead tourists from one point to another. Through this system, tourists can plan their day with the series of activities suggested, based on their own preferences (Hsu, 2012). Once the route and time used on each activity is determined, system helps the user to navigate through the route. In accumulation to navigation, the system provides the reminder function, which can, for example, exhibit the remaining time of stay at each of the points, so if the user exceeds the time, the alarm sets off. In addition, the system can automatically adjust the schedule if a tourist for some reason cannot follow it (traffic jam, etc.).

### RESEARCH AIMS, HYPOTHESES AND OBJECTIVES

This study aims to acknowledge realistic behavioural attitudes and perceptions of hoteliers and e-commerce expert, hospitality students, Academician and budding professional who consider as potential human resources in field of hospitality sector in using WEB 3.0 i.e. meta data social media marketing as a branding tool and recognize in which way this connection is done, what measures are used to evaluate achievement and safety measures enforced to overcome negative online brand reputation. The study aims to provide concrete conclusions and evidence to prove hypotheses set in addressing the Maltese hospitality industry:

- Implementation WEB 3.0 marketing is major in fruitfully driving the hotel's branding policy.
- Chain Managed and independent high rated hotels are more likely to follow a two-way communication, engaging a brand and an audience on WEB 3.0 media platforms than low rated hotels.
- WEB 3.0 and the social media market have a potential benefit to the tourism industry as compared to traditional markets.
- Main target objectives for this paper include: To explore the use of WEB 3.0 and social media platforms by hoteliers in terms of preferable platforms, content posted and basis of interface.
- To identify the significance and scope of using WEB 3.0 marketing to drive the hotel's branding approaches.
- To establish best practices in evaluating the effectiveness of WEB 3.0 marketing on the overall corporate brand.
- To critically analyze, evaluate and contrast major practices of using social media and WEB 3.0 marketing as a branding instrument.

### REVIEW OF LITERATURE

"Tourism and the Internet are ideal partners" (UNWTO, 1, January 2014). The United Nations World Tourism Business Council in November 2014 issued information discussing the implication of online business within the tourism industry. at the present time the increase of the internet and Web Applications 3.0 has changed the business practices of companies that work with the hotel industry, and with no robust internet marketing strategy, the company will be challenging and successful in today's market.

In the last seven years, commerce practices within the tourism industry have changed significantly, with the introduction of low cost carriers to Malta in 2014. Up to 2015, seventy percent of holidaymakers came on a 'package tour'. This went down to just thirty-five percent in 2015-2015 and Malta joined the 'internet revolution' and the age of 'dynamic packaging' (Noti, 2014). Tourists are fetching less dependent on tour operators, enabling travellers to plan and shape their own holiday package, including direct hotel booking through booking engines such as booking.com, corporate website and social media platforms. This has led to a new model change in business practices, especially in the hospitality sector. Hotels must accept new technologies and follow modern trends. Creating an online presence is critical to maintaining competition, branding and building strong customer relationships.

Moreover, social media may be defined as: "a group of internet based applications that build on the ideological and technological foundations of Web 2.0, and it allows the creation and exchange of User Generated Content". (Morrison, A. M.; Douglas, A., 2005.). Social media marketing is "any form of direct or indirect marketing that is used to build awareness, recognition, and action for a brand, business, product or person, or other entity and is carried out using the tools of the social Web." (Palmer & McCole, 2000).

Intelligence is the ability to understand, accept and retain knowledge and to quickly and effectively respond to the new situation (Wan, 2002). There are two components of intelligence that usually stand out when the distinction between intelligent systems and those that is not the ability to sense the environment and the ability to learn from actions to maximize success in achieving certain goals. That way the intelligent systems interact with their environment and continuously evaluate the answers, they receive from the environment in relation to their actions in order to determine their suitability. Intelligent systems perceive reason, learn and act (Xiang & Tussyadiah, 2014). Intelligent systems must have the model domain in which they work, so that they can understand the inputs from the environment and generate an appropriate response (Palmer & McCole, 2000). They should also be able to set goals and see the future situation of the sectors they work to determine the impact of their activities. Key technical issues related to the design of the intelligent system include knowledge and reasoning, machine learning and natural language acquisition and face recognition.

## **METHODOLOGY**

Two sets of basic-Analytic questionnaires were designed in this research through hundred participants working within the hospitality industry, students, academician and decision maker managerial position professional across India. Five categories of age group; five linear scales of efficiency level in application of Web 3.0 and Social media is a vital parameter to evaluate hypothesis, and four number of question is set which retrieve adaptability of technology-based managerial skill, independent risk-taking digital marketing skill and transforming hotels towards global Gen-next Global competition market to attain sound conclusions, an online survey based sampling techniques are used in this research to justify its title.

The first part of the paper consists of a literature review constructed using primary (research Monographs, academic journals, conference reports, research reports, magazines, university dissertations) and secondary sources (textbooks, academic journal review articles, abstracts, open access journals) concerning the Web 3.0 analytics.

A general overview of the term Web 3.0 is given, with expansion and uses in the daily life of the users. This is followed by an analysis of tourism and hospitality industry stakeholders, with their status and connection to Web 3.0 application. In addition, detailed attention is paid to some of the stakeholders, which are analyzed in the second part of the paper through the used qualitative research methods. Subsequently, goals of these stakeholders are evaluated according to the literature, specifically in terms of online communication, Search engine customization and digital marketing. Then according to findings, a connection is established between the goals the stakeholders are looking to measure and what kind of Web 3.0, weblog-metrics and tools they use in order to do so.

The targeted sample is 100 stakeholders belong to different parts of India specially Hospitality Academician, students, Managerial, supervisors, entrepreneur and researcher in Hospitality and Tourism Industry. As aim of research of this paper is survey based and promote adaptability of Techno-Managerial skill of profession so a online questionnaire set and send to stakeholders to collect their view in Introspective way.

### DATA ANALYSIS AND FINDINGS

The inclusion of Web Analytics in Web 3.0 has paved the way for a clearer understanding of the key design and development of the portal of the Web 3.0 portfolio. Vertical portions of data set to 3 types, i.e. Students, professors and hotel professionals are useful in identifying specific needs among the Internet 3.0 related to these categories. In particular, the development of the Web portal technology 3.0, in accordance with the requirements of the website 3.0.

#### Demographic factor Analysis

N = 100 64% of respondents were 18 - 24 years old, and 2% of respondents were 45 - 54 years old, the lowest among 65 respondents (65%). Men and 35 (35%), gives their response about use of Web 3.0 and Semantic application.

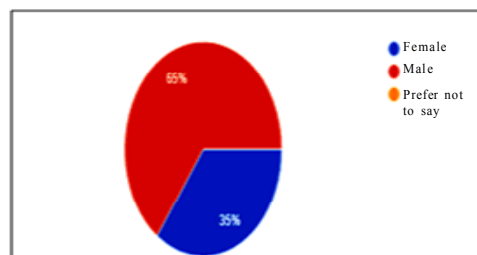


Figure 1: Gender

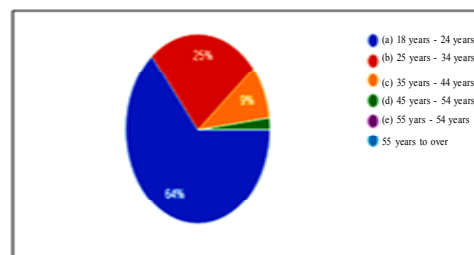


Figure 2: Age Group

#### Socio –Economic Factor Analysis

N = 100 and out of total Number of survey participant 44 (44.4%) students, 23(23.2%) Hospitality Academician, Hotel and hospitality business 8(8.1%), working in 19(19.2%) Service industry and 5(5.1%) self employed (**Figure-3**) and entrepreneur take part in this online survey and highest participant are students with the age group of 18 year-25year out of total participant i.e. ( 44(44%) Graduate, 26(26%) Post Graduate, 24(24%) Professional degree, 5(5%) PhD or having research degree and only 1(1%) Diploma holder participated and given their feed back in this online survey (**Figure-4**).

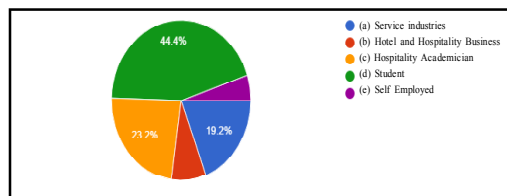


Figure 3: Occupational /Professional Level

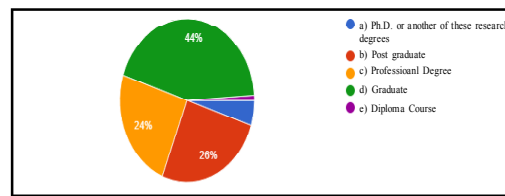


Figure 4: Educational Level

### Transforming hard working Professional to Smart Working Professional -

On the query about classification hospitality commerce practices on Digital Networking platform. Out of 100 Participants From (Figure-5) 31% of participant Categorize use of Digital marketing in Hospitality business practices on Web 3.0 application Networking as Customer driven, 22% for both Supplier driven and Own marketing strategy, 6% Reduces cost of marketing, 5% Sales and income driven eventually 13% survey participant marked their view in related to other factors.

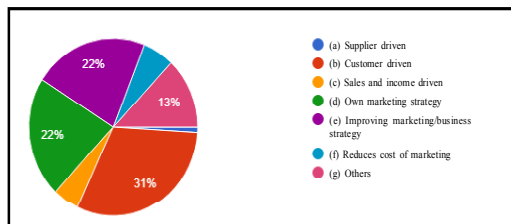


Figure 5: Practices on Digital Networking platform

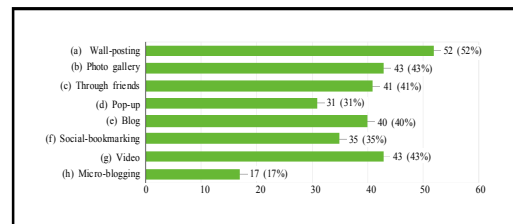


Figure 6: Preference Hospitality services through Web application

In first choice of hotel and hospitality services through Web application and practices on digital networking platform 52% prefer wall pasting and RSS feed application, 43% prefer Photo gallery, 31% Pop-up messages, 40% through Blog, 35% through Social-book marking, 43% Video and finally 17% given their preference on micro-blogging application to answer the question in checkboxes technique of online survey. 41% of respondent along with other web-based application also prefer promotion through their friends (Figure-6).

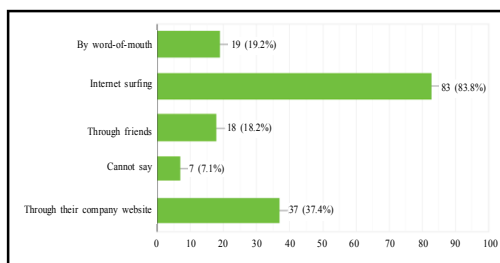


Figure 7: Digitally Transforming Next-Gen Professional

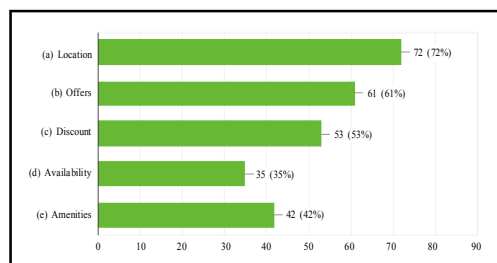


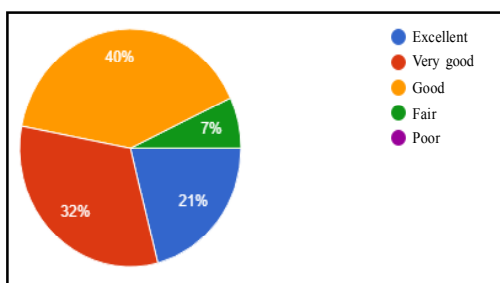
Figure 8: GIS / TRPNS in tourism and Hospitality marketing

Tourist destinations through web marketing are based on data collected from a number of market research and statistics. From (Figure -7) (83.8%) participant remarked that Internet surfing is

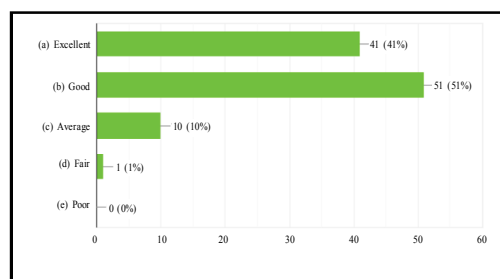
the primary tool for them to search information about destination, booking and travel planning. 19(19%) by Word-of-mouth, 18(18.2%) through friend and 37(37.4%) collect their Hospitality related information through concerned website. To endorse digital marketing successfully, tourist organization should make a web portal with a city map, public transport plan, tourist attractions and other interesting places, such as bars, restaurants etc. The creation of such a platform requires a GIS server as the basis of an information system. The license for GIS systems that other web interface is comparatively expensive. Therefore, highly efficient Open GIS alternatives are usually selected. A website, which is developed, is built around an interactive map of high resolution (integrated Google Maps). Each object on the map can be accessed by clicking on the object on the map or via the directory divided into categories. Due to the increasing competition in the tourism market, as well as the growing use of promotion through web technology, a website that promotes a particular destination must be attractive to visitors in a way that makes them express desire to visit the destination.

Tourist route planning and navigation system (TRPNS), which should help tourists to determine the travel route and to facilitate moving along a certain path. The above-mentioned authors have designed and applied TRPNS, using Location Based Services (LBS). With the help of LBS and a portable device (i.e., PDA or mobile phone), that is “aware” of its position, it is possible to constantly refresh information about new locations.

#### Web 3.0 enabled Transforming Professional India in Hospitality Industry -



**Figure 9: Participant view regarding Web 3.0 enabled Business practices by in Asia-Pacific and Indian region**



**Figure 10: Efficiency to adopt digitally enabled Hospitality Industry**

From (Figure-9) Participant rate the present business practices on Web 3.0 application enabled sites by in Asia-Pacific and Indian region as 21% as excellent, 32% as Very good and 40% as good in multiple option method of questioning. The field of Knowledge level regarding Internet application, Android Device, Computers and Web application related technology to Improve Digitally Transforming Hospitality Industry in India 51% marked themselves in good and 41% as excellent, 10% Average and 1% fair (Figure-10).

#### SCOPE OF STUDY AND RECOMMENDATION

Contemporary Tourism and hospitality industry in its peak of growth. Information, sharing and web-based service is the future of this growing industry. Today's Information technology is moving towards Web 4.0, Artificial Intelligence and cloud computing (Scaglione, Schegg, & Murphy, 2009). Researcher, Trainer, supervisor, and Decision-maker should make an action

plan to develop new Software, GIS application, Information assimilation Metadata base and online payment secure gateway to give transparency and Anti-phishing financial transition. It can also recommend that Different workshop; Techno-fair and Symposium conduct in the future. To promote new generation for providing smartest, quickest and safest Web-enable service to Tourist /costumer. It can also recommend Academician and Educationist can suggest adding new emerging topics in Curriculum -Web 3.0, Cloud, software design, Semantic Web application, Data, Metadata, Internet like the subject at least in research level. In this study, the researcher attempt to investigate modern professionalism in hospitality and Tourism and Upgrading trend to adopt technology based service to the customer.

### **LIMITATIONS**

1. The researchers have collected data by online survey methods so only computer and Internet literate a participant participated in this survey.
2. Highest Respondent is belonging to the 18-24 year age group (64%) which indicate a limited age group based study.
3. Differences in understanding and interpretation are may be another limiting factor of current study as the questionnaire is objective, checkboxes, linear scale and Introspective type.
4. As the current study is an online sample survey, respondents may have a hidden agenda while participating survey.

### **CONCLUSION**

Modern information technology has a serious impact on tourism development. The overall use of mobile phones, tablets and PDA allows visitors to be informed of the latest travel at any time. Web services allow new generations to access personalized offers based on their previous preferences, but also where they are currently. Further technology development will improve access to visitors' services and products, but it will also help service providers to promote their products and create new apps based on what visitors are most interested in.

According to the study and the literature reviews, costumers are extra accountable to trust a hotel website if it is design is striking and professional. The travellers could be very suspicious of reviews posted in unknown blogs (positive or mixed). In totalling, people tend to trust negative reviews more than positive ones. Studies show that people like to know internet users' opinions and information about products, services and brands, especially from famous blogs and website like Trip Advisor. New generation digital marketing based on concept "Evolving from campaign to customer" experiences in context to digital transparent basis Merge and analyze data from the web with other data sources as it is generated. By analyzing the data, you can detect patterns in the on-site behaviours of unknown prospects and correlate this to known prospects and customers to enhance future interactions.

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## Role of Social Media in Hospitality: A Descriptive Study

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### ABSTRACT

The social media has been a major trend that has created a huge impact in the modern day tourism, the basic purpose of social media for today's travelers is that of the decision making process. A social networking site is basically a significant type of social media which in general gives a platform to people so that they can get connected with each other, irrespective of their location. Social media today is playing a very important role for travelers when it comes to gathering of information. We generally see that the consumer-centric attitude focuses on the use and the various impact of social media during the research phase of the travelers' planning process of the travel. The research findings aptly describes the strategic importance of social media in the competitive hospitality industry. This concept is so versatile that it can be used both for leisure & as well as business purposes. The goal of the study is to find the usage of social media by guests and hotels as well which is paving new way for business and hence attracting guests, with the help of these social networking sites, the hotels can as well interact with guests before, during, and after the vacation experience. The concept of social media is relatively new and its advantages are in abundance because it is an affordable medium and it has the potential to scatter the brand awareness quickly and far and it is able to develop and gather attention from the potential guest's also. The study confirms the growing importance of social media in the hospitality domain.

**Keywords:** Social Media, Marketing Strategy, Hospitality, Travelers.

### LITERATURE REVIEW

Information & technology and social media is developing at a very fast pace these days. In particular if we talk then Social Media is considerably growing very fast. The popular social media websites viz. Facebook, Instagram, Twitter and YouTube have a very big influence on the world but out of all these, Facebook and Instagram are clearly dominating. The popularity of these websites has created a very huge impact on the hospitality industry as a whole. The various hospitality and as well as travel and tourism agencies are able to make their announcements about upcoming offers and packages for various travelling destination easily and they are reaching out to a large number of guests at one go without any sort of direct cost that is incurred.

These social media sites are practically used quite often than any other substantial mode of participation of individuals these days when it comes to the module of communication. As early

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as in 2006 it was visibly argued that social media has started substituting traditional sources of information (Jepsen 2006) [7]

The constant rising popularity of social networking sites has in due course guided social networking to turn out to be a global event. After many countries acquired Internet access, the increase in the use of Internet started impacting the economy and social life at the inception of 20th century.

These days it is very necessary to take a note of the transmissions taking place in the virtual world which happens in real time and the news spreads faster than in any other form of communication over the internet. These days it is not utmost essential for a person to wait to communicate physically with someone to know the actual scenario that is happening in the destination which either they are willing to travel or it may be for the purpose of staying while travelling to a particular place. Now a days it is very much feasible with the help of the social media sites to be able to get the word of mouth references. It is also very lucid to have a picturesque view of the destination from the image source of any social media sites or any other image source from the internet which in turn makes decision making a very easy activity as the word of mouth plays a prevalent role to travel to that particular destination [1]. About 65% of the tourists those who have traveled to any particular destinations write reviews about the place and their experiences there during their travel. As claimed by certain repeated travelers 98% find that the Trip Advisor reviews are precise and it does not leave the travelers in any unfair situation as they know all the details before hand from the reviews. The current drift also says that people do not book a particular hotel unless and until they find satisfactory reviews about that particular property. About 80% of the global tourism buyers asserts that the second most trusted form of information on destinations is the destination analysis on the social media sites and as well as from trip advisor while 48% of the users of Facebook profess that they have either been encouraged to travel to a place or have changed their plans to travel to a place because of the pictures and photos posted by their friends in Facebook [2]. Today the hospitality industry is global and it covers the entire expanse of the globe for people of different countries to be able to visually see the destinations online on the social media and the rooms of the hotels including the rates of the rooms in hotels making it easier to take a decision of affordability. Earlier this was not possible because a tourist had to travel to be able to see the place and understand what they had paid for sometimes returning with bad experiences [3]. When it comes to advertising in the social media it is one of the primary module of advertising in today's market. Most of the hotels today have websites and with a page of the company in more or less all the social media sites viz. Facebook, Twitter, Instagram etc. so as to reach a large number of potential customers whenever there is something new from their end in turn it reduces the costs of advertising when compared with the actual costs incurred before the age of the social media and in addition the advantage of the vast database increases the horizons of the marketability of the organization and the products an organization has to offer. The regular methods of advertising are no longer practical to reach the core consumers methodically.

### SCOPE OF THE STUDY

This study concentrates on the variable that affects the impact of social media on hospitality and then it is examined that the contribution of social media to the hospitality industry while understanding the negative impact of social media on the hospitality industry as well.

## OBJECTIVES OF THE STUDY

The objectives of the study are:

- To understand the role & impact of social media in the hospitality industry
- To understand the increase in revenues of the hospitality industry
- To understand the levels of services that can be offered because of the social media
- The analysis of the factors of the perceived value of customers through using the social networking process for destination travels [10]

## SOCIAL MEDIA & MARKETING

These days any aspect of a business which deals with fetching information to the consumers/customers has social media as a fundamental part. It may be related to marketing, branding, maintain Public Relations, customer service or any other function of a business that requires to reach out, social media plays a vital role. (1.Berkowitch, 2010). However before going to detail of the question which most businesses asks that is how to measure the ROI of social media. According to Stelzner (2010)[12], close 90% of marketers are using social media to market their businesses out of which 65% have just started or only a couple of months into it. Out of the ones who are currently using social media, almost more than half are on social media for more than 6 hours per week while 12.5% spend more than 10 twenty hours per week. Going by the trends companies that have just started using social media spend little time compared to ones who have been on it for a while. In terms of the benefits most businesses cite brand awareness and publicity as the highest return followed by an increase in foot traffic which was followed by finding new business partners, rise in search engine rankings and generating leads.

## SOCIAL MEDIA IN TRAVEL

Normally we see vacation travel related products are experiential in nature, their purchase is considered complex and involve certain high risk. Hence, they involve extensive information search [8]. Normally customers typically goes with the word of the mouth or in other words the feedback of the previous travelers experience before planning a particular trip so as to lessen the amount of hindrances while they are on the trip. Online feedback is normally perceived similar to recommendations by friends and families. 30% of UK internet users are significantly influenced by social media for their travel/holiday related decisions [14], which is slowly but steadily becoming a trend INDIA as well with the influence of Trip Advisor. Social media has become increasingly important in planning vacations. They are vital information sources, which provides access to other travelers' experiences, and enable storytelling, a post travel activity, which provides a sense of belonging in virtual travel communities. Travelers go through reviews through various stages of travel planning that is during pre and post trip. Most of the existing studies attempt to describe the role of social media, focusing on either a specific social media or the impact of social media on a particular stage of the travelling. There is no particular academic research on the impact of social media on the hospitality industry as a whole. This study pursues the following research questions and the resulting hypothesis [4]

RQ1: To what extent and why social media is used for the holiday travel planning process?

H1: Social media is normally used before the trip to gather facts and particulars about the trip.

RQ2: Does the social media influence the plans related to the vacation?

H2: The higher the information is gathered on a particular place the more likely the consumer mind starts changing, which is based strictly on the feedback of the previous travelers.

RQ3: Is social media more trustworthy than traditional sources of holiday related information?

H3: Holiday travel related information provided in social media is more trustworthy than mass media advertising, travel agents and official tourism websites.

The finding of the study are inferred from the following questionnaire:

1. What is the utility of social media according to you, to search for where to go for holidays?
2. What is the utility of social media according to you to narrow your choice of destinations?
3. What is the utility of social media according to you to seek advice on accommodation?
4. What is the utility of social media according to you to explore activities in a given holiday destination?
5. What is the utility of social media according to you to provide comments and reviews about your holiday experience?
6. What is the utility of social media according to you to share experiences and photos with other travelers?
7. What is the utility of social media according to you to provide evaluation and reviews about your accommodation?
8. Do you regularly visit social media sites to have ideas to inspire your next holidays?

## **METHODOLOGY OF THE STUDY**

A single method was not sufficient with the objectives of the study hence a literature review was done, and the sample size to conduct the survey was selected in a random basis. The questionnaires was designed which was sent by email to the samples, some of the hotels were contacted and personal interviews were taken. The sample selection was random and based in India, the number of hotels that were contacted were 10 out of which 6 hotels were business properties and the rest were leisure properties. A quantitative analysis was done and the psychometric measures were monitored of the samples in order to understand any specific behavior patterns that could be connected to the impact of social media. The majority of the samples were strongly impacted by the social media.

## **DATA ANALYSIS**

- The online population in INDIA is 48.90% and the growth is steady, in Latin America it is 38.74% in Europe it is 64.50% and in Africa it is 13% [6].
- World Internet Audience is 65% and normally 3hrs approximately is the average time that the individuals spend online
- Influence of Social Media in travel Planning - About 58% of the Indian population uses the social media for tourism needs, and 42% of the population depend on travel operators.
- To choose hotels 24% of the total consumer depend on the social media when in a destination spot, 20% depend on the social media for local site seeing, whereas 30% depend on the social media for vacations [9]
- 44% of the customers book hotels after checking the destination reviews on the internet and the social media[11]

## CONCLUSIONS

The strategy of online advertising is getting popular day by day in the hospitality and tourism sector. Many ventures have already started to use social media for the purpose of connecting with the potential consumers. In the case of the hospitality industry, the connection among potential customers has a huge impact on the way a purchaser makes their destination decision. Social networking has also given the favorable condition for the industries to connect with their consumers and employees in a quick and efficient way. The wide connection of social networking is a good way to spread information around the world, especially when it comes to business promotion and to build the image of a specific brand. It is true that the new generation is becoming more and more tuned to surfing for the needs rather than to physically look for them. The pace of life has become very fast, that very few have the leisure time to interact socially physically and it has become more convenient as the communication is immediate and rapid which saves time the popular example in this field being WhatsApp. As a result it is evident that the costs have been reduced for the hospitality industry, the business flow has increased. The profit margins and the expenditure on marketing and advertising campaigns have reduced substantially, this has made it possible for some of the hotels to pass on the benefit to the customer and increase their business share in an industry that is highly competitive because of the power of the social media and the internet possibilities. The study has shown that the risks and threats with the social media is the online frauds and scams that are taking place on large scale where it is estimated that here is one victim of internet fraud every 10 seconds in the world. Duplicity and identity theft are the two areas of concern with the social media in the tourism industry but by increasing the security solutions this threat can be minimized as has been done in many hotels and motels as well for customer convenience. Finally, this study provides insights into the means by which tourism marketers can tap into the social information space by understanding what drives online travelers to social media sites. Tourism marketers are facing challenges resulting from the shift in distribution channels and the emergence of new media (Fesenmaier, 2007; Werthner & Klein, 1999)[5]. In response to these changes, tourism marketers need to understand the technological dynamics in order to better reach out and promote their businesses and destinations to online travelers. With the recent changes on the Internet that allow for easy content generation, consumers are gaining more power over what and how information is distributed and used on the Internet (e.g., Tapscott & Williams, 2006)[13]. Search engines constitute such a technology for which intimate knowledge seems to be critical in the context of tourism marketing.

## SUGGESTIONS FOR FURTHER RESEARCH

The findings of the study suggest that social media travel related research should place equal emphasis in all stages of the travel planning process. Moreover, taking into account the findings among Indian internet users it can be claimed that the impact of social media on holiday related travel planning differs among tourism source markets, with cultural differences contributing to such a difference. As a result, an adequate number of cross cultural studies are needed to substantiate such a claim.

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## Guests' Satisfaction and its Interaction with Loyalty Towards a Hotel with Special Reference to Star Category Hotels in Lucknow

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& Aswani Kumar\*\*\**

### ABSTRACT

Tourism and Hospitality industry has observed many changes over a period of time due to global expansion of tourism, changing patterns in customer preferences, industrialization, revolution in transport and aviation, etc. It has brought paradigm shifts in the operations of hospitality industry. During the last few decades there is phenomenal change experienced in the hospitality industry and the reason being is Service Quality. The increased sagacity of customer satisfaction led to the use of high standards of service in industry. The new service parameters made the hoteliers to implement quality management as an effective aid. Hotel which chose the application of quality concept as a key factor of success should experience the growth in the satisfaction of costumers (guests), i.e. successfully position on the market and thus gain larger profit. The research presents and discusses a comprehensive analysis of the expectations and perceptions using both qualitative and quantitative data collection. The point of this examination is to talk about the connection between consumer loyalty and devotion considering the visitor perception towards a hotel in Lucknow. The finding would help the inn supervisors of inns to perceive visitor's needs, needs betterly and subsequently enhancing their nature of Services and guaranteeing redundant visits.

**Keywords:** Customer Interaction, Customer Satisfaction, Loyalty, Lucknow, Service Quality.

### INTRODUCTION

Service Quality has risen as one of the key markers in hotel industry conveying great assistance to consumers in very focused accommodation industry. Being the primary product, the organizations have been concentrating on their competitive distinctiveness on enhancing administration quality as they lead to increment in consumer loyalty, repetitive visits, bringing about benefits, pieces of the overall industry and client dedication.

The capacity for a personnel to convey quality administration is viewed as a basic feature for progress and survival in the present challenge. The time of globalization has encouraged the

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presentation of various remote chain hotel into the Lucknow commercial center. The lodging business is one of the quickest developing administration ventures and is relied upon to proceed with its venture into the up and coming years. Lucknow has an impressive framework of retail outlets, bars and eateries in the downtown region offering different recreation exercises. As the consumer has a main function in the classification and assessment of all elements, it is imperative that service managers have a clear knowledge of consumer expectations and perceptions. Hospitality industry is one of the service area where level of customer contact is comparatively higher. The higher the level of customer links the more frequent and longer service encounters between customers and service employees. It states that higher attention must be laid upon how to administer all the probable service encounters which will much persuade the service quality of the hotel (Zeithaml, Berry and Parasuraman, 1996). Therefore, a system that evaluates the quality of hospitality products or services from guests' view which indicates satisfaction and loyalty to guest interaction is crucial to hotels. This structure should be competent to recognize the cause and effect relationships linked with customer satisfaction. If satisfaction levels is below expectations, this system has to spot possible causes (e.g. perceived quality, expected quality and other expectations) and consequences (e.g. less guest loyalty and low number of recommendations to visit) to find right solutions. Therefore, interaction between guest satisfaction and loyalty is required to be identified for all service sectors particularly with the hotel, where guest services, human relations and loyalty play a vital role, the need for investigation is essential.

### **PURPOSE OF THE STUDY**

The principle reason for this exploration is to consider the connection between visitor fulfillment and dedication in the lodging business in Lucknow. The fundamental destinations are to create and execute a strategy for inns to recognize characteristics expanding client dedication. This examination rethinks the predecessors of faithfulness to set up what makes unwaveringness towards the hotel.

### **LITERATURE REVIEW**

Service quality, customer satisfaction and loyalty have been noticing constructs since early studies of hotel industry (Grönroos, C., 1990). Consequently, the hotels try to progress in their service quality so as to gain customers satisfaction and loyalty, so that whenever guests decides to stay, they will go to the same restaurant. However in the current trends, it has been establish that the important concept of the perceived value in the restaurant industry

### **CUSTOMER SATISFACTION**

Consumer loyalty is portrayed by Oliver's (1997) as the buyer's satisfaction reaction. It is a judgment that an item or administration includes, or the item or administration itself, offers a lovely dimension of utilization related satisfaction. As it were, it is the general dimension of happiness with an administration/item encounter. From studies done by Cronin and Taylor done in 1992 states as a judgment made based on an explicit administration put. Consumer loyalty has been of incredible consideration in administrations advertising since satisfaction joins buy/utilization to post-buy marvels, for example, disposition change, rehash buy, positive verbal, and steadfastness. Administration quality assumes an imperative job in making consumer loyalty. The connecting between administration quality and consumer loyalty has been very much perceived in administration showcasing writing (Antony et al. 2004; Ladhari 2009). It is usually thought

that an abnormal state of administration quality prompts an abnormal state of consumer loyalty. As indicated by (Taylor and Baker, 1994; Mattila, 2000), Satisfaction was built up to direct the quality recognition and buy aim relationship.

### **CUSTOMER LOYALTY**

Many firms started reflecting making customer loyalty as their major objective, specifically those operating in the service sector (Bove and Johnson 2000). The view that customer satisfaction leads to loyalty is founded on the evidence that by growing customer satisfaction, customers are likely to remain loyal to the service provider (Eriksson and Vaghult, 2000). Dick and Basu (1994) segmented loyal customers into four categories based on their attitudes and behaviours. These categories are of varied attributes described as: loyalty, latent loyalty, spurious loyalty, and no loyalty. Of the four categories, loyalty and spurious loyalty are linked with high levels of repurchase. Vijayvargy (2014) in his study with the goals of recognizing the factors of the service quality in restaurant chains and significance level of each of them in making a revisit decision (Customer Loyalty Measurement), using SERVQUAL as a scale for measuring service quality. The study reveals three factors: tangibles, convenience and empathy as most significant dimensions of service quality amongst the youth of Jaipur, Rajasthan.

Loyalty status at any point is influenced by diverse factors collectively referred to as loyalty supporting and repressing factors (Bendapudi and Berry, 1997). Loyalty-supporting factors are those components (customer satisfaction, commitment etc.) that work to sustain or enhance customer loyalty (Nordman, 2004). Loyalty repressing factors, on the other hand, decrease customer loyalty status by causing disloyal behaviour (Nordman, 2004).

### **CONSUMER SATISFACTION AND LOYALTY**

Numerous scientists have concentrated on the examination of the fulfillment and dependability relationship (Olsen, 2007; Balabanis et al., 2006). At the point when visitors are satisfied with the administration/mark, they are bound to advocate its administration to other people, and are probably going to repurchase services. Likewise, Fornell (1992) related that fulfillment specifically connects to steadfastness however he acquired that the affiliation relies upon the authoritative setting. In perspective of that, the primary theory is to the test the accompanying relationship:

H1: Consumer Satisfaction (CS) is emphatically connected with Brand Faithfulness (BF).

### **Price Reasonableness**

Value reasonableness partners to visitors' assessments, if a merchant's cost is normal, satisfactory or legitimate (Xia et al., 2004; Kukar-Kinney et al., 2007). Value decency is an exceptionally pivotal subject that leads toward visitor fulfillment. Incentive for cash helps with creating visitor fulfillment and dedication. Different investigations have demonstrated that client's decision to concede cost has an immediate relationship to dimension of visitor fulfillment and devotion. In another exploration of Herrmann, (2007), it was discovered visitor fulfillment is specifically disposed by view of cost at last through the impression of value reasonableness. In this foundation, this work proposes the accompanying speculation:

H2: Price Reasonableness (PR) is decidedly associated with Consumer Satisfaction (CS).

### **The Relationship between Price Reasonableness and Brand Faithfulness**

As per Johnson et al., (2001), key to impression of corporate picture is the association related relationship held in a visitor memory. Since visitor could infer the past involvement in next buy goal, previous picture could show up as an illustrative variable of the buy aim in this condition.

From the investigation, Ti Bei and Ching Chiao (2001) discovered value decency has constructive outcomes; both specifically and by implication (through purchaser fulfillment) on buyer dedication. From visitor's view point, cost is what is paid or relinquished to accomplish an item. It is probably going to show the aim of rehash buy conduct. In light of this contention, the following proposed theory is:

H3: Price Reasonableness (PR) is emphatically related with Brand faithfulness(BF).

### **RESEARCH METHODOLOGY**

These proposed speculations were tried through a gathering of an accommodation and judgmental inspecting study of visitors of three hotels in Lucknow. The polls were conveyed on the gathering to those visitors checking in the span of the a month's information accumulation period. An aggregate of 620 polls were dispersed. Fragmented, utilizing cross-test, were prohibited 583 usable reactions were acquired, which giving an adequate dimension of reaction rate (94.1 %)

From the selected 584 guests, male and were female were 55.8% and 44.2% respectively. Most of the respondents age between 20-45 years and 60% were age over 45 years. 30.5% were yearly salary between INR 800000-INR 1000000, 55% were yearly pay between INR 1000000-INR 2500000, and 14.5 were yearly pay were more prominent than INR 2500000.

### **FINDINGS**

This exploration executes an auxiliary condition displaying (SEM) strategy, utilizing AMOS 23.0, to build a model that compares to the causal connections between the factors (Chin, 2001).

Various tests on build legitimacy and dependability were performed to observationally test the estimation to demonstrate through Confirmatory Factor Analysis. Test of fitness was assessed utilizing the maximum likelihood (ML) strategy.

Cronbach's  $\alpha$ , composite dependability (CR) and normal fluctuation extricated (AVE) utilizing CFA through Construct Reliability. As the  $\alpha$ -values (Table I) for every one of the develops are more prominent than the rule of 0.70, it very well may be reasoned that the scales can be connected for the examination with satisfactory unwavering quality (Saunders et al., 2003) . CR and AVE esteem were resolved from model evaluations using the CR condition were more noteworthy than 0.70 and AVE values more than 0.5.

In view of these appraisals, measures utilized inside this investigation were inside the satisfactory dimensions supporting the firm quality. (Table 1).

**Table 1: Result for Measurement Model**

ITEMS	BF	CS	VR
1			
2			
3			0.738
4			0.826
5			0.831
6			0.790
7		0.781	
8		0.761	
9		0.643	
10	0.752		
11	0.728		
12	0.745		
13	0.794		
14	0.731		
15	0.625		
16	0.682		
17	0.610		
18	0.684		
Reliability	0.818	0.785	0.906
CR	0.842	0.764	0.931
AVE	0.561	0.572	0.731

Table 2 demonstrates the estimations of the square foundation of the AVE are for the most part more than the between correlations.

**Table 2: Average Variance and Correlation Extracted**

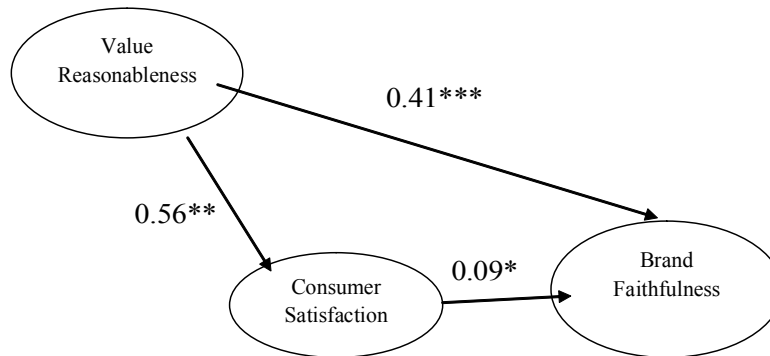
	BF	CS	VR
BF	0.709		
CS	0.637	0.750	
VR	0.281		0.845

**Table 3: Measurement Model Fit Indices**

Index	Recommend Value	Values (Indices)
Chi-square	<2.98	2.64
GFI	>0.80	0.870
AGFI	>0.75	0.860
RFI	>0.95	0.90
RMSEA	0.06 to 0.90	0.072

### Structural Model

Bootstrapping with 600 resample was made to get t-measurements to assess the effect dimension of the model's coefficients and to test the speculation (Chin, 2001). From AMOS adaptation 23.0 Figure 1 shows the outcome of structural model:

**Value Reasonableness****Figure 1: Results of Structural Model****Table 4: Theory-Hypothesis Results**

Path	t-value	Coefficients ( $\beta$ )	p-value	Result
H1: CS- BF	3.325*	0.157	0.09	Accepted
H2: VR-CS	5.268**	0.193	0.56	Accepted
H3: VR-BF	2.242***	0.236	0.41	Accepted

Observations: \*\*\*p < 0.001, \*\*p < 0.01, \*p < 0.05

VR positively affected both CS ( $\beta = 0.193$ ,  $p < 0.001$ ) and BF ( $\beta = 0.236$ ,  $p < 0.05$ ). Thus H2 and H3 are sustained. CS had constructive outcome on BF ( $\beta = 0.157$ ,  $p < 0.001$ ). Along these lines H1 was upheld.

**DISCUSSION AND CONCLUSION**

Price Reasonableness is positively related to Consumer Satisfaction and Brand Faithfulness. Overseers need to perceive the basic job of value decency and fulfillment to have the capacity to speculate commitment. All the above factors offer a few administrative recommendations and are critical worry in the development and accomplishment of advertising plan went for raising and keeping up piece of the overall industry. The outcomes suggests that to advance brand unwaveringness and consumer loyalty's in the inn business, advertisers should advance the lodgings mark technique that partners to highlights of how the marked inn can offer an answer for their client's needs and desire, the great impression of visiting their inn, and the productivity of the brand. Cost is the basic forfeit that a client provides for trade for the administration. Be that as it may, if buyers are just happy with the administration and cost given by a firm, they may just continue visiting routinely, however without genuine dedication. In this manner, the best system for a showcasing chief in versatile enterprises is to guarantee the essential nature of administrations sold at a reasonable value, at that point accentuate mark picture to give added values so as to look after clients. Designing service quality for restaurants is very crucial. Thus it is essential to evaluate the service quality for a particular service provider. This study has contributed to the theoretical and methodological advancement of service quality and hotel industry literature by analyzing some pivotal service quality issues. It can be said that it helps managers in setting the criterions for the delivery of services in the hospitality industry.

This examination underscored the importance of value decency and visitor fulfillment to enhance loyalty.

This examination has added to the hypothetical and methodological headway of administration quality and lodging industry writing by breaking down some critical administration quality issues. It very well may be said that it helps directors in setting the standards for the conveyance of administrations in the neighborliness business. This examination underscored the significance of significant worth goodness and guest satisfaction to upgrade devotion.

Besides, in a lodging network, this may present as an open door for the executives since the execution of on inn may induce clients' view of different inns in a similar chain. It is in this way crucial to keep up normality in administration principles of all hotels in Lucknow. This may demonstrate troublesome where the chain lodging has properties in various nations. Despite the fact that visitors esteem consistency exceptionally, they similarly esteem customized benefit. Consequently, it is imperative that chain lodging additionally keep up its independence through customized benefit. Client devotion can hence be raised by giving reliable predominant room offices, coordinated by the customized visitor explicit administrations of housekeeping staff.

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## **An Impact of Digitalization on Changing Trends of Menu Presentations in Luxury Hotels: A Study Based on Hotels of Delhi**

***Yogesh Singh\****

### **ABSTRACT**

The sectors of every industry have experienced tremendous change with development of advancement in every aspect; and Food & Beverage sector is no exception to it. Every industry has been changing continuously with a very high pace and will undoubtedly keep changing in future as well. It is very difficult to assess the precise future trends as it is based on mere assumptions, which would be dependent on the fact of development taking place currently. Enormous innovations, sheer demands of personalized service, significant development in technologies, utmost pressure from the industry to perform excellently, challenging their own competitors in terms of delivering splendid services and creating a benchmark in market; the appetite to stand alone in market in order to create niche in market and be the flag bearer in market are certain reasons for huge competitions and development in Food and Beverage Sector. People have been craving for the desire to experience something new in the market and that to very first in comparison to other. Nowadays, repetitiveness is considered boring and to expose self to latest trend in the market is the new fashion. This statement truly defines and highlights the Food & Beverage sector.

The current era can be better described as an era of Digitalization. This review research paper is actually based on the prevailing practices in presenting Menu and its probable future trends in coming few years. In fact, digitalization has entered into each and every premise of food and beverage sector and would henceforth be experiencing future growth as well. It seems that the digitalization is just on the threshold phase and hence there is unlimited opportunity for this sector to explore many fresh aspects and trends in this sector. Menu presentation is a small segment of the hospitality industry and it also has huge scope of digitalization and hence can be heavily influenced by the growth of technology. Menu card has been seen and presented in various configurations from menu cards to handheld tablets and its growth won't stop here.

This article would familiarize the reader with upcoming trends in Menu presentations in Food & Beverage sector with a huge impact of digitalization.

**Keywords:** Menu, Digitalization, Digital Menu Format, Technological Development, Traditional Menu.

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## INTRODUCTION

Technology has been changing at a very fast pace and this era can be better described as “Technology-based era” or “Techno-era”. None of the facets of our life has remained aloof from the influence of technology; infact technology has not only changed every aspect but made it more contemporary and luxurious. Digitalization apart from influencing every sector has along with brought the dreams and wishes of mankind into reality.

It won't be an exaggeration to state that Hospitality Industry is one such area where maximum growth and influence of technology and digitalization can be seen (Kobres, 2018). When it comes to food production department, many new advanced equipment can be observed; in front office department, the reservation technique and record keeping has changed; housekeeping department has experienced advanced machinery, along with the experience of guest and same can be said about the food and beverage sector. Room service, banqueting, restaurants are the segments experiencing tremendous change due to digitalization in food and beverage sector.

## JOURNEY OF MENU

In Food and Beverage department, Menu card plays a very significant and pivotal role in guest and service personnel interaction. Menu has been in trends from many years and has experienced a huge transformation from a single piece of paper to the recent digitalized menu. Dating long back in the period of antiquity, menu was something distinct in which a single piece of paper was used with lot of printing on it to make customer aware of the dishes to be served (University Library, 2010). With passage of time and incorporation of sophistication; it transformed into more of ornamented and filigreed pattern. In earlier nineteenth century, paper became cheaper and hence it took the form of a book in which leather was used to bind and silk cord to hold it together. Then, the new lithographic printing techniques shaped the design and printing pattern to its best; adding new designs – drawings and figures to the menu. After few years, it again came into its old style and then again only few sheets were used in spite of entire book binding. At that time, just 7 to 8 course menu were displayed in classical menus and it followed the following order: appetizer / starter, soup, fish entree, meat or poultry entree, vegetable, salad, dessert, and a selection of cheeses (University Library, 2010). One more specific thing which needs to be highlighted is that during this phase of menu, pricing of dishes were not mentioned on menus. Menus included vital information about the delicacies, excluding pricing (A Brief History of Modern Restaurant Menus, 1943).

Thus, in simple terms menu can be defined as a list of foods and drinks that the customer can order in a restaurant or any other food outlet be it tavern, pizzeria, café or more and enter in an agreement with the restaurateur or other food outlet owner. Hence, it is not just a piece of paper communicating certain facts to the customer but an invisible contract between two: customer and restaurateur (Menu, n.d.).

When the pricing factor got printed on menu card, it became more specific for both the person: customer and restaurateur and it became very apparent for both the two about the amount to be charged and amount paid with mutual consent. It left no scope for the restaurateur to charge more or less cent while billing and hence it carried huge significance. While ordering, the customer is mentally prepared to pay the mentioned amount in the menu as price of the delicacies to the restaurant owner without any conflict. So, it was a piece of document announcing the price of dish agreed upon by customer and restaurateur.



Apart from menu styling, menu was of different types like à la carte and table d'hôte. In the former one, the guest had the option to choose from a varied and huge list of dishes and guest use to pay individually for their dishes ordered whereas in latter one the restaurant or food outlet has the set number of dishes with fixed price for the entire dishes displayed and guest have to pay that fixed decided price for their meal.

### **A BROAD PERSPECTIVE ON MENU**

The term menu is French in origin meaning “something made small”. The first design and pattern of menu, recorded in reference is something which was written on chalkboard. Then came the printed menu with designs and drawings printed or embossed on in it in book form binding and then came the menu in few sheets (Scanlon, 1998). Menu has experienced vast differences in its styling from era to era and development with incorporation of new innovative and creative ideas.

Going back to the origination of first menu reference, first menu was seen in China during the mid-eighteenth century. During this period, guest or customers hardly had any choice to select from the vast choice of dishes but instead they were only left with the choice to consume certain dishes been prepared and served by the food outlet (Social history, manners & menus, n.d.). In current scenario, the food outlet has huge list of dishes and thereby the customer has great choices to select the dishes for their consumption (McVety, et.al. 2014).

Menu was given the protection against wear-tear and spillages of liquid on table by covering it with laminating sheets (heat-sealed vinyl page protectors). This added to the life of the menu and also made it glossier in appearance as well (Heimann, 1998). So, this all justify the statement that the menu has observed tremendous changes in its appearance, style, pattern and in its portrayal.

### **MENU IN CURRENT SCENARIO**

With the passage of time and advent of new technological development, almost everything has experienced a significant change; and Menu Card Presentation is no exception to it. The technological development has swept the entire segment and has worked in the welfare of it. Menu card in current days has taken the configuration of (Digital Menu Boards) in the form of wall mounted LCD screen, Plasma screen or LED screen, or hand-held tablets as well. Even though such development of digitization is not very common, but can be seen seldom. First and foremost, such changes were seen in restaurant or fast food outlets like McDonalds, Pizza Hut, and so on.

The western countries have launched such menu cards much earlier and India is a huge market for such developmental incorporation in the world. In Delhi, the capital city of India has almost every hotel group property located in it and hence the market is undoubtedly very vast. The Hospitality industry is developing and getting trendier day-by-day with the incorporation of latest gadgets, equipment, new mechanism, trained staff, innovative ideas, creative approach, flourishing business and ever-growing mindset.

**The benefits of Menu digitalization can be described as below:**

**Change in Menu Items:** The traditional menus were/are not that easy to change. Even if the hotel management wishes to change the menu description, pricing of the dish or wishes to add few more dishes in it; it was not that easy. In order to do this, they were left with only one option, change the menu card and get the new printed menu. This process was very expensive

and the digital menu cards are facilitating this process with great ease. The menu can be changed and even its detail with great sense of comfort and convenience.

**Increase Upsell Rate:** Depending upon the crowd and the number of the visitors, the digital menu cards provides an option for the hotel management or restaurant management to up-sell the delicacies (Menu Collection, 1982). Guests get engaged in watching the attractive display of the digital menu. It facilitates the Management to display and make guest aware of the complimentary item served with any particular dishes. It is generally used in restaurants for this purpose.

**Reduced Perceived Wait Time:** Earlier, guest use to occupy the restaurant seat and wait for waiter and then order their dishes to the waiter on their arrival. Waiter then takes the KOT to the kitchen department and places the order. This entire period of time has been reduced and now the order is directly placed to the kitchen section by just few clicks on digital menus. It has eventually reduced the chances of error and any confusion in orders been placed as well, in placing the orders.

**Managing of Content:** It has become apparent that the content; be it description of the dish or pricing of dish; everything can be changed from the head office itself without any complications. No doubt, the contents of the menu are more easily managed here as compared to traditional menu cards.

**High Quality Photographs:** The quality of pictures used in it is of high quality and they appear more attractive as compared to the dish portrayed in the menu cards. Many traditional menu cards use photographs of the dish in the background as water-mark print; but it doesn't have that quality which can be seen in digital menu appearance.

**Engaging Guest Immediately:** When the guest arrives and is seated in restaurant with digital menu display; it is observed that customers are more engaged here as compared to the outlets with traditional menu cards. Guest can order without consultation of the waiter about their preferences and order is directly placed in kitchen section.

**Creating Better Impression:** The organization having outlets with digital menu display undoubtedly creates a better and ever-lasting impression on the mindset of the guest. It depicts the philosophy of the hotel organization and their inclination towards technological development as well.

### **Limitations of Research Paper**

This research paper covers and researches three property of Hotel in Delhi and they are The Oberoi Hotel, Shangri-La's Hotel and The Taj Mahal Hotel. It was not feasible to cover and do the survey in all properties of New Delhi; hence it was limited and restricted to just three categorized 5-Star Deluxe hotels. All the three selected hotels are a landmark and are held with high repute in the world of Hospitality Industry in New Delhi.

### **HOTEL ONE: THE OBEROI, NEW DELHI.**

The Oberoi Hotel is one of the most iconic hotels in New Delhi and has following restaurants like 360°, Omya (Indian restaurant) and Boashuan (Chinese restaurant) and so on (hotels in delhi, n.d.).

Oberoi Hotel has introduced an advanced handy tool in the room of the guest; which is actually a very crucial tool facilitating guest to enjoy many services in various aspects. The touch-screen

genie is an I-pad gadget and is the latest in-room solution for the guest and it is named as “**Oberoi Enhance**” (Oberoi-enhance, n.d.). It helps in facilitating various services to the guest with its simple and easy usage:

- **Lighting Automation:** It helps guest to directly control the lighting features and have control on climatic temperature of room and also the intensity of the lights in guest room.
- **Television:** It allow guest to directly control even television by clicking on television control option and then selecting favourite channel with change in volume and channel numbers.
- **On Demand Movies:** Guest can select the favourite movies by segregation of actor, director, genre and order as per their own preference and enjoy watching movies selected and ordered.
- **On Demand Songs:** By means of “Oberoi Enhance”, guest can create a customized playlist of their favourite songs and enjoy listening to these selected songs.
- **Internet:** Guest can convert television into their internet monitor and enjoy internet facilities with mouse and keyboard from handy tool itself.
- **Security:** Guest can also check video eyehole from this tool itself.
- **Curtains:** Guest can open or close electric curtain by giving commands from the handy tool only.
- **e Newspaper:** Guest can browse and read desired newspaper as per their preference and handy tool act as the kind of kindle reader.
- **Room Service:** Now the most important facility provided by this most impactful tool is undoubtedly browsing the food menu using the I-pad and then seeing the pictures of the delicacies along with their detailed description and then along with placing their orders. The order is placed directly to the kitchen department by the guest using this handy tool. It also allows the guest to know the time taken by kitchen department to get it ready and also by how much time the delicacy would be served to him/her in their room by service personnel. This has proved to be of great convenience to the guest as they don't have to move and bother themselves for ordering their dish to the service personnel.

The Digi-valet provided as In-room solution is loaded with basic specification like (Oberoi-enhance, n.d.):

- **Category:** Lifestyle
- **Release Date:** 2012-11-06
- **Current Version:** 3.19
- **Adult Rating:** 4+
- **File Size:** 36.34 MB
- **Developer:** Paragon Business Solutions LTD
- **Compatibility:** Requires iOS 7.0 or later.

Such handy tools are not used in all Oberoi's Hotel property but are used in selected few hotels and are of the view, making it feasible and viable in all properties of groups, in coming period all across India.

Speaking about the restaurants in The Oberoi Hotel, New Delhi; they again have the traditional menu format in all restaurants and don't have any digital format or electronic format for menu presentations.

#### **Hotel Two: Shangri-La's Hotel, New Delhi**

Shangri-La Hotel is an amazing luxurious hotel property located at Connaught place, New Delhi. It has certain top-class restaurant like Tamra (multi-cuisine), Sorrento, Grappa, and Shang Palace (Chinese) in Delhi. The restaurants serve resplendent and mouth-watering cuisine and are awarded for their outstanding food (Erosshangrila, n.d.).

But when surveyed about the Menu format in Shangri-La's restaurant, it has been found that the menu is still the traditional one and is in paper stuff bounded in book form. On the other hand, the Tamra restaurant has an electronic LED display hanging on the wall (wall-mounted) which just displays the delicacies of the restaurant along with the pictures of it. Guest can see the electronic display and get a fair idea of the dishes to be ordered. It doesn't have a price display in it.

Upon enquiring, it was informed by staff members that the menu format would change, as the talks regarding these are in pipeline. But the precise dates of its implementation cannot be confirmed by them. It may take about a year or other in its implementation as the progress is proceeding.

#### **Hotel Three: The Taj Mahal Hotel, New Delhi**

The Taj Mahal Hotel is again a legendary hotel in the heart of Capital city of India. It is renowned for its remarkable food and beverage outlets like Varq (Indian Cuisine), House of Ming (Chinese cuisine), Machan (Multi-cuisine), The Grill Room (Mediterranean and European cuisine), Emperor Lounge (Finger food), Rick's (Southeast Asian cuisine) and Wasabi (Japanese cuisine) (Taj Mahal Hotel, New Delhi, n.d.).

In spite of so many outlets renowned all over the world, The Taj Mahal Hotel in Delhi is still using the traditional menu format. Every person in industry looks upon this hotel to be the flag-bearer for such technological development and it still is relying on the menu bounded together in book form. When enquired verbally, it also became very evident that the digitalization of Menu is far away from the reality at this point of time and it was just spoken about it in few meetings long ago. The hotel property would be experiencing or entering this digital change as soon as they get green signal from upper-most management.

The Taj Group of Hotels have one heritage property in Jaipur, Rajasthan (Rambhag Palace) and it has an outlet named "Steam" (Lounge Bar offering Mediterranean Cuisine and Global comfort cuisine). It has an electronic menu in the style of book, but it glows when it is opened in dark due to its LED light. It has to be charged and is battery-operated. Actually, it is to some extent, a centre of attraction for the guest and is quite different from traditional menu.

### **METHODOLOGY**

A survey was conducted leading to interaction with the staff of Hotels (The Oberoi, New Delhi; Shangri-La's Hotel, New Delhi and The Taj Mahal Hotel, New Delhi) in order to gather as much information as possible on existing Menu format in mentioned hotels. Apart from this, various books and websites were referred to garner precise information on Menu traditions, its history and its various changing format with passage of time.

Compilation of Information Received on the basis of Interaction from Hotel Professional (Hospitality Professionals, Future Managers or Industrial Trainees, etc.) of respective hotels:

Hotel 1 – The Oberoi, New Delhi

Hotel 2 - Shangri-La's Hotel, New Delhi

Hotel 3 - The Taj Mahal Hotel, New Delhi

Question asked	Hotels	Feedback Received	Interpretations
Which Menu Card is used traditional or digitalised in food outlets?	Hotel – 1	Traditional	Traditional Card still dominates in the era of digitalization
	Hotel – 2	Traditional	
	Hotel - 3	Traditional	
By what time, do you believe your hotel will upgrade the traditional Menu card presentation?	Hotel – 1	Don't know	It is unsure and can't be predicted, by what time menu would be digitalized in any properties in Delhi
	Hotel – 2	Approval for the digitalization of menu card format is in pipeline	
	Hotel - 3	Can't say	
Does guest ever complain about traditional menu card been presented?	Hotel – 1	No	Guest are least bothered about menu card presentation, but they are just concerned about the quality of food served in food outlets.
	Hotel – 2	No	
	Hotel - 3	No	
What do you consider as the barrier for up-gradation of Menu card?	Hotel – 1	Maintenance factor of digital card	Changes in any aspect brings problem in functioning for some duration. If the market is flooded with heavy supply, it would be accepted by all hotel properties.
	Hotel – 2	Cost factor and its rare availability in market	
	Hotel - 3	Change would lead to complication in functioning	
Do you believe that it would be interesting to have the digital menu card in place of traditional menu card?	Hotel – 1	Yes, obviously	If the management launches Digital menu card, it would be accepted with warm welcome. But it would take atleast a couple of more years to adapt the digitalization in Menu card presentation.
	Hotel – 2	Yes	
	Hotel - 3	Yes, absolutely	

Sources: Based on the Verbal Interaction with Industry Professional on various aspects of Menu Cards.

## CONCLUSION

Notwithstanding the fact, that this era is better described as an era been guided, monitored and controlled by technological development in almost every aspects of life and services; India been the under-developing country is a huge limitation to certain extent. In developed countries like Japan, Korea, and so on; the digitalization of menu presentation is an old story and it has been incorporated in many outlets to a great extent.

The incorporation of digitalization demands for huge investment on the genesis of its installation and this is the biggest reason why such technological changes have not been made in India, so enthusiastically. This only factor has guided the installation of digitalization of menus be it I-pad gadget to be used in menu format, or transforming table of the restaurants in the electronic menu displays or even making menu a glowing electronic LED display which can be charged as per the need. All the format of menu digitalization demands for heavy capital, then its maintenance and also appointment of staff to look after it when it breakdowns at some point of time. Actually,

such gadgets can be serviced and repaired by experts who themselves charge pretty good amount as it is rarely found.

The iconic hotels and the hotels which have carved a niche in the market are also not equipped with such format of menu digitalization due to this core reason mentioned above.

The reasons why this menu digitalization cannot be experienced in India despite of advanced era are as below:

- Heavy capital requirement – As the food outlets have many tables in it, it would be compulsory for the management to install such menu displays at all table, if they go for such changes; which would call for huge investment at the time of beginning of installations.
- Facility for the maintenance of it is not common. Staffs need to be hired to update it on timely basis.
- No competition in Indian market as far as digitalization of menu is considered; exist in Hospitality Industry of India.
- Food and Beverage personnel may not like this idea of digitalization and even training of staff would act as barrier.
- Changes in India are not welcomed with open hearts, at times.

Thus, in short it can be summarized or concluded that in spite of technological changes due to Digitalization in all sectors of Hospitality Industry; the digitalization of Menu card in Hotel Industry is a story still to hit and impact the industry in real means. There are many single-operated restaurants or food outlets which are using the digital menu boards at their billing counters or at their walls; to make certain things more appealing to the guest. But when it comes to the specific outlets of hotel group; it still needs many more months or years to allow such technological developmental up-gradation. So, last version of the statement, traditional menu is a clear winner and still is ruling the Hospitality Industry in India (specifically Delhi – as per the research) as compared to Digital Menu displays.

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**Section IV**  
**CHANGING GUEST PROFILE AND GUEST  
EXPECTATIONS**



## Study on Major Issues, Challenges & Trends Confronted by the Hospitality Industry in NCR

*Amol Kumar\**

### ABSTRACT

This research presents the findings of some of the major issues, challenges and trends that hospitality industry is currently facing as well as might face in the years ahead. Some of the major issues which is presently influencing and would also have a major effect in recent years to come especially in the NCR region's hospitality industry have been discussed in this paper such as labour cost, multicultural issues, higher education, issues pertaining to operations, marketing, technology and economics and sustainable development - concern for greener hospitality. The key trends and future issues which were also identified during this research process which boosts the promotional efforts when we talk about NCR hospitality products and services at present and for years to come were also identified and discussed here like rapid growth in vacation ownerships, integration, globalization, dynamic management tactics, etc.

This paper is based on detailed study dealing with hospitality industry and for this purpose various online research papers have been referred by the researchers and on the basis of which research problems were identified and suitable research and sampling design was chalked out. A research questionnaire was constructed and data analysis was mainly done with the help of SPSS.

**Keywords:** Major Issues; Challenges; Trends, Hospitality industry, National Capital Region (NCR)

### INTRODUCTION

Rios & Ciobanu (2018) suggested that hotels are one of the most competitive entities across the globe. Yet, as the researches shows, productivity in the hotel sector is significantly lower than in all other sectors of the economy. The most important reason that may be accountable for this discrepancy is that lack of innovative practices in comparison with most of the service activities. Most of the scholarly literature reveals the importance of creating new strategic paradigms. An innovation strategy is a must for succeeding in the modern day's competitive environment. Lam, C., Ho, G. K. S., & Law, R. (2015) in their research study upon how can Asian companies remain internationally competitive claimed that in 2011, for the first time the Hotel's Magazine's (2012) in their ranking of the top 300 hotel companies in the world, listed not only one but two China-based hotel companies appeared in the top ten list. Shanghai Jin Jiang International Hotels and

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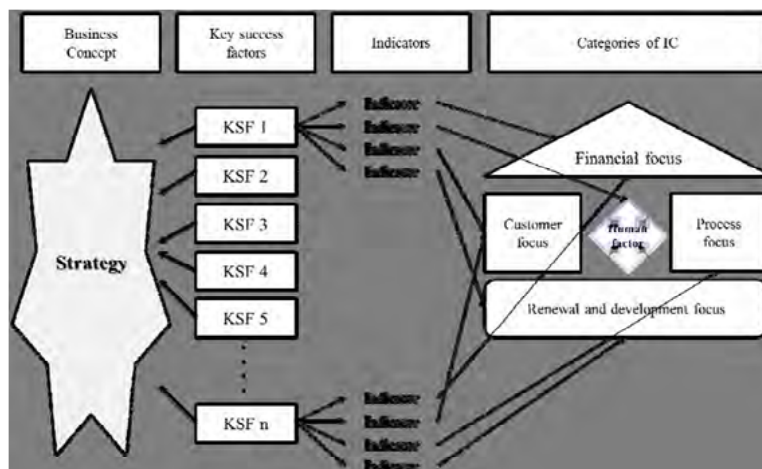
Home Inns & Hotels Management took up the ninth and tenth positions, respectively. Brotherton (1999) suggested perhaps one of the prominent questions being faced by the researchers is: whether hospitality should be conceived as a product, a process, an experience, or all three! How can we have a theory of hospitality knowledge if we are unclear over what constitutes the very essence of hospitality.

## LITERATURE REVIEW

### 1. Major Issues of the Hospitality Industry

#### 1.1) Labour turnover Issue

Robbins (2010) defined Labour turnover as voluntary and involuntary permanent withdrawal from an organization (Butcher (2012) noted that Labour turnover in the hospitality industry is a global phenomenon that engaged the attention of researchers worldwide. The consensus of this qualitative phenomenological study was that the labour turnover phenomenon is significant resulting in negative impacts on organizational performance. Understanding the factors that caused the problem was an important step to arriving at solutions. Reducing the high level of labour turnover assists hospitality organizations in achieving increased employee commitment, productivity, and profitability. Bharwani & Butt (2012) proposed all hospitality-based organisations to cater the issues of attraction & retention by stating that “it’s imperative for all HR strategists to follow an inverted perspective with regards to the talent management issues and challenges. Instead of focusing mainly of recruitment and retention, the spotlight should now be shifted on to the 3 vital concerns of human resource/employees needs pertaining hospitality industry i.e. work-life balance, training and development and career progression”

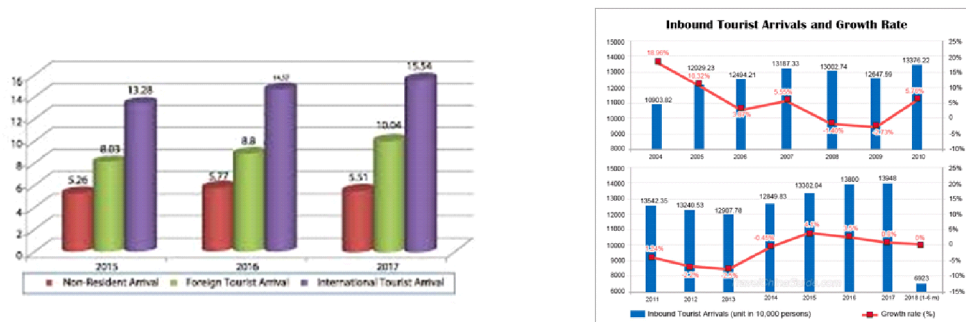


**Exhibit 01: Human Capital Most Relevant Component (Adopted from Skandia Process Model, Roos, Edvinsson & Dragonetti, 1998, p. 63)**

#### 1.2) Cross-Cultural Issues

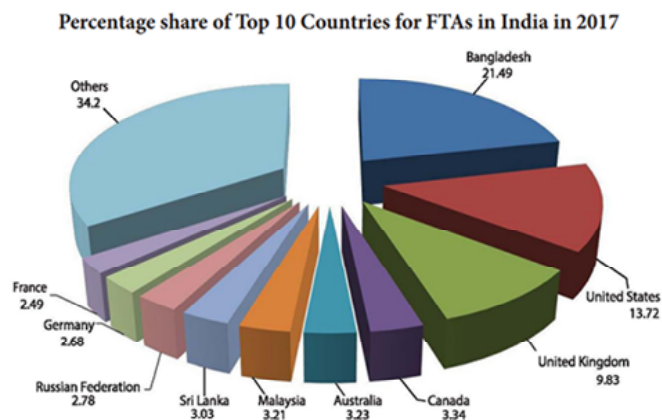
Rath (2013) concluded that no major cultural differences are found between top performing eastern hospitality professionals versus those of the western professionals. Bharwani & Butt (2012) suggested that Increasing connectivity and interdependence between the world economies and markets over the past few years bears some of the important phenomenon of globalisation

era. The services sector witnessed being the focal point of this global economic transformation with considerable development or movement taking place in hospitality & tourism sector. Tayeb (1994) opined that the field of cross-cultural research has made several important steps forward but still has a long way to go. Sukanya (2015) found that handling cross cultural issues is a complex procedure. Which often includes a deep study of the cultural background of the other side which reflects a respect for the other side's culture by building trust and credibility, adopting right tactics, etc. Understanding the nuances and taboos and avoiding them certainly smoothen out the negotiation process. Grobelna (2015) confirms that to operate most optimally, the hospitality professionals must understand and most efficiently and successfully try to empathize with people from different cultural backgrounds. The researcher viewed that "Many problems may relate to intercultural communication between managers and employees as well as between employees and hotel guests from different cultural backgrounds." Given the below mentioned growing foreign tourists' arrivals chart, it is obvious that interpersonal interactions between individuals of different nationalities and cultures are likely to continue.



**Exhibit 02& 3: Inbound Tourism in India**

Source: Ministry of Tourism, GOI.



**Exhibit 04: Percentage Share of top 10 Countries for FTA's in India, Yr. 2017.**

Source: Ministry of Tourism, GOI.

The following approaches seems helps the hospitality industry in breaking up the cultural barriers inside the organisation:

- a) **Removing all Communication barriers-** As per the definition by American Hotel and Lodging Association (1999). it is a two-way process in which individuals transfer ideas or feelings to each other. Dawson, Madera & Neal (2011) discussed that pointing and demonstrating proved the most effective non-verbal communication techniques and were quantified by temporal performance (time), food quality, and accuracy. Use of unfamiliar languages for communication between employees may cause low morale, lack of teamwork and confusion of passing information. Understand and accept these language differences and take a more personalized approach in an equal manner. Dawson et al observed that 'feedback acts as a breakfast for champions' since managers who gave feedback like head nods, smiles, thumbs up, etc to their employees were able to lead their groups more effectively. Here the employees may also reciprocate through eye contact, smiling, or head nods. Au., Garey, Bermasand Chan, M.M. (1998) discussed research shows that multicultural competency is related to acquiring new perspectives when solving problems, learning new ways of thinking, and working with other employees. In their views Ideally, organizations like to hire managers who possess some type of multicultural competency. In order to communicate effectively, non-verbal communication techniques can be of great help in order to enforce positively and to increase productive output in predetermined quality and standards.
- b) **Work Ethics** – Rath (2013) concluded about specific attitude characteristics those which are inborn to the top performers cross-culturally within luxury hospitality industry are: (a) a strong commitment and self-drive towards achievement, (b) Great positivity, (c) ingenious (having ability to find quick and out of the box ideas and ways to overcome difficulties, (d) a strong service attitude towards helping others, (e) a great zeal of enthusiasm towards learning and open communication, and (f) a role model or adapting the facilitator's role to teach whatever they know to others.
- c) **Training** - For cultural diversity, proper training is important. Language and cross-culture-gap training can lead to increase the knowledge of dealing with colleagues & different cultural backgrounds. D'Netto and Sohal (1999) suggested that training of international workers and integration can be particularly challenging and also emphasised the potential for training to increase retention in a culturally diverse workplace. Gong (2008) concluded that current managers and future managers should be given additional multicultural management training to polish their management skills in dealing with cultural diversity issues.
- d) **Acceptance-** Hearn, Devine & Baum (2007) suggested that by recognising differences in cultures by both the local population and the migrant workers is part of the solution to integrate migrant workers into local workplaces and communities. Some suggestions in regards to this include; celebrating diverse religious holidays in the workplace, for example holy days, teaching other languages to local workers, providing cultural awareness skills within schools and the workplace, emphasising the importance of migrant workers to the host economy and looking at the richness that inward migration, both temporary and permanent, brings to the host economy. Hearn et al also believed institutions, offering hospitality & tourism programmes, may easily support learning in these areas by providing greater focus within their curricula to legal and other aspects of multiculturalism and multi-ethnicity.

- e) **Overcome the Stereotypes and Increase Fairness-** Gong (2008) explained with an example, Asian employees may be thought as good learners with academic gifts, while many Middle Eastern employees might be labelled as terrorists because of stereotypes of their culture. The author also viewed that Stereotypes can easily result in discrimination to minority employees with cultural differences. In hospitality industry in particular, improving fairness even like at job pre-screening stages and equal employment opportunities are also very important.

### 1.3) Higher Education Issue

Dahiya (2013) suggests that the current hospitality system is keenly looking out for innovative programmes with better understanding of domain which shall open vistas of opportunities and cope up with employability factor related to the trade domestically as well as internationally. The innovatory reforms pertaining to this domain will benefit both students as well as trade. Das & Sharma (2015) advocates for academic barter & research partnerships, a synergistic approach between the industry and higher-level institutions. Shared learning (with a closed partnership between public as well as private educational providers) of the prevalent concepts, PR practices and opportunities would certainly lead to holistic development and also help in minimizing the demand vs. supply gap. The hospitality industrial strategist, educationalists, professionals as well as trade consultants must adopt a non-conventional innovative approach must be adopted for connecting education to employability.

### 1.4) Sustainable Development call for Green Hospitality

Sustainability has now become one of the relevant issues for 21<sup>st</sup> century hoteliers. Nowadays cost for green initiative is continue to rise for making hotels economically, socially and environmentally responsible. Jones, Hillier & Comfort (2016) in the concluding discussion highlighted that recently a good number of travel and cruise companies, run huge marketing campaigns to promote visits to prized and fragile environments, such as Antarctica and the Galapagos Islands, which is seriously providing a great environmental threat. Jones et al (2016) also opined 'many of the environmental programmes are mostly principally focused on eco-efficiency gains, on developing and enhancing community relationships, on encouraging loyalty and stability within the work force and on promoting and disseminating positive corporate images. The rising commitment to corporate sustainability has been complimented with an increase in researches by the hospitality business, management & academics, but many perceive the work is still in its infancy and many more works remains to be done.

## 2. Challenges & Trends Confronting the Hospitality Industry

### 2.1) Operating Challenges

#### 2.1.1) *Productivity and Labour Shortages*

Jauhari & Manaktola (2009) suggests that an enterprise should work on developing the enhanced professional systems & organizational processes. All practices adopted must contribute towards creating a positive experience from both customer as well as employee's perspective. Edwards & Ingram (1995) opined that operations management had its roots in manufacturing industries but now using practical and holistic approach the principles can be applied even in the hospitality industry. As the selection of the most desirable combination of products and/or services is important, equally important are the issues such as capacity planning, facilities planning, materials/ inventory

management, work system design, etc. Raybould & Wilkins (2005) viewed that strategists and leaders of the academia are investing time and effort in developing analytical and conceptual skills, to which at least in the recent times as well as in the forthcoming years will not be valued by the employers of hospitality graduates. The researchers also concluded the above-mentioned concern can be best answered with innovative strategies to retain the graduates coming out of good hospitality management programs by focussing on those who leave the industry because of their unfulfilled expectations. Bharwani & Butt (2012) concludes that training & development, career progression and opportunities for growth and work life balance must be the strategic pillars for managing the talents for the hospitality industry. Retention and attraction have become a key challenge for most of the HR managers because somewhere their own evaluation is also measured mainly from this perspective.

### **2.1.2) Cost Containment**

Margrif (1980) found that if sufficient efforts are sincerely exerted and potential cost containment areas are thoroughly investigated, avenues can be found. Hospitality industry always requires addressing the new form of reducing costs strategy but without lowering the quality standards which meets the guest expectations. Vij (2016) opines that sustainable cost-effective practices are essential and desirable in the hospitality industry as it can help the hotel improving its bottom line. Cost competitiveness is related with controlling fixed, variable and total costs.

### **2.1.3) Increased Competition & Innovation management**

Puig & González-Loureiro (2017) finds that portfolio has a significant positive impact on the competitiveness of hotel and for taking direct and indirect impact of clustering on competitiveness through innovation would have to take an active role in a cluster (*co-ompeting*). Ofondu (2018) observes that strategies focussing on kaizen and innovation management and many other value-edifying tools and appealing concepts may act very crucial in order to stand and accommodate the heat of competition. Kirkbride & Soopramanien (2010) suggests that by proposing an innovative conceptualisation of online offers, it can influence the level of competitions significantly by creating a mark on consumer's perception. (Equitymaster, 2018) informed that the online competition has boomed in the hospitality industry. OTA's are rising in tourism-based industries. Variety of meta search engines such as: trip advisor, make my trip nowadays are offering the products and services exclusively and differently, with variety of offers. Some online accommodation reservation services like Oyo rooms have totally disrupted the overall hotel business although the branded hotels are also taking direct bookings through their websites as well.

## **2.2) Marketing Challenges**

### **2.2.1) Market Segmentation and Overlapping Brands**

Market segmentation is a concept used by hospitality providers uniquely. Segmentation techniques which are used in lodging industry are basically used for making individual fall in to some sort of groups, so that they can prepare one type lodging technique for that particular group. However, travellers would often like to use different kind of lodging alternatives. It has been analysed that both uniquely defined and overlapping are based on the relationship between lodging preferences & benefits attributes that travellers usually seek while choosing their lodging accommodation (Baloglu, 1998). Denizci Guillet & Kucukusta (2016) aiming to segment spa customers according to their preferences for selected spa attributes found that spa operators devised a new way of segmenting their customers and help them to design appropriate spa services for each segment, thus retaining and attracting more spa visitors.



### ***2.2.2) Increased Guest Sophistication***

The hospitality industry is gradually changing & evolving in terms of fulfilling the customer/guest's expectation. Therefore, now hotel brands are seeking new ways to improvise the customer expectations and let them feel to stay for a longer duration. (Sterkenberg, 2017). Williams (2006) described how 'Experiential marketing' views every consumer as emotional being, focussed on achieving pleasurable experiences. Lo (2010) found that three major reported descriptors of pleasant emotions are "pleased", "delighted" and "pleasantly surprised" and similarly for unpleasant emotions, the three most reported descriptors are "discontented", "annoyed" and "disappointed". The author tried to address the hospitality research field's need for qualitative understanding about guest emotions and guest experiences.

## **TECHNOLOGICAL CHALLENGES**

### ***2.3.1) Interactive Reservation Systems***

Keeping up with the fast pace of technology is the challenging and an expensive task. Sion & Mihălcescu (2016) found that role of internet especially in online selling will expand in the coming future in tourism as well, where its main role is that of being an informative environment for tourists, but also serves as a means to make reservations. US survey also shows that significantly 20% of the reservations are done through internet only and it is increasing every year. With such high percentage of business is coming from the internet than the hospitality industry cannot tolerate themselves offline or not being connected (specialityblog, 2016).

### ***2.3.2) Data Mining***

Magnini, Honeycutt, Earl & Hodge (2003) informed that Data mining is currently used by a number of industries including hotels, restaurants, movie-rental chains, and coffee purveyors, etc. Data mining technology can be a useful tool for understanding and predicting guest behaviour and even in taking well informed decisions such as whom to contact, whom to offer incentives, kind of relationships to be established, etc. Magnini et al however advised implementing a data-mining system is a complex and time-consuming process and in its initial stages in the hotel industry but hospitality managers should ideally adopt the system and strategies.

### ***2.3.3) Yield/Revenue Management***

Kimes (1989) stated that yield management's potential application may relate to any firm constrained by capacity such as hotels and related sectors, car rental, delivery services, rail, and cruise industries. A good yield management system supports the firm in determining how much of each type of inventories be allocated to different types of demand. Vinod (2004) confirmed that the to function effectively training for the users, centralised support/help desk and a deeper commitment from top level management are essential requirements for the successful rollout and acceptance of a yield/revenue programme by property level users. Khatrii (2014) opines some hotels prefer to keep the tariff low in order to increase the occupancy percentage and on the contrary some hotel prefers to increase the tariff in spite of low occupancy percentage. The best room tariff will be that when it gets the maximum possible revenue and maximum possible occupancy percentage and this is called yield management.

### ***2.3.4) Role of technological disruptions in Industry 4.0 era***

Senvar & Akkartal (2018) concludes Industry 4.0 would have its impact on every level of production and supply chain management which includes managerial level people looking after businesses

and production, factory workers, CPS designers, consumers. The study also highlights that Industry 4.0 has enormous capabilities to penetrate and alleviate several aspects of human lives. Interfaces between humans vs. Machines would be increased and robot's intervention would increase the overall production. Mass level customization, superior product quality, reduced quality related errors, flexible production and higher efficiencies are some of the possible benefits of Industry 4.0. Mest (2018) quoted 'Bill Gates popularly once said that we always overestimate the change that will occur in the next 2 years and underestimate the change that will occur in the next 10". The researcher suggests that searching for a desirable guest-facing application related with AI in hospitality has been a great challenge that would last over a period of time and also believes Virtual and augmented reality, once nothing more than science fiction, are finding real use cases in hospitality. Because AI is so effective at what it does, fears abound about its potential to replace human workers, particularly in the hospitality industry. Greg Adams, SVP and chief digital officer at Best Western Hotels & Resorts, once admitted "AI and machine language will not replace humans in hospitality. It's just that AI takes time and again occurring (repeated) actions off of employees' plates so hotel staff can spend more time with guests."

### 2.3) Economic Challenges

**2.4. 1) Dependence upon the Nation's Economy** Mathur & Kumar (2014) views about Tourism and hospitality industry is like agriculture industry in India and is very sensitive to economic cycles and is therefore essentially linked to the state of the economy and also concludes that Indian Tourism and Hospitality Industry is forecasted to mark a healthy growth in the upcoming years on the base of previous years which provide robust economy to India due to strongly increased FDI, Tourism development programme in the country, supportive government policies, 2010 commonwealth games in the country, 2011 Cricket World Cup and other international events, those establish the strong economy. Hundt observed that If the nation's economy is in a robust and healthy condition then the hospitality related business also increases. As a result, Occupancy percentage and rack rates of hospitality industry also mark an upsurge. Discounts and other offer may help in increasing the occupancy percentage but it causes lower revenue or yield percentage.

**2.4.2) Globalization** -Sufi (2008) observed severe changes in the Hospitality structure due to dynamic Global trends, noted a wave of change in the ownership pattern of the major firms in hospitality which has added complex dimensions to this otherwise fragmented Industry and also forecasted growth in this sector and to cope up with this growth this industry needs to prepare strategic management practices. Munoz (2005) suggests that this global environment has a potential to shapeup mindsets and attitudes of both organisational and at individual level and also illustrated an example how globalization anchored their growth and supported the travel executives in building competitive advantage by strengthening efficiencies in business and communication practices, managing the financials and technological usage.

## RESEARCH OBJECTIVES

1. To synthesize the challenges of Labour (Salary, Working Hours, Qualifications) in Hospitality Industry
2. To understand the significance of Technology & marketing Initiatives in Hospitality Industry
3. To examine the significance of Sustainability & Green Initiatives in Hospitality Industry

## RESEARCH METHODOLOGY

Data was collected from the Hotels in National Capital Region (NCR) region through structured questionnaire consisting of items on Labour costs, Technology & marketing Initiatives, Sustainability & Green Initiatives both on Likert scale of 1 to 5 and Multiple choice. Total 20 Hotels was surveyed in NOIDA, Delhi, Ghaziabad, Gurgaon. Judgement Sampling Technique was used to collect data on the basis of Hotel rating (5star, 3star etc).

## DATA ANALYSIS

Initially Descriptive Statistical tools was applied through SPSS software to specify the hotel types, Average salary of hotel employees, Working Hour and basic qualifications

**Table 1: Specify the Hotel Type**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Individual hotel	7	35.0	35.0	35.0
	Hotel chain with central reservation system	13	65.0	65.0	100.0
	Total	20	100.0	100.0	

From the above table it is found that 35% hotel were Individual hotels and 65 % were Hotel chain with central reservation system.

**Table 2: Average Salary Set for the Junior Level Recruitments**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10k-12k/month	8	40.0	40.0	40.0
	12k-15k/month	12	60.0	60.0	100.0
	Total	20	100.0	100.0	

From the above table 40% of the recruitments are having salary range between 10k-12k/month whereas 60% are having salary range 12k-15k/month.

**Table 3: Average Working Hour Set for Your Junior Level Workers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	9-10 hrs	12	60.0	60.0	60.0
	10-12 hrs	8	40.0	40.0	100.0
	Total	20	100.0	100.0	

From the above table it is found that 60% of the workers are working between 9 to hours as compared to 40% workers are working between 10-12 hours every day.

**Table 4: Basic Qualification Required to Recruit the Junior Staffs**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	education+ Experience	13	65.0	65.0	65.0
	Just experience	6	30.0	30.0	95.0
	No experience	1	5.0	5.0	100.0
	Total	20	100.0	100.0	

From the above table it is found that 65% of Lower staff is having Skilled Diploma whereas 30% of workers are having secondary education with experience whereas 5% are having only experience with no specific qualification.

**Table 5: One-Sample Test**

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Build more business relations	17.967	19	.000	3.050	2.69	3.41
Reduces expenses on advertisement	17.071	19	.000	3.300	2.90	3.70
Improve customer relation	20.168	19	.000	3.400	3.05	3.75
Understand & Realize customers' needs & Compliance	21.000	19	.000	3.150	2.84	3.46
Business owners feedback passed on to Consumers	21.354	19	.000	2.400	2.16	2.64
Develop competitive advantages	32.031	19	.000	3.600	3.36	3.84
Less control of information spread	15.308	19	.000	3.700	3.19	4.21
Expose companies to threat & insults	33.356	19	.000	3.650	3.42	3.88
Cost of hardware and Internet facilities	39.866	19	.000	4.550	4.31	4.79
Problem of integrating business and web activities	21.354	19	.000	2.400	2.16	2.64

In order to understand the significance of Technology and marketing initiatives t test was conducted which resulted that all the items were significant as p value is 0.000 which is less than 0.05 hence Technology and marketing initiatives are significant in the Hotel industry and are having positive relationship.

**Table 6: One-Sample Test**

	Test Value = 0					
					95% Confidence Interval of the Difference	
	t	Df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Waste Management	17.378	19	.000	2.950	2.59	3.31
Water Conservation	15.904	19	.000	2.650	2.30	3.00
Green cover & tree plantation programme	20.566	19	.000	3.200	2.87	3.53
Energy Saving	20.168	19	.000	3.400	3.05	3.75
Reducing Fuel Consumption	15.023	19	.000	2.800	2.41	3.19
Eco friendly room supplies & Cleaning agents	20.840	19	.000	4.000	3.60	4.40

In order to understand the significance of Sustainability and green initiatives t test was conducted which resulted that all the items were significant as p value is 0.000 which is less than 0.05 hence Sustainability and green initiatives are significant in the Hotel industry and are having positive relationship.

## CONCLUSION AND RECOMMENDATIONS

Hospitality Industry of NCR is mainly influenced by many business & corporate travellers who generally come for conference, meetings & other corporate events. Moreover, due to busiest airport of India, NCR hospitality industry has come in advantage of getting free individual travellers (FIT's), therefore NCR hospitality industry has lot of scope for sell their hospitality product and generate revenue from it. However due to certain challenges it has become a difficult task to promote the hospitality product for NCR hospitality industry.

Such as labour shortages; hotel managers and other hospitality related managers are usually trying to lower the compensation level of labour costs which majorly impacts on relation between hospitality guests and employees. The pleased employees are the key for the delightful customer experience and the growth of hotel operations, therefore maintaining a balance between cost control & guest satisfaction is important.

Another challenge for promoting the hospitality product is technological and marketing implicates; now hospitality industry is more focusing on internet marketing strategies. It would not be wrong to say that it is easier to build more business relation on social networking, and it realize the customer needs and compliance at same time but it also has some limitations like less control of information spread, it can expose companies to threat and insults in the market, moreover the cost of hardware and internet facility is not cheap. Therefore, it is required to consider for hospitality industry that how much they should spend on that, which network should use for promoting and how to respond effectively on social networking.

There is one more practice can be done for promoting and controlling the cost hospitality product; through implementing environmental & social initiatives, the hospitality business can gain lot of economic benefits. Except of cost control there are different benefits of choosing sustainable

strategy such as customer loyalty, increased brand value, risk management and employee retention. The hospitality industry as per the trends must gear up in accordance with *Industry 4.0*.

## MANAGERIAL IMPLICATIONS

- Through this study managers and researchers can further explore the problem facing towards labour shortage and their retention.
- This study also helps to take considerable action for the requirement of green initiatives in NCR hospitality industry.
- The study may help in bringing more focus in implementing various online marketing strategies and thus leading more chances for promotion of the hospitality related products and services
- This study also highlights the need for future researchers to study about how technology can disrupt the overall operations and functioning of hospitality industry. The overall trends of '*Industry 4.0*' can be a broader area to study for researchers/academicians, the role of big data, artificial intelligence, 3-D technology, etc.

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## An Explanatory Study on the Perception of Glamping Amongst the Domestic Tourist

*Bashir Vandana Rawat\* & Anshul Kumar Singh\*\**

### ABSTRACT

As an alternative form of tourism, camping has emerged in a big way and is here to stay. With our ever busy, hustle & bustle of city life; the trend to go back to nature has seen a steep surge. The need to unwind, disconnect & get lost in the tranquillity is what today tourist looks for. With the advent of technology and enough disposal income available to people at a young age, the tourist, as usual wants more. The way we holiday has changed. The desire to just witness the nature has given way to live in the nature. Here comes the catch. Once being used to a certain amount of materialistic comfort camping doesn't hold much attraction because of the basic nature of holidaying involved. This is where Glamping makes its way in. It's a way to experience the wilderness without having to sacrifice the creature comforts.

The findings suggest that glamping is still in its nascent stage, but with a shift in mindset and consumer trends it sure, is gaining popularity.

Today's tourist is aware and is ready to invest in an experience for exchange of money. They are looking out more from a vacation which isn't run of the mill. Today's tourist is looking for a rustic yet divine experience at the same time which gives a taste.

**Keywords:** Glamping, Camping, Nature Tourism, Glamorous Camping.

### INTRODUCTION

The moment we hear the word "Camping", terms like fun, wilderness, crazy, back to the roots, peace, nature, etc many terms run across our mind. With this also comes the hardships associated with basic or minimum necessities provided, many also take camping as cheap holidays, backpacking, etc. Every person has a different take on this form of tourism or holidaying as we may call it.

The oxford dictionary defines glamping as a form of camping involving accommodation and facilities more luxurious than those associated with traditional camping. (oxford dictionaries)

The Merriam Webster dictionary defines it as outdoor camping with amenities and comforts (such as beds, electricity, and access to indoor plumbing) not usually used when camping. (merriam-webster)

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Camping has been around for as long as man has sought-after shelter from the weather. From Native Americans fixing temporary homes to armies on the move, within the last 2 centuries, tenting has been alternate of lighter living within the wild. But it had been solely within the later part of the Victorian era once tenting modified from being a practical utility to a recreational activity. A British traveller, Thomas Hiram Holding, stoked the leisure fires and wrote a book in 1908 referred to as “The Camper’s reference book” to share his enthusiasm for living outdoors and even after centuries later, the passion is inextinguishable.

Around the same time that tenting turned to enjoyment, “glamping” - glamorous camping - started to come into favour. European and Yankee travellers were exploring the continent however they were unwilling to abandon the comfortable way of life and the luxuries attached to it. Free from the hassles of pitching a tent or the unhappiness over not finding hot water, and many other predicaments attached to the original form of camping, today it well may be enjoyed all the way from Colorado’s Dunton Springs to Africa’s Maasai Mara and India’s Rajasthan.

And in response to the surplus of the Nineteen Nineties, the world has been paring down and stripping back in order to get back to the basics.”Glamping is that the antithesis of a gilded overdone classical edifice model,” says Boyd Ferguson of Cécile and Boyd, designers of lodges for the African luxury safari company Singita.(Scheffler, 2017)

Coming closer home, in India also, summer vacations are no longer about running to cooler climates. New trends like glamping, ancestral, experiential and adventure tourism are the latest to catch the fancy with solo travellers, youngsters and families cherry picking as per their preference.

Glamping — the fusion of glamour and tenting is wherever beautiful nature meets trendy luxury. A way to experience untamed and completely unique parts of the world, without having to sacrifice a cosy bed and hot breakfast, a lot of people in the age group of 20-40 years are glamping this summer. Mountains, wilderness, and desert are ideal destinations to enjoy a night under the stars. “I had been thinking of camping somewhere in the Himalayas, away from the madness of a touristy town. But I am so used to a comfortable life that sleeping in a basic tent with no amenities was a discouraging factor. It is heartening to find five-star facilities in the middle of hills,” said Sarthak Dhingra, an IT engineer. (Bhatia, 2018).

And in pursuit of finding peace something different, doing what others have not explored yet, people with their ever increasing desire to try something new are getting very open to idea of glamping. The concept of differentiating camping to glamping might be still a blur to the newly initiated but we are in the right direction. The aim of this research paper is to give insights about the awareness levels of this form of tourism and understand the evolution of demands of the domestic tourist from this sector. The paper also addresses various factors which can help in making glamping more popular & diverse.

## LITERATURE REVIEW

Glamorous way of camping is the new buzz today in the world of luxury travel. It takes all the luxuries of a five-star hotel or resort and transposes it with exotic and scenic locations wherever very little or no basic facilities are accessible. These camps don’t seem to be for normal backpackers, who generally tend to camp with very little or no basic facilities.

These mobile sites are replete with luxury, specially designed to accommodate all fancies like deluxe baths with hot and cold running showers, carpeted floors, dining tents with silver service and even liveried valets offering their service. Glamping has been around in different countries

for many years as of today. But in India it's a growing phenomenon. Other than a set camping area, most of these companies offer customized camp set-ups, too. Those with loaded wallets get to familiarize the remote country without the tedium of fixing a camping area on their own. All you need to do is show up. (Deshpande, 2015)

Nature-based tourism has become increasingly popular, and camping is the outdoor vacation activity most often enjoyed by people around the world (O'Neil et al, 2010). (Boscoboinik & Bourquard, 2011) coined that glamping is a lexical blend of 'glamorous' and 'camping' is an upscale format that gives tourists an outdoor experience with some of the comforts of a hotel. Glamping removes the discomforts and inconveniences of tent camping and replaces them with pre-erected, homelike accommodations.

Glamping now includes, among other facilities, yurts, campgrounds, tree houses and double-decker buses converted into accommodations. Glamping results in higher occupancy rates, higher price points (White & White, 2004). This outdoor hospitality subsector has now evolved from basic tent camping to include caravans, recreational vehicles and luxury offerings. The campsites, has continued to improve its product, enhancing guest's comfort levels, offering several levels of amenities, providing opulent facilities that create a resort atmosphere and integrating personal wellness into outdoor hospitality experiences. The growing demand for comfort and luxury in this subsector has led to the growth of glamping products. These are often equipped with luxury beds, quality linens, rugs, antique furnishings and sleek, modern bathrooms. The concept has recently evolved into an acceptable, mainstream and even 'cool' outdoor hospitality undertaking (Brooker & Joppe, 2013), as well as kitchens, televisions, wi-fi service and sometimes housekeeping as well (Miller & Washington, 2014).

Glamping is a form of outdoor recreation that's half activity and half accommodation. It has evolved from basic inhabitation to currently embodying vacationing, recreation vehicles (RV), and luxury offerings. These different levels of comfort, style and uniqueness have contributed to its popularity in Europe, North America and Australia. (Outdoor Foundation, 2012).

Glamping leads to higher occupancies, higher worth points (Carter, 2011) and new consumer patronage (Peck, 2012). While contributory to augmented profit and occupancy, glamping represents a transition (White & White, 2004), in this case from outdoor to indoor hospitality. Its increasing popularity contributes to outdoor hospitality's integration to the social structure as an acceptable, if not 'cool', undertaking.

In glamping, the interest is notably in the utilization of cabins, to recent immigrants who want to experience the outdoors with a passion especially who have not camped during their childhood. For example, Canadian information shows that forty two percent of Asian Canadians have some tenting expertise, with the bulk of it occurring in Canada as an adult. Subsequently, there's less interest in tenting or RVing, but considerable interest in staying in a cabin located in a park or wilderness setting (TNS, 2009). This preference is of importance, given the marked-up share of immigrants originating from Asia and Latin America wherever tenting isn't common. The future growth of the outdoor activity sector depends on meeting the requirements of those potential new guests (Ontario Ministry of tourism, 2007).

In India, we do have generic data showing the popularity of Glamping but no notable statistical data is yet available. Glamping is still one of the best values for vacations anyone can find. It is less expensive than staying at a hotel and one can bring your own food and cook as much as you want.

You get pure air, you'll sit outside and gaze at the open sky and revel in nature. It also has the advantage over a hotel because as it provides complete privacy to the guests. It's more social as everyone at a camp ground shares the same interest as you do for camping (Anonymous, 2009: 145).

### **OBJECTIVE OF THE RESEARCH PAPER**

- To identify the awareness about the glamping concept as an alternative form of tourism.
- To determine what drives the domestic tourist to select glamping vs. camping.
- To understand the various factors which can make glamping a sought after form of tourism.

### **METHODOLOGY**

This study utilized both primary and secondary data for information collection.

#### **Primary Data**

- In order to gain an insight about the perceptions of the domestic tourist towards the concept of Glamping, a semi structured questionnaire was used to collect the data.

#### **Secondary Data**

- Books, journals, magazines, passive netnography where various social media sites, blogs, online forums were observed and searched and used for reference.
- Secondary data was used to compare earlier research's regarding the perception of Glamping.
  - Population and Sampling Procedure: The population of the study was based with the only criteria being the age group (18 – 50) limited to the state of Rajasthan
  - Sample size: 250
  - Sampling Method: Random sampling method.

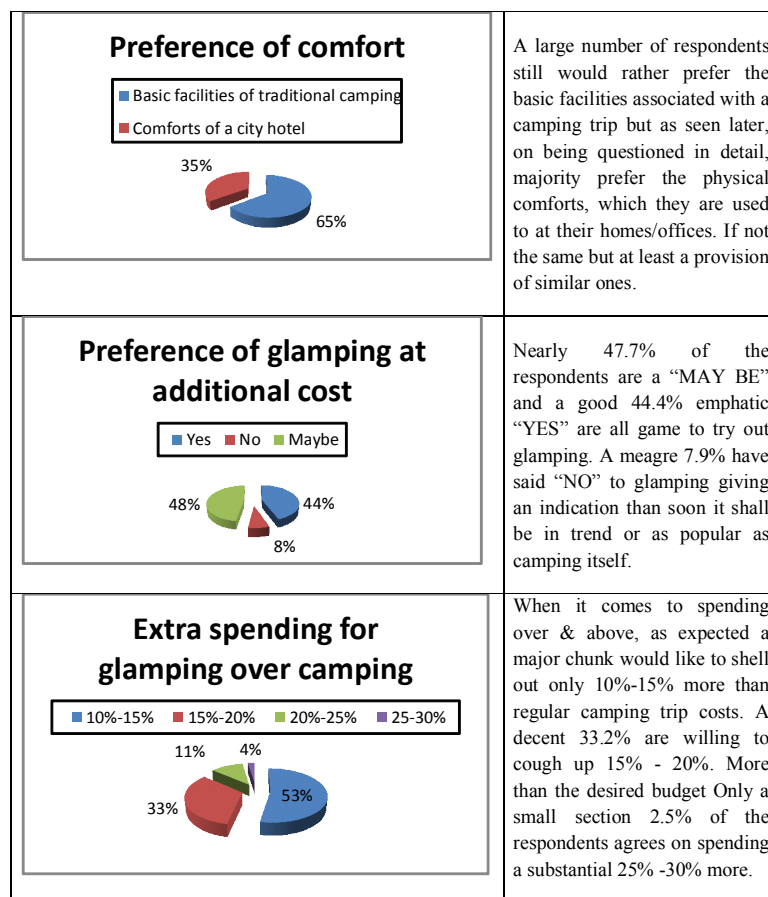
### **DATA ANALYSIS**

The survey instrument (questionnaire) was mailed to 250 respondents in the age group of 18 - 50. Out of which 241 of them responded.

Respondents were asked to answer as per their understanding about the various aspects of camping and glamping both.

Based on the 241 responses via the questionnaire, the data was compiled and analysed to find out various results.

DATA	INTERPRETATION
<p><b>Gender</b></p> <p>Male Female</p> <p>29% 71%</p>	<p>Based on Random Sampling, out of the 241 responses received we nearly had 70% as males and 30% approximately females.</p>
<p><b>Age Group</b></p> <p>18-25 25-35 35-44 45 &amp; above</p> <p>9% 30% 23% 38%</p>	<p>People from the age group of 25-35 &amp; 35-40 years make a large share of the respondents who as expected would also be interested going in for glamping. A good one-third of respondents are in the comfortable bracket of 40 thousand plus salary per month.</p>
<p><b>Salary Per Month</b></p> <p>10-20k 20-30k 30-40k 40k &amp; above</p> <p>11% 67% 11% 11%</p>	
<p><b>Familiarization with word Glamping</b></p> <p>Yes No</p> <p>36% 64%</p>	<p>Familiarization with the word Glamping itself, nearly 60% have stated that the term glamping has been heard by them. On being questioned as to what comes to their mind when they hear the word glamping, 80% of the respondents have replied stating that it is some form of camping. The word glamping may be familiar as it rhymes with camping, majority of them have done the guesswork; it ideally is a form of camping or glamorous camping.</p>
<p><b>Way to connect with nature</b></p> <p>Holiday at Resort Camping Luxury Camping</p> <p>12% 42% 46%</p>	<p>Since glamping is still in its nascent stage as a concept, only 11.6% of respondents have shown the inclination for glamping. There is huge bracket with 46.1% which are interested in camping, who may be targeted as potential converts for glamping. Even the 42.3% who would rather holiday at a resort are potentially good customers as glamping is all about providing all the hotel comforts in lap of nature.</p>



## CAMPING VS GLAMPING

Facility	Camping	Glamping
Sleeping Arrangements	41	58
Restrooms	19	81
Running Water	46	53
Cooking over Bonfire	77	23
Cooked Meals	55	45
Drinking water	22	78
Weather - open/close	78	22
Shelter - open/close	36	64

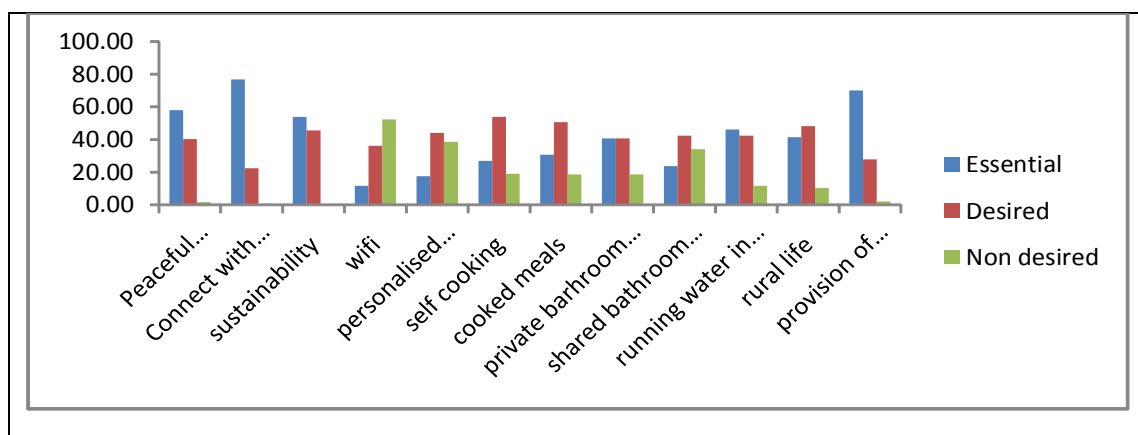
S.No.	Preferences for glamping	Camping	%	Glamping	%
1	Sleeping Arrangements	101	41.91	140	58.09
2	Restrooms	46	19.09	195	80.91
3	Running Water	112	46.47	129	53.53
4	Cooking over Bonfire	186	77.18	55	22.82
5	Cooked meals	132	54.77	109	45.23
6	Drinking water	53	21.99	188	78.01
7	Weather - open/close	188	78.01	53	21.99
8	Shelter - open/close	87	36.10	154	63.90

- Though 156 respondents have stated that they would prefer the basic facilities of a camping trip nearly same amount of members around 140 have preferred a mattress instead of sleeping bag. This clearly shows that there is a disconnect when it comes to actual camping definition and the perception people have when it comes either camping or glamping.



- Similarly, as we can see 195 of the respondents would prefer a shared or a private makeshift restroom. Agreed in India, open defecation is being discouraged, due to health & cleanliness hazards but traditionally camping is associated being in open to nature in all aspects. It definitely has evolved and over the years many comforts have replaced the traditional ways of camping. Glamping too is an evolved form of camping in the truest sense.
- When it comes to taking a bath or having temporary running water in taps, we see a split division in this. 112 vs. 129, who prefer to bucket with mug or a riverside over the temporary water supply. From actually wanting a private rest room, they have a split house when it comes to bathing arrangements.
- A major sweep in a preference where cooking on bonfire gets major votes 77.18%. Bonfire is one of the essential elements of camping & cooking over the same adds to the rugged & rustic charm associated with this form of Tourism.
- Now though 77.18 % of the respondents have shown an inclination towards food cooked over bonfire, nearly 45.23 % still wants meals to be cooked and provided to them. The preference is nearly split as 132 would prefer cooking their own meals over 109 preferring cooked meals.
- As expected nearly 78.01 % of the respondents have given a clear indication preferring safe drinking water over 21.99 % who do not mind being adventurous enough to consume water directly from the river stream or any other natural source.
- 188 respondents have clearly opted being open to nature vis-a-vis only 53 opting for a controlled environment. This was an expected result as both camping and glamping basic idea is to connect with nature. People have stated being connected to nature as major glamping pre-requisite.
- Though being open to nature has come out as a pre-requisite with 188 members preferring that, ironically 154 have shown preference for a secured shelter. The inclination is clearly towards having open nature exposure within the set parameters of safety & security.

## FACTORS INFLUENCING GLAMPING



Preferences for glamping	Essential %	Desired%	Non-desired%
Peaceful experience	58.09	40.25	1.66
Connect with Nature	76.76	22.41	0.83
Sustainability	53.94	45.64	0.41
Wifi	11.62	36.10	52.28
Personalised services	17.43	43.98	38.59
Self cooking	26.97	53.94	19.09
Cooked meals	30.71	50.62	18.67
Private bathroom with WC	40.66	40.66	18.67
Shared bathroom with WC	23.65	42.32	34.02
Running water in bathroom/kitchen	46.06	42.32	11.62
Rural life	41.49	48.13	10.37
Provision of outdoor activities	70.12	27.80	2.07

• The respondents are very sensitive & aware that the aim of glamping is to be in the wilderness hence having peaceful experience, connection with nature are the as essential requirements if glamping. It's truly heartening to notice 53% have also marked sustainability as essential which is a major concern environmentally, we all are utilizing the natural resources and as a customer also we should insist on giving back to the nature.

• Self cooking, cooked meals, private bathrooms and shared bathroom all have more focus in the desired section. An equal number of respondents have preferred private bathroom with WC as essential also.

• Absolutely no inclination towards connecting with virtual world. Also the respondents are not expecting personalised service to be an essential at a glamping resort is also very real. Wi-Fi connection as expected finds its place under the not desired section and Personalised service as desired.

## CONCLUSION

The study concludes that:

- People are aware of the term glamping, but not clear in terms of what it entails. The concept 'Glamping' still has to travel a long way to establish itself as a niche market under the wildlife and nature tourism sector.
- Preferences when asked clearly shows an indication that though people still would like to believe that they prefer camping, they are so used to the basic physical comforts that they are opting for glamping over camping as seen in the Data Analysis
- Majority of the respondents are ready to increase their holiday budget within a small percentage to experience these city comforts.
- Factors influencing glamping are a clear indication as to what facilities if included, can make the glamping experience for them a memorable one. Provisions of including outdoor activities, exposure to rural life are examples as to how glamping can be made a more lucrative option.

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## Concerns of Women Tourists Visiting Delhi: Practices which May be Adopted by Hospitality Sector for Promoting a Safer Environment

*Deepali Indora\**

### ABSTRACT

In the Indian tradition it is said ‘*Atithi Devo Bhava*’ which translates into English as guest is considered equivalent to god. This is a tagline which the Ministry of Tourism, Government of India is using to promote tourism. Contradicting the above statement, in 2017 the Financial Express reported that according to the Global Peace Index the fourth most dangerous country for women travellers is India. Another survey by Thomson Reuters Foundation in 2018 ranked India as the “most dangerous country”. This sheds a harmful light on the image India is projecting as a tourist destination. The statistics from the Ministry of Tourism, India shows a growth in the Foreign Tourist Arrivals to 15.6% and the Foreign Exchange Earning up to 17% in the 2017. Delhi being the capital city holds a negative representation when it comes to hosting the Women tourists. Crimes against women which are highlighted in the newspapers range from scams, pick pocketing, eve teasing, sexual harassment, sexual assault and rape. Government of United State, Canada and Australia from time to time issue travel advisory to its citizens especially while travel to India. The Ministry of Tourism (MoT), India and various state governments have taken initiative to improve the image of the country in the form of support services, multi lingual help lines, deployment of volunteers and tourist police. This study would focus on how hospitality and service industry can contribute towards making travel safer for women tourists. A descriptive study would be used along with a structured questionnaire. The sample would be selected from the population of prominent food and beverage outlets operating in New Delhi. The aim of the study would be to highlight how the women guest in their outlets are made to feel and how open they are to trying out new innovative safety practices which are being used abroad by similar food and beverage outlets.

**Keywords:** Women, Safety, Food & Beverage Outlets, Tourist.

### INTRODUCTION

Tourism industry is being promoted by UNWTO as both social & economic phenomenon utilized for fastest economic development of many different countries. It is observed as a major industry in world commerce faster than industries like food processing & automobile. The ministry of

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tourism, Government of India promote tourism as medium for development, employment & foreign exchange earnings. It is said to promote growth & equality. As per the data published by the MoT, in its annual report foreign tourist arrivals in 2016 was 10.18 million with a growth of 15.6% over previous year depicting a rapid growth in national income. Foreign exchange earnings through tourism of year 2017 were Rs. 1, 80,379 cores with growth of 17% over previous year. (Annual Report-MOT, 2016-17)

## **CURRENT SCENARIO OF WOMEN TOURIST IN TOURISM**

### **i) In World**

UNWTO is working forward to improve women's position world over by active participation of women by empowerment & education. Also, UNWTO decided to dedicated World Tourism Day, 2007 to 'tourism opens doors for women'. In the many surveys independently conducted by various organisations India does not show a potentially harmful place for tourists in many of the tourist surveys like world economic forum & express (print media) U.K. (Mallinson 2018)

This is not a promising face for the tourism of India. Apart from that most of the countries where tourist related crimes occur most of the crimes are concern with the wealth as per 'The Anomie strain theory'. However, in India due to huge variation in the gender count crime against women are common. "India is ranked 125 out of 159 countries in the gender inequality index in the human development report 2015, compiled by the United Nations development programme. As suggested by the report that strict measures needs to be taken to correct violence & crime.

### **ii) In India**

Despite all the benefits tourism industry provides India, sadly we are unable to showcase a promising image for the tourists. According to the Global peace index, India has been reported as fourth most dangerous country to visit for women traveller. Another popular international researches by 'Thomson Reuters foundation' report on tourism, India is said to be the most dangerous country for women before Afghanistan, Syria, Nigeria & Somalia criminal issues like –rape, terrorism along with other concerns like harassment, diseases, pick pocketing are a common concerns of tourists. Many countries repeatedly keep issuing warnings to its citizens regarding travel to India like Australian, Canadian government and US State Department. (International women travel centre, 2018)

### **iii) In Delhi**

Delhi has been reported as most unsafe city for the tourist many times. According to the data published by press information bureau -2016, MoT 154 out of total 382 cases nearly 40% of crimes against foreigners, in country has been reported from the city making it unsafe. Crimes like Murder, rape, theft, pick-pocketing are amongst most common crimes committed against tourists. Despite, all efforts undertaken by the government, it is widely believed that most of the cases against women of mishappening go unnoticed due to fear of security & vulnerability. (Osca, 2018).

## **WOMEN GUEST AS POTENTIAL BUSINESS IN FOOD & BEVERAGE OUTLETS ACROSS INDIA & DELHI**

As recognised by UNWTO women holds a strong presence in the field of employment and service industry brings them twice as many chances of earning a living than any other

industry. However the scenario of women tourist is not much discussed apart from the crimes which are committed against them. Gender sensitive issues are repeatedly undertaken by the government authority to avoid mishapening around the country.

As per the annual reports of MoT nearly 40% of the foreign tourists visiting country were women, showing a significant area for development of women specific services in the industry. Along with a passenger survey conducted by the MoT it was found that while visiting the country more than 80 % of the women were happy with their visits and a remaining of 18 % were partially satisfied in respect of safety & security. (MoT-Annual report 2016-17)

Delhi, the capital city of India. It is located in the northern region of the country. The city represents a rich depiction of the rest of the country showcasing its cultural heritage & diversity in form of art, cuisine & life style. It had been capital city since centuries with even longer history. Apart from the globally popular heritage sites such as *Qutb-minar*, *Lal-quila* Delhi is a metro city with all amenities and services required for a modern lifestyle. Eateries of Delhi are equally famous amongst tourists. Delhi is known for its amalgamated cuisines from fine dine restaurants to the *dhabas*, metro train & sky scrapers as landmarks with malls and entertainment centres. Connaught place, the central market of Delhi was setup by the Britishers. It offers a very wide variety of activities to offer from shopping of the world's most renowned brand to local handicrafts also it is home to numerous restaurants. (Delhi Tourism)

#### **Delhi, its Food & Type of Outlets Studied**

Delhi offers a very wide variety to satisfy cravings from local to international delicacies to suit palate & budget of anyone. Offering from *mughlai* cuisine from old delhi to mongolian cuisine. Government of India keeps organising fairs & festivals to celebrate the uniqueness of Delhi's cuisine like '*Pariyatan Parv*', '*Delhi-ke-pakwan*' etc showcasing the enormous range of food varieties. The city is gastronomically an extra vaganza for anyone trying to try tingle their taste buds. Although there are a wide variety to choose from like fine dining speciality restaurants to the road side *dhabas* providing meals for minimum possible charges. (Delhi tourism)

The research was conducted across the various types of food & beverage outlets:

Commercially owned food & beverage outlets in the Connaught place market area of Delhi city were studied, which could be categorised under following subheadings:

- i. Independently owned restaurants with bar facilities which were operated by single owner.
- ii. Restaurants & cafe with bar which were operated under chain or franchisee.

#### **EFFORTS & CONSIDERATIONS OF FOOD & BEVERAGE SERVING OUTLETS FOR WOMEN**

##### **i) World**

Despite the matters reports indicate the most common crimes committed in the world are against women. Many of the developed countries are still struggling with the similar issues of crime against women. Food & beverage outlets across countries like U.S. & U.K. have also adopted measures to ensure safety of their women clientele. (Hixon, 2017)

The food outlets have found ways that could be utilized by women who feel unsafe around the outlet such as:

- a) Posting of signs in women sensitive areas like powder room etc.



- b) Display of code words which could be used to alert staff about potential threat of sexual harassment for e.g. Angel shot, Angela were commonly utilized key words for this campaign. (Samuelson, 2017)
- c) The staff would ensure the safety of women clients.
- d) Calling for the cab services.
- e) Calls the police.
- f) Improving light settings.
- g) Lowering down the music volume.
- h) Marinating Vigilance over guests

Saving their clients from victimization and avoiding potential mishappening. As it is observed many of the women found themselves uncomfortable & difficult to speak about the threat they are facing, this encourages them to report issue in discreet. Similar signs were utilized in Australia, South Africa, Argentina and Germany. Similar initiatives were under taken at various social media drives globally where awareness about the same was created. (Bowerman, 2017).

## ii) In India

In India different ministries have undertaken different initiatives to ensure safety of women (MoT-Annual Report, 2018)

Such as:

- a) Set up of multilingual Tourist Info line & contact centre for helping tourists seeking information in contingencies such as Crime, illness, etc to promote safety of tourists in Arabic, French, German, Italian, Japanese, Korean, Chinese, Portuguese, Russian, Spanish language.
- b) Handing over pamphlets & literature with safety tips.
- c) Issuance of safety guidelines to the tourist.

- d) Taking help of the tourist police at tourist sensitive cities.
- e) Marinating social awareness.
- f) Educating public about importance of tourists & Tourism.
- g) All the state and UT ministries had been guided to make tourism friendlier for the tourists.
- h) Projects for facilitating tourists had been undertaken by the government.

(Mot-Annual report-2018)

### RESEARCH OBJECTIVE

The objectives of this study are as following:

- i. To study the current scenario of women tourist's safety in Delhi.
- ii. To learn the volume of business the women guests are providing food & beverage outlets in Delhi.
- iii. To understand the willingness of food & beverage outlets in Delhi in adopting women safety measures used abroad.

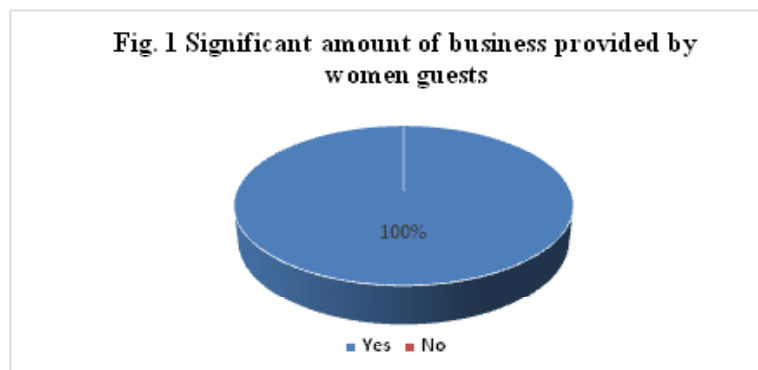
### RESEARCH METHODOLOGY

Research Design used in this study is descriptive. It helps to describe the characteristics of a particular individual or group. As this study is concerned with the narration of facts and characteristics related.

**Data Collection** –Primary data and secondary data both have been used in this study. The primary data has been collected using structured questionnaire. The various food and beverage outlets serving alcohol have been covered. The questionnaire was filled out by personally visiting the outlets and talking to the restaurant manager and the supervisory staff.

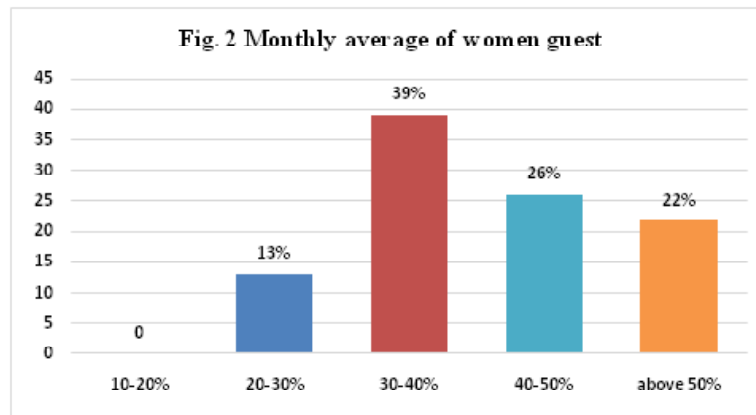
The target population for the study was 960 restaurants as approved by the excise as on 27<sup>th</sup> December 2018. The data was collected using non-probability sampling. For this study the area of Connaught place was chosen as it is centrally located and is a hub for many food and beverage outlets. Convenience sampling method was used for collecting data. The sample size for the food outlets and beverage outlets was 65. Only 30 useable questionnaires were received.

### Data Interpretation





The pie chart (Fig. 1) depicts that 100 percent of the outlets studied agreed that women guest also provide a significant amount of business to their respective outlets.



The bar graph (Fig. 2) represents average percentage of women guest who visit the outlet on a monthly basis. It was found that 39 percent of the total outlets are of the view that 30 – 40 % of the total guest is women. Whereas 40- 50 percentage & above 50percentage of the outlets show that are 26 % and 22 % of their respective clientele are women. Only 13 percent outlets feel that out of the total guests visiting their outlet only 20-30 % are women guest.

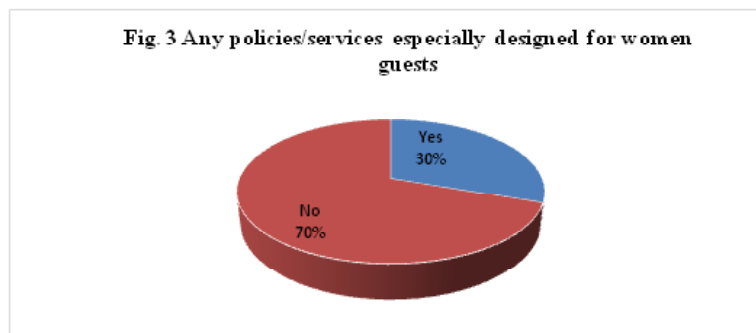
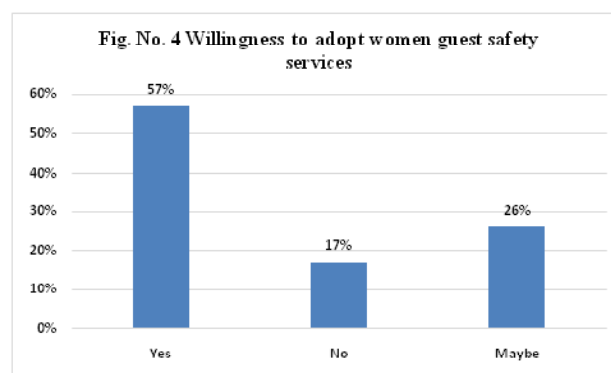


Fig. 3 is a pie chart showing that 70 percent of the food & beverage outlets having bar facilities do not have any policies or protocols especially designed for the women guest. However, 30 percent of the outlets did have policies to aid women.



The above bar graph (Fig.4) displays that 57 percent of the outlets were willing to adopt services& measures for promoting women guest safety services, while 17 percent of the outlets were not willing to do so and 26 percent of the outlets answered it as maybe.

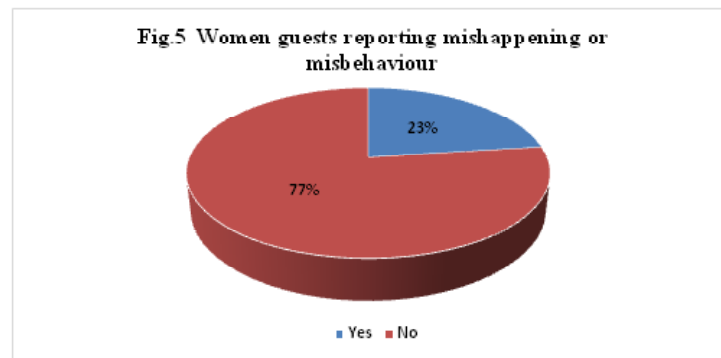
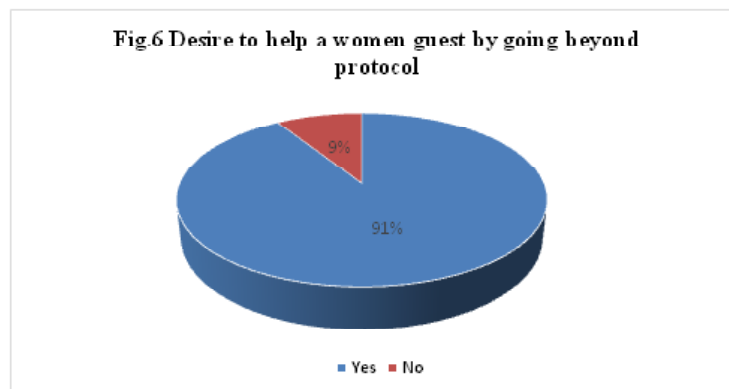
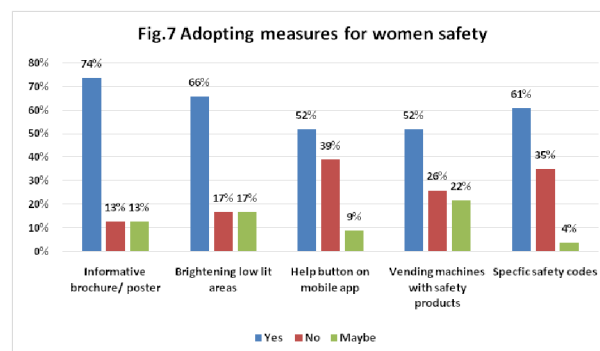


Fig. 5 shows that 77 percent outlets said that no women guests had reported any issues relating to mishappening or misbehaviour .Whereas 23 percent said that a few women guests had approached the management in this regard.



Pie chart (Fig. 6) presents that 91 percent of the outlet managers were willing to provide help to women guests who would approached them regarding any issues of misbehaviour or harassment, however 9 percent denied doing so.



The fig.7 displays the willingness of the food & beverage outlets regarding acceptability of few suggested measures which can be adopted by outlets for promoting women guests safety.

- 74 percent of the outlets agreed with the idea of having posters or information brochures at the reception or women's restroom but 13 percent were either not willing to do so or were not sure of the idea.
- 66 percent of the outlets agreed upon brightening up of the low light setting areas to avoid potential mishappening but 17 percent disagreed upon the same.
- 52 percent of the outlets were in favour of providing a help button on their mobile app or in their outlet at strategic locations where else 39% were not in for the idea.
- Again 52 percent of the outlets were willing to placing vending machine for dispensing products such as safety alarms, safety key chains and pepper spray in restroom. However, 26 percent were against the idea as it could be misused and 22 percent responded as maybe regarding sale of women safety products.
- 61 percent of the outlets studied were ready to use specific safety codes which could be displayed in the restroom for women seeking help in time of crises and 34 percent of the outlets were disinclined in doing so.

## CONCLUSION

- All outlets visited for collecting the data considered women guest to be of significant importance to their business.
- The average monthly guest at about half of the outlets are women, still 70 percent of the outlets do not have any policies or services for women guests.
- 57 percent of the outlets were willing to adopt safety services especially designed to aid women guests seeking help in distress and 91 percent of the managers and supervisory staff were willing to by going beyond protocol to help their women clientele.
- It was found that 77 percent said that they never ever had a complaint relating to mis happening or misbehaviour with women guest at their outlet. Outlets considered their area to be safe place. However maybe the outlets didn't want to reveal the actual image even if they had come across any such incident due to fear of defamation.
- It is interesting to note that more than half of the outlets visited are willing to adopt measures for ensuring & promoting safety of their women client, but on the other hand, it is sad to see that no actual actions had been undertaken yet.

## DISCUSSION OF RESULTS

- The first objective is to find out the current scenario of women tourists safety in Delhi. It is still a big issue which needs to be addressed. Various reports and polls are still indicating that India is a dangerous country to visit. Still travel warnings are issued to the citizens of foreign countries visiting India. Delhi too is reported as unsafe for tourists. The ministry had reports of cases against foreign tourists which are nearly 40% of the total cases reported against different crime issues in year 2016. Crimes like Murder, rape, theft, pick-pocketing are amongst most common crimes committed against tourists. Despite, all efforts undertaken by the government, it is widely believed that most of the cases against women are of misbehaviour, which goes unnoticed due to fear of security & vulnerability. On the contrary, 77 percent outlets have shown that they never had any complaint relating to mis happening or misbehaviour with women guest been reported.

- The second objective refers to learning about the volume of business women guests are providing to food & beverage outlets in Delhi. All outlets covered under this study considered women guest to be of significant importance to their business. More half of the outlets consider women guest to be making about 50 percent of their business.
- The third objective was to discuss the willingness of food & beverage outlets in Delhi for adopting women safety measures which are used by food & beverage outlets outside India. Only 57 percent of the outlets were willing to adopt services for promoting women guest safety services while 17 percent of the outlets were not willing to do so. Out of the few safety measures suggested it was observed that display of the information brochure & posters at strategic locations was most likely to be adopted by food & beverage outlets. This was followed by brightening up low lit areas and using specific safety codes to aid women in distress situation. Having a vending machine which would dispense safety articles like pepper spray, safety alarms or safety key chains was least popular as it was thought that it could be easily misused. Similarly having a safety button on their respective outlet app wasn't something the outlet wanted to prompt as they felt there are plenty apps which are being used for this purpose. Further it was observed that any such measures could not be implemented without discussion with the management panel.

#### LIMITATIONS & RECOMMENDATION

- Time constraint was a challenge of the study.
- Limited sample was used which cannot be used for to generalise the result for the entire population.
- Many of the staff was not un confident about the issues.

Further research may be carried out on the policies of the management. Different services may be developed specifically for the women for upgrading and improving the service quality.

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## Analysing the Potential of Disabled Friendly Accommodation for the Tourism Sector in India

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### ABSTRACT

This research explores the business potential of accessible hotels in India. Across the world, adopting a disabled friendly strategy in design, construction and operation of hotels has resulted in enhanced turnover, profitability, customer goodwill, repeat customers and brand value. A qualitative method was adopted using both secondary data and primary data collected from 30 five and four star hotels in Chennai, Tamil Nadu. It was found that upto 20% of the total market for hotel rooms in India is for disabled persons. The size of this market is 10 million persons and estimated to generate turnovers of \$0.2 bn by 2020. In addition, most disabled travellers are well-heeled with large disposable incomes and tend to spend more and stay longer than their able-bodied counterparts. It may be concluded that in India, there is a very large business opportunity for making hotels accessible to persons with motor / hearing / visual impairments and for elderly persons / pregnant women. However, this research also established that most hotels in India are not disabled friendly. Staff do not know how to approach and handled disabled guests. Hotel layouts are not very accessible to disabled guests. Rooms are often not fitted out in a manner that is convenient to disabled guests. This suggest that to leverage on the business opportunity in this sector, hotels will need to incorporate a design that takes into consideration the needs of persons with disabilities, reserve a portion of their rooms specially for these guests and create a hotel / room design that is more accessible to such persons. The recommendations on what must be done to make Indian hotel rooms disabled friendly have been indicated. This paper indicates that by promoting themselves as being disabled friendly, hotels in India will be able to create niche positioning, differentiate themselves from competing hotels and attract large clientele from the disabled segment of the tourist population.

**Keywords:** Potential Market, Disabled Friendly Accommodation, Disabilities, Hotels.

### INTRODUCTION

This paper examines the extent to which hotels in India cater to the requirements of disabled travellers and evaluates the business potential of this segment of travellers for the Indian tourism sector. Across the world, there is a growing recognition that the disabled travel sector presents

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a potentially big business opportunity for the hotel sector. Providing accessible hotels will also enable people with disabilities to participate in the tourism sector. In India, there are almost 27 million people with some disability (Abidi, 2016). This is almost 2.2% of the total population of the country (Abidi, 2016). In addition, large numbers of people with disabilities come from abroad for medical tourism purposes (Daniels et al., 2015). However, it is not known how accessible friendly Indian hotels are. Nor is it known as to what are the specific and most in demand requirements of disabled persons who wish to travel. An understanding of these requirements is critical for hotels to focus on the kind of infrastructure that needs to be invested in to make them more accessible for people with disabilities. It is these gaps on research related to accessible hotels that this paper will attempt to bridge.

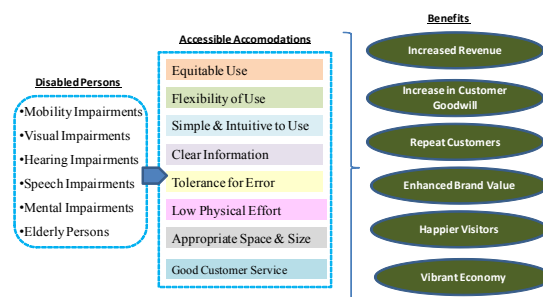
**Research Question: What is the business potential of making hotels disabled friendly in India?**

## LITERATURE REVIEW

Accessible accommodation has been defined by Israeli (2012) as places where people with disabilities / elderly persons are provided with those products, services and environment that will enable them to function independently and with dignity. Accessible accommodations include the dimensions of ‘who’ and ‘what’ (Burnett and Baker, 2011). Who refers to people with disabilities and ‘what’ refers to ease of approach and entry into the buildings and the extent to which disabled persons are enabled to use buildings and their facilities. Disabled persons refer to people with motor / visual / hearing impairments and with people with mental / respiratory / allergy ailments (Turco et al., 2015). Ray and Ryder (2013) added elderly persona and pregnant women to this list. These views suggest that accessible accommodations refer to hotels that address the specific needs of these categories of persons and not just of the able-bodied.

According to Crawford and Godbey (2008) the design of accessible accommodations promote equitable and flexibility of use. That is, they can be used with persons with diverse abilities and accommodate a range of preferences. They are simple to use by everybody (Darcy, 2009). Information related to use of facilities is communicated easily and perceptibly to users (McGuire, 2008). Accessible accommodations minimize negative consequences of accidents and can be used with a minimum of effort and fatigue (Israeli, 2012). They are characterized by appropriate size and space provided for each use and by excellent and sensitive customer service (Miller and Kirk, 2012). Accessible accommodations provide a range of benefits including increased revenue for hotels, increase in customer goodwill, repeat customers, enhanced brand value, happier visitors and a more vibrant economy (Driedger, 2005; Buhalis, 2003).

Based on these findings the theoretical framework in figure 1 was developed.



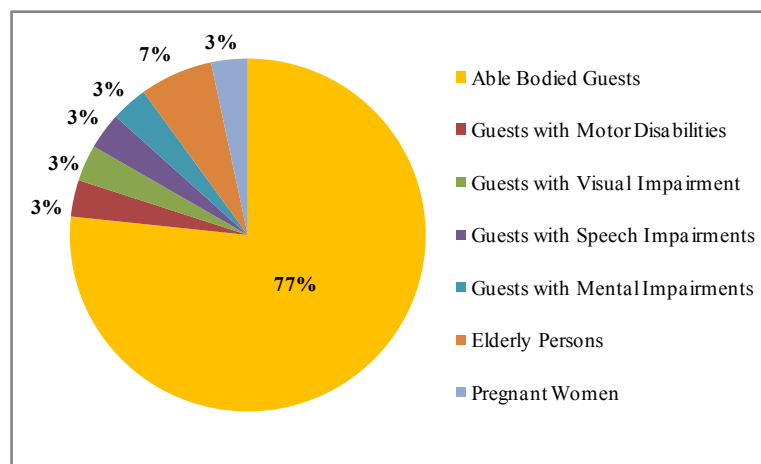
**Figure 1: Theoretical Framework**

## METHOD

This paper used a qualitative methodology with primary and secondary data. The secondary data evaluated the key parameters for assessing accessibility of hotels. The primary data was collected from a random sample of 30 five / four star hotels across the state of Tamil Nadu. The researcher contacted the managers of these hotels to find out the level of demand from disabled persons, the current state of readiness of hotels to cater to disabled persons and the requirements most often asked for by people with disabilities. These findings provided an overview of the business potential of making hotels accessible and also of the key requirements of this segment of the tourist population.

## FINDINGS & ANALYSIS

The hotel managers gave average numbers of disabled and able-bodied guests at their hotels. Their respondents are given in figure 2.



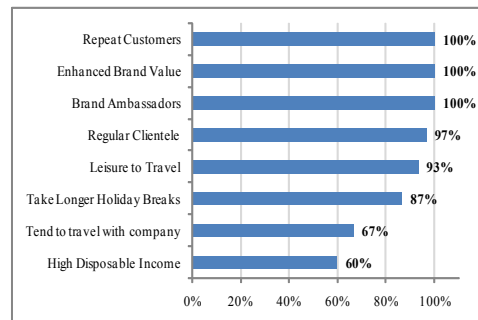
**Figure 2: Able – Bodied / Disabled Guests**

From figure 2, it is observed that upto 23% of all guests at the Chennai hotels suffered from some kind of disability. Furthermore, it is observed that elderly persons (7%) form the major chunk of tourists that might need accessible hotels. The other groups of disabled persons including those with motor / visual / speech / mental impairments and pregnant women are almost equally represented suggesting that all groups of people falling under the category of disabled persons engage in travel in India.

Most respondents indicated that the size of the domestic tourist population alone in India is 450 million strong. In addition, at least 5 million foreign travellers visit India annually increasing the total tourist population to 455 million. Abidi (2016) stated that upto 2.2% of the total population in India is disabled. This means that the target market size for disabled tourists in India is at least 10 million persons. Statista (2018) observed that hotels in India currently generate about \$7 billion in revenues annually which is expected to grow to \$ 13 billion by 2020. Given that 2.2% of overall hotel revenues can come from disabled tourists, this implies that the market for disabled friendly accommodation alone can be worth \$0.2 billion by 2020.



Figure 3: Gives the various parameters that help evaluate business potential of disabled tourists in india

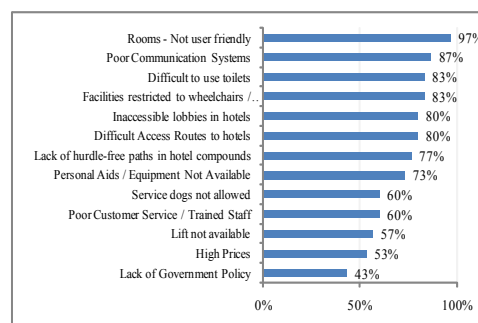


**Figure 3: Business Potential for Disabled Accommodations**

Respondents observed that contrary to popular perception, disabled persons who want to travel even in India are those with large disposable incomes. This suggests that this segment of the tourist market can spend more on accessible accommodations. Disabled persons tend to travel with caregivers, family, friends and companions which will stimulate additional demand for rooms. Disabled persons tend to take longer trips which mean that this segment spends more per trip as compared to regular guests. They have the leisure and opportunity to travel which implies that disabled persons are more likely to travel if they can.

Most importantly, all respondents agreed that there is a critical shortage of disabled friendly accommodation in India and investments made in making hotels more accessible will enhance the brand value of the hotel. Disabled person will tend to become loyal customers of hotels which they find suitable for their stay. They become brand ambassadors of the hotel stimulating more number of guest footfalls. This in turn increased the likelihood that more number of able-bodied guests visit the hotel as they perceive it to following egalitarian and humanitarian principles. This results in increased revenues that more than makes up for higher investments made in making the hotels more accessible. Furthermore, respondents stated that in luxury hotels at least 10% of all rooms must be disabled friendly in order to leverage the opportunities presented by this segment of travellers. From these findings it may be concluded that there is very high potential and growth opportunities for the accessible accommodation sector in India.

Respondents were asked to list out the most common complaints that disabled visitors to their hotels complain about. Figure 4 summarizes their responses.



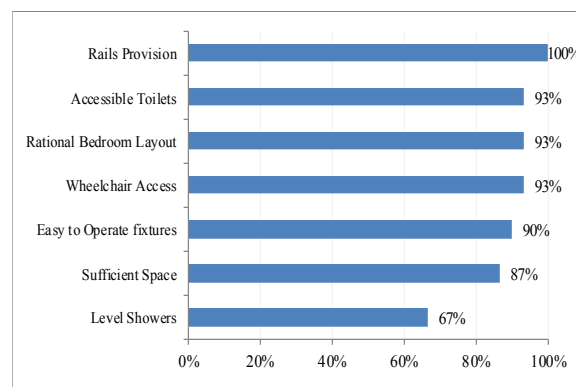
**Figure 4: Problems Faced by Disabled Guests**

The most important dissatisfied among guests was the lack of facilities even in those rooms specially reserved for disabled guests. Guests complain that popular hotel furniture such as cupboard take up too much of maneuvering space in the rooms. The pillow top mattresses are too hard and too high for guests to climb on or transfer from a wheelchair. The low lighting in the rooms and restaurants make it difficult to see or move about. Door hands are not easy to reach or operate. Toilets do not have conveniently placed support handrails next to toilets and shower areas. There are no free spaces next to the toilet for transfers to wheelchairs and at times the bathrooms are not paved with non – slip floor tiles which make them dangerous to use. Furthermore, rooms for disabled are situated to one corner of the hotel which makes travel to them very long.

Guests complain about lack of appropriate communication systems. For example, rooms and hallways do not have clear signage's or pictograms that can be easily understood. The signage's do not have sufficient contrast which makes them difficult to read for the visually impaired / elderly. A recurring complaint is that hotel staff is not trained on how to provide disabled person friendly customer service. Guests perceive that hotel staff does not have an understanding of their special needs. They find that hotels rooms for disabled persons are unjustifiably priced too high. Most respondents agreed that facilities for disabled guests in most hotels in India is restricted only to wheelchairs and to wheelchair ramps. Even here, ramps are either too slippery or too coarse and too steep or too shallow which makes travel along them very difficult for the disabled. There can be a lack of personal aids / equipment in the hotel for the disabled in case they want them.

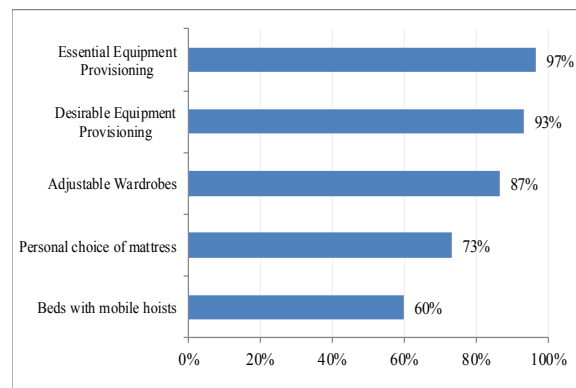
Most respondents felt that while the Indian government has laid down policy for facilities to be provided to disabled guests by hotels, a lack of enforceability means that these stipulations are often ignored. Most foreign guests with disabilities complain that Indian hotels are not service animal friendly. These animals (mainly service dogs) are either not allowed in the hotel or not provided with appropriate accommodations, water / food and toilet facilities.

Figure 5 gives the views of respondents on what must be done to the physical environment of hotels to make them disabled friendly.



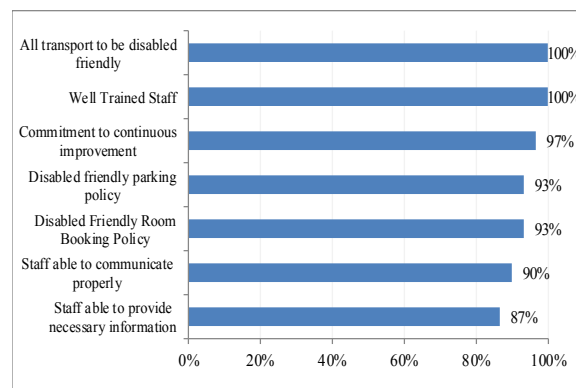
**Figure 5: Disabled Friendly Physical Environment**

Figure 5 indicates that provisioning of hand rails wherever possible, a rational bedroom layout and sufficient that permits free movement, providing easy to operate fixtures and toilets that are accessible will result in a disabled friendly physical environment. Figure 6 indicates the equipment and fixtures that respondents mentioned as being necessary in disabled friendly hotel rooms.



**Figure 6: Disabled Friendly Room Fixtures**

The most important features are to ensure that rooms have spare equipment deemed necessary by disabled friendly persons. For example, it is important that rooms have walkers, walking sticks, bath boards, shower and bath seats. Wardrobes that can easily be accessed, provisioning of soft / hard mattresses according to user requirements and beds with adjustable heights are some of the other important features in a disabled friendly room. Figure 7 indicates respondent views on staff training and other infrastructure that must be included in a disabled friendly hotel.



**Figure 7: Staff Training and Other Infrastructure**

Properly trained staff is possibly the most important factor in a disabled friendly hotel. Staff must know how to communicate with disabled guests, to provide extra care and assistance and to be sensitive to them. For example, one respondent stated that it is very important that staff talk to the disabled guest directly rather than only to their attendants / companions. Staff must be able to inform callers about disabled friendly policies of their hotels. Hotel management must reserve part of their parking and transport infrastructure particularly for disabled person and continuously improve on their service levels based on customer feedback.

## CONCLUSION & RECOMMENDATIONS

The findings in section 4 imply that most hotels in India are not disabled friendly. This means that the Indian hospitality sector is missing out on a potentially very valuable business opportunity. The findings above indicate that 2.2% of all tourists are disabled in some way. If hotels in India

are made more accessible, this segment of the tourist population can account for a substantial portion of their turnover. The following recommendations are made to make hotels in India disabled friendly.

- Hotels must incorporate an overall and room layout that is disabled friendly. This means that rooms for disabled persons must be larger than normal rooms to provide adequate space, providing for easy lobby access, placement of accessible rooms / toilets on ground floors of hotels and of disabled friendly parking and transport.
- Common areas such as restaurants, lobbies etc must be fitted out such that they facilitate equal standard of use for both disabled and able – bodied guests.
- The hotel premises must be easily accessible. This means providing convenient parking and convenient taxi / bus pick up and drop to the hotel lobby without any obstacles.
- The disabled friendly rooms must be fitted with good quality finishes and fittings that are adjustable, automated as much as possible and comfortable to use. Hotels must reject fittings that suggest a hospital or a sanatorium and include those that are in line with the interior décor of the hotel.
- Disabled guests must be offered choice as per their disability. For example, guests with mobility disabilities might prefer roll-in baths while those with visual impairment might require restaurant menus with extra large prints.
- As far as possible all fixtures and furniture within rooms must be positioned such that they can be easily found, safely and intuitively used and do not obstruct free movement within the room. For example, furniture must not block access to windows such that pulling curtains at night becomes difficult.
- Hotels must give attention to detail by providing well – designed items for their disabled guests. For example, providing them with instruction / menu cards that are embossed, stick holders at restaurants and electronic card enabled locks facilitate easy movements and access within hotels.
- Hotels must keep in stock equipment for the disabled. For example, keeping walkers handy is very important for elderly guests and creates the perception that the hotel is committed to caring for its disabled guests.
- It is important that information about disabled friendly services is available at all stages of the booking process from pre-booking to guest arrivals. This includes informing guests clearly what disability friendly facilities are available at the hotel and ensuring that what is provided to guests when they check -in match with what has been informed to them before booking.
- Training must be provided to all staff members on how to specially care for disabled visitors. This includes training in communication methods, providing basic technical solutions for special requirements and providing customized and appropriate services wherever required.
- Hotels must be committed to the continuous improvement of their disabled friendly services based on the feedback provided by customers.
- Hotels must broadcast in their promotions that they are disabled friendly and mention what all disabled friendly services / infrastructure they provide. Such promotion will attract more numbers of guests – both disabled and able – bodied – to their hotel.

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## Measuring Tourists Experience in Luxury Train 'Maharaja Express': A Qualitative Study

*Shweta Kumar\**

### ABSTRACT

The purpose of this paper is to identify the level of experience tourist's gain in boarding luxury train- 'Maharaja Express'. The luxury train 'Maharaja Express' was started in year 2010 offering various itineraries to tourists giving them experience and feel of the bygone era. The main focus of the study was in eight sections (1) Registration (2) On board service (3) Food and beverage service (4) Ambience (5) Off –board services (6) Other facilities like spa, gym etc (7) Departure (8) Overall experience. The data was consolidated using triangulation method which involved coding from primary sources being questionnaire and interview; secondary sources used were social media, newspaper article with other relevant documents. To present the result narrative qualitative style was applied; to examine the uniqueness of individual's lived situation where each person has its own perception and experiences and when people give meaning to what they experience in an event, qualitative method proves to be very useful. The tourists boarding the luxury train encounters and experience multiple events and this study gives a holistic outcome allowing a worthy in-depth understanding of

Tourists overall experience. This luxury train aims to give an authentic experience to the tourists along with the sense and feel of 'Royalty'- the way maharajas lived in their golden time. The presence of the luxury train –'Maharaja Express' contributes immensely in booming the tourism sector of the country.

**Keywords:** Maharaja Express, Luxury Train, Qualitative Style, Tourist's Experience.

### INTRODUCTION

The luxury train "Maharaja Express" was born in year 2010 by IRCTC offering utmost luxury tours to the tourists boarding the train. The train is famous for giving majestic experience to the tourists. The half mile long train is unique and offers itinerary which can be remembered forever. It recreates the bygone era in the royal way. The luxury train tours where one can see The Indian Panorama, The Indian splendor, the heritage of India, Treasures of India, The Southern Sojourn, The Gems of India and The Southern Jewels. The tourists get an amazing opportunity to feel the royalty while running on wheels. The train cabins fall in four categories – Deluxe Cabin, Suite, junior suite and Presidential suite. It is called as a Luxury Charter which provides tour to tourists from the globe. All these tour are customized specially for tourists who seek

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comfort, luxury and value for money.

Maharaja Express has received so many awards for its wonderful hospitality since the time it has been started. Various accolades received is by CNBC Awaaz Travel Award of 'Best Luxury Train' in 2010, 2015; 'Seven Star Luxury Award' in 2015 and 2016; 1<sup>st</sup> runner up by 'Conde Nast Traveler Readers' Travel Award 2011 and also 'World's Leading Luxury Train' in the year 2012, 2013, 2014, 2015 and 2016. The Presidential suite is named as Navratna which means nine precious jewels. Luxury Train in the earlier time was named after precious jewels of different Maharaja. The Maharaja Express has 14 guest cabins namely Neelam, Panna, Heera, Manik, Moti, Firoza, Gomeda, Katela, Moonga, Beruz, Pukhraj and Pitoniya.

Tourists boarding this luxury train can experience the diversified country, information related to travel and required guidelines are handed over in form of documents to the tourists. This train ensures of giving an unforgettable experience for lifetime.

The royal train offers the ride to various heritage places like Delhi to Jaipur Gwalior, Agra, and Varanasi where the tourists can explore the true essence of spirituality. The tourists can also see the functioning of metropolitans and how the commercial setup in the city works as it trip from Mumbai to Delhi via Udaipur. Bikaner, Ranthambore and Agra. This train also organizes short trips from Delhi to Agra covering Ranthambore and Jaipur, the beauty of these places just mesmerize the tourists.

The luxury train organizes butler service which is highly skilled, spacious cabins, king size beds which are comfortable with attached bathroom. All the meals are offered with mineral water in gold plated wear along with all kinds of alcoholic and non alcoholic beverages. Amenities like LCD, DVD player, safety locker, Wi-Fi, basic bathroom toiletries etc. are provided on-board.

The Luxury train has two theme restaurants Mayur Mahal (Peacock restaurant) and Rang Mahal (Haveli restaurant) and Safari bar which serves both national and international brands liquor in finest glasses

## LITERATURE REVIEW

**Mr. Kishor Singh** made a study for Ph.D. degree on "A Study of Tourism Management & Organization in State of Rajasthan", MDS University, Ajmer, 2006. It focuses on different aspects of Rajasthan which involves folk dance of Rajasthan, literature, language and art culture. The study also covers the tourism product like desert, pilgrims, religious places, traditional jeweler and folk dances which are appreciated by the domestic and international tourist. The important suggestions made in the research states that there should be appropriate tourism policy, trained staff to offer services to the tourist, emphasis on hotel and accommodation sector should be given and betterment to provide more services like foreign currency converter, travel, communication and healthcare in the state.

**Ms. Anita Kumari** made a study for Ph.D. degree on "Problems & Prospectus of Tourism Administration in Rajasthan", University Of Rajasthan, Jaipur, 2004. The study was to identify what are the various problems faced by the domestic and foreigner tourists and look forward to develop solutions to solve the challenges faced in an easy way. The researcher wants to seek development of the tourism occupation in forming a complete industry. The evolution can only take place when the people in the framework like the businessman, leaders and others from the society come forward and help the reason of increasing the tourism in Rajasthan. The main

suggestions made are to increase transportation facilities, improve quality of food stuff, providing better accommodation facilities, training sessions for tourist guides, operators and also increase entertainment and communication facilities.

**Mr. Yogesh Kumar** had written an article on “Rajasthan Tourism - Holidays in Rajasthan”. In this article writer give emphasis to history, tradition and culture of Rajasthan. The article focuses on holidays in Rajasthan which is unforgettable and enjoying experience of camel safari, track the tiger in wildlife sanctuaries, visiting pilgrimage and heritage place gives a different experience. Writer considers various cities in Rajasthan such as Jaipur, Bikaner, Jaisalmer, Jodhpur and Udaipur which are famous for its culture and tradition. He also studies Wildlife Park and sanctuaries in Rajasthan such as Ranthambore National Park, Sariska National Park, Keoladeo Ghana National Park and others which attract more tourists for the purpose of wildlife tourism. Writer further conclude about the energetic Rajasthan holidays in the form of forts and palaces, desert festival, camel festival, Pushkar fairs, music, dance and drama.

**Mr. Prakash Chandra** published an article on “Rajasthan Tourism in India - Explore Its Attractions” on July, 2010. In this paper he studied that Rajasthan is a popular tourist hangout spot in North India. It is frequently visited by global tourists. The prosperous tourist attractions of Rajasthan includes numerous forts and palaces, monuments and structures, lakes and mountains, sand dunes and desert beauty, national parks and wildlife destinations. Writer recommend that Udaipur and Jaipur are the two most visit cities of Rajasthan. Udaipur is famous for silvery lakes. There are many lakes in the city and therefore it is nicknamed as “City of Lakes”. The capital Jaipur is most charming city of Rajasthan. The moods of city always remain pink and welcoming. Jaipur is also called as “Shopper’s Paradise”. Tourists enjoy window shopping in the city. The markets of Jaipur are famous for handicraft items, gems, jewelry and marble. The researcher also points that safari tour is the greatest adventure to enjoy during Rajasthan tours. Tourists can enjoy camel safari, elephant safari, tiger safari and horse safari during their tours

**Strauss & Corbin, 2015** states that Qualitative approach is found to be the best and appropriate methodology in understanding the purpose of the research. This allows to look into exploring a particular phenomena like thought processes or feelings, which otherwise is a difficult task to learn or find through other research methods

**Bogdan & Biklen, 2007** suggested that when people give meaning to what they experience in an event, qualitative case study method proves to be very useful

**Denzin in 2013** proposed the technique and is called the theorist of triangulation “It refers to the use of multiple methods (qualitative/ quantitative or both) or data sources in qualitative research to develop a proper understanding of phenomena”(Patton, 1999). This benefits the research as data is collected in a diversified way which establishes richness to the context. It is particularly more popular in qualitative research as it is one of the strategies which is used as validity test

**Strauss & Corbin, 2008** “Qualitative research studies involves a continuous interplay between data collection and data analysis”

**Stake, 2008** pointed that qualitative researcher should not have narrow thinking, suggest that researcher should relate to the participants and never use their personal assumptions in building by meaning.



## OBJECTIVES

The objective of the paper is to find the quality of service in the luxury train “Maharaja Express” in the identified eight categories (1) Registration (2) On board service (3) Food and beverage service (4) Ambience (5) Off –board services (6) Other facilities like spa, gym etc (7) Departure (8) Overall experience

## METHOD

- 1) The data is collected from luxury train “Maharaja Express” using both primary and secondary sources in the year 2017-2018. Primary sources involved face to face interview done with the tourists boarding the luxury train Maharaja Express; where the questions and interactions covered all the eight sections mentioned in the objectives
- 2) Questionnaire was also developed for the tourists boarding the luxury train “Maharaja Express” which again covered the eight sections needed to be analyzed. It was made available when the tourists had less time for face to face interview.
- 3) The tourists names are coded with alphabets’ (Tourist A,B,C were interviewed face to face)
- 4) Tourist D, E, F, G, H, I was asked to fill questionnaire for study.
- 5) Tourist J series and K series are responses from blogs and social media
- 6) Secondary sources lists as the following

**Document Review:** Tourist feedback register was referred to which was kept in the luxury train  
*Newspaper article:* The articles published related to study in newspapers like Times of India, The Hindu, Hindustan Times, Mail Today, Economic Times were collected.

**Brochure :** The brochure was available about luxury train in the head offices, flourished the on-going deals and details about the luxury train in terms of packages offered to the tourist, train schedule for that particular year, tariff structure, facilities offered in the luxury train and also the itinerary followed for the entire tour.

**Magazines:** referred articles published in various magazines like Travel plus, Hospitality biz, Discover India and Travel destination.

**Pictures:** These were collected from site visits, brochures, internet, and official luxury train websites in order to know the speciality and have a holistic view related to the study.

**Social media:** use of luxury train facebook page, instagram and blogs helped in substantiating the data

**Internet:** Official website of the luxury train was visited regularly to check for any new update.

**Step 1:** Systematically organize and form the data for analysis: The data collected through primary and secondary sources were properly sorted like questionnaire giving incomplete data were rejected, repetition in data was checked and removed, pilot study was conducted and amendments were made

**Step 2:** Read the data: The sorted data was read carefully and understood logically covering all possible sources. This step allows knowing the collected data in better way.

**Step 3:** Start with detailed analysis using coding process: I started forming themes from the data and segmented them in various sections to give shape to the data.

Step 4: Coding process helps in developing categories: I developed codes to categorise the themes clearly and further consolidated the data to generalise in more modified form giving them some description.

Step 5: Proceed how the themes will be used in describing it making meaning in a narrative way: I represented the theme in a narrative way giving description with logic which helped in emerging the findings possessing meaningful text and developed passages which expressed the view point of the participant.

Step 6: Interpretation of the data: In the last stage, a qualitative case study was presented which was interpreted by me, covering all research findings for objectives

As they were multiple sources of information I used the technique of triangulation to establish the final findings of the research in case study form.

## **RESULTS AND DISCUSSION**

### **(1) Registration**

The first phase in the registration process is ‘reservation’ and the accuracy during this process is considered to be important allowing tourists to have a wonderful experience. Various responses were collected where Tourist A mentioned in a face to face interview “The reservation process was smooth and excellent”; Tourist B “They were so accurate in managing reservation”; Tourist C “The reservation emails and calls were prompt...” same response was provided by Tourist D, F, G, I and K1 “Reservation happened to be wonderful”. Reservation for international tourists involved a lot of research if not done by travel agent, the international tourists had to be double sure of the genuine website and payment mode. Tourist E, H & J1 “It was good, I wanted to pay in Indian currency but it was not possible” rated accuracy during reservation process as ‘Good’. All the tourists showed ‘excellent’ response when welcome experience was discussed. The authentic style of welcoming with traditional music in background, red carpet cover, and garland with tikka along with band beating Indian drums made the experience worthy. Tourist A “ “Undoubtedly the best” Tourist B “ The royal welcome was amazing” Tourist C “It was like a theatre setup”, Tourist J2 “I went on looking at all them-extremely good job” Tourist K2 “It was a musical wonderful experience”. Check in experience was rated excellent by Tourist A “The wonderful experience of check-in was so exciting” Tourist B “Check-in experience went so well”; Tourist J3 “I loved the experience” and same responses were collected from Tourist D, E, F, G, H, I, J3 “such a warm experience”; K3 “cutest experience of being taken to the train”. Luggage handling for all the tourists shared the opinion as ‘Excellent’; Tourist A “It was great” Tourist B “ We had no problem” Tourist C “ I loved the way my fragile luggage was taken care” Tourist J4 “ I appreciate the staff for careful luggage handling” Tourist K4 “ They were very quick”

### **(2) On Board Service**

The service provided inside the luxury train makes an essential difference to the rating of the overall experience, as the tourist spend the entire day inside the luxury train each interaction with the tourist should display ‘moment of truth’. Housekeeping services was found to be ‘Excellent’ by tourists A “I love the room cleanliness” ; Tourist B “ I just love the cleanliness”; Tourist C “Housekeeping staff made sure it was clean all times”; Tourist J5 “Housekeeping was excellent”; Tourist K5 “I was happy with the cleanliness” and so were tourists D, E, F, G, H, I. Butler service was appreciated by the tourists a lot, Tourist A “extremely hospitable” Tourist B “They

were so mature in serving” Tourist C “Excellent job done by them”, Tourist J6 “Well skilled”; Tourist K6 “They made all moments special”.

### **(3) Food and Beverage Service**

The food and beverage service provided in the luxury train offers multiple choices to the tourists, Tourist A “Everything was amazing with food” Tourist B “I wanted to take the chef back home”, Tourist C “Food was finger licking” Tourist J7 “The food was presented in the best way” Tourist K 7 “the food was glowing” and the other tourists D,E, F,G,H,I also rated the food and beverage service as ‘Excellent’.

### **(4) Ambience**

The interior of luxury train is organised keeping in mind all the important points to make it look like the maharajas palace. The upkeep is traditionally done with royal touch in the coaches and other part of the train, be it restaurants, lounge, spa, gym etc. The tourists in this section were very excited to discuss about the ambience. Tourist A “The restaurant was sparkling”, Tourist B “the gold plated silver ware looked so royal”, Tourist C “It felt like king on the wheels” Tourist J9 “It was so royal” Tourist K10 “It was superbly done” “the excellent review was also given by Tourist E,F,G, D, H, I. Tourist A “the ambience of the restaurant looked good.” Tourist B “the restaurant with the glass painting on the top and lights looked gorgeous” Tourist C “royal table setup and royal restaurant service....” Tourist J10 “The dinning with lights and royal curtains makes you feel in royal time...” Tourist K 10 “royalty was explored in the restaurant.....” and the other tourists also had the same level of excitement.

### **(5) Off –Board Services**

The luxury train organises tour to famous monuments with the tourist guide to explain the history of the place. Transportation facility is provided to the tourists during the journey Tourist A “The coaches were very well maintained” Tourist B “The guide was so helpful” Tourist C “We really enjoyed off-site”, Tourist K11 “Everything was well arranged for us” and same responses was given by Tourists D,E,F,G,H,I except for Tourist J11 “it was good”.

### **(6) Other Facilities Like Spa, Gym etc**

The luxury train offers good number of facilities like gym, spa, and business centre. These facilities makes the tourists more happy as they can still continue with their daily routine and stay connected with family and friend’s. The spa on wheels makes the experience more royal. Tourist A “The spa looks so refreshing” Tourist B “I wanted to check spa services everyday” Tourist J12 “Business centre was good”, Tourist K12 “Gym facility was so cool” and same response was collected by Tourists D,E,F,G,H,I Where as Tourist C “it was good” and Tourist I marked it as ‘Good’.

### **(7) Departure**

This phase in the tourist cycle is the last phase and includes billing, checkout procedure and luggage handling services. Tourist A “It went off easy and nice” Tourist B “luggage handling was not a problem” Tourist C “Excellent”, Tourist K13 “Luggage was handled quickly”, Tourist J13 “I think the departure was just perfect” the other Tourists D,E,F,G,H and I all were satisfied with the services provided.

### **(8) Overall experience**

The tourist expressed a lot when they were asked to discuss their overall experience. The excitement in the eyes showed that they really enjoyed boarding the train and were highly impressed with the quality of hospitality offered by the staff. Tourist A “We have never received better service in any place around the world, thank you very much”. Tourist B “The quality of service was very good and everyone was helpful. Excellent!! Better than the Orient Express” Tourist C “Maharaja Express is absolutely the best way to see hard to reach places. Best way to experience Incredible India” Tourist J14 “ We had a spectacular experience during this trip and we are very happy that we made the choice on the Maharajas Express”, K14 “ you stated at the beginning that we would be treated like kings and you kept your words. We are sad to leave but take with us many wonderful memories”, Tourist D, E, F, G, H, I all rated excellent, they were highly impressed with the overall experience.

### **CONCLUSION**

1. The Luxury train “Maharaja Express” was acknowledged by the tourists in its best way .Tourists enjoyed the welcome experience which was done in a traditional way using fresh garlands with aarti tikka and most likely the royal band playing which beats the Indian drums and play trumpet to offer a royal salute at the same time.
2. The tourists enjoyed the smooth escorting inside the train and were very excited to board.
3. The personalized butler service throughout the tour made every moment of the tourists special .They tried to customize at all levels
4. The tourists were overwhelmed with hospitality which was extended by staff onboard and off board. They called it as ‘extraordinary service’
5. The majestic décor of rooms, restaurant, lounge and other areas in the train made the tourists feel like ‘Royalty’ staying in Palace.
6. The food and beverage variety and quality offered was enjoyed by the tourists to the fullest. The gold plated cutlery crockery with the royal presentation of food along with butler service met the expectation of the tourists.
7. The off board services gave the tourist an unique experience which included champagne breakfast, spotting elusive tiger in the Ranthambore National Park, sundowner cocktails on sand dunes, visiting largest dinosaur fossil park, camel cart ride, going to UNESCO site and many more.
8. The tourists were provided ensured comfortable and luxurious transportation facilities.
9. Luggage handling all times was perfectly done keeping all the standard operating procedures in mind,
10. The overall experience of the tourists were fantastic and they compared the services of the luxury train better than the international luxury train ‘Orient Express’

### **TRUSTWORTHINESS AND GOODNESS**

In the qualitative study the researcher takes an active participation in collecting and interpreting data, gives logical meaning, attach credibility which helps in developing trustworthiness and

goodness I used various data collection sources like the popular researchers (Merriam,2018;Prasad,2018;Stake,2008;Yin,2014).I have explained in detail about the steps of performing the research in an elaborated form, to allow other researchers perform transferability of results. (1)Triangulation was used which incorporates multiple sources of data collection and investigation. (2)Peer review includes discussing the entire procedure and steps followed in the study with colleagues to develop tentative interpretation and congruency. (3) Reflexivity strategy, where I used “critical self-reflection” to remove biases and assumptions which could have affected findings. (4) Engagement means collecting data for a long time until it becomes saturated (5) Maximum variation helped in collecting diversified sample collection for holistic findings (6)Audit Trail process was exercised where the entire methodology is explained step by step to allow other researchers to replicate in their part of study. All the above strategies promised ethical practices and goodness .Hence the reliability, validity is ensured in this qualitative study.

### LIMITATIONS OF STUDY

- 1) The research was limited to take only one luxury train operated in India as a part of the study, keeping in mind the time frame and financial consideration involved, whereas there are five luxury trains operating in India.
- 2) The pool of participants were limited, because of multiple reasons; travelling in luxury train was an expensive affair, luxury train operated for only six months in an year with specific number of trips and the tourists during the process of departure did not had spare time to answer the questions in a relaxed way. Despite this, the study was well balanced with the help of various sources.
- 3) The data obtained during face to face interview from the tourist was entirely dependent on the interviewee state of mind and the skill of expressing their views.
- 4) Each site visit to the luxury train was allowed with special permission from the authority, which limited the access to each trip which was scheduled by the luxury trains.
- 5) Availability of time and money restricted me in visiting all the places/destination which was planned in the itinerary for the tourist boarding the luxury trains.

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## Genealogy Tourism: An Indian Aspect

*Suyasha Gupta\* & Arvind Varma\*\**

### ABSTRACT

People travel for several reasons and this is giving rise to numerous forms of tourism. The paper will discuss a new type of niche tourism i.e. Genealogy Tourism. It's also called as roots tourism. Genealogy tourism refers to the form of travel that people undertake in order to trace their family lineage or hunt for their ancestors, taking them to places of their ancestral origin. By definition Genealogy covers the study of blood lines, including all family relationships and non-blood family relationships. Genealogy Tourism offers a sense of discovery by allowing one to step back in time. The dispersion of the ancestor is the result of various factors (eg-mass migration) leading towards scattered population. The origin of such people lies in a similar geographical location. According to various reports, it is to be proven that this form of tourism is growing rapidly. People want to get back to their roots and tend to discover the simpler ways of life their ancestors used to live in. Indian history, documents most of the invasions that our nation has undergone and hence Indian genes are transferred from other areas and have been transferred to other locations, both within and outside the country. In addition, the globalization, migrations, and partitions also become a reason for the formation of Indian Diasporas i.e spreading of people away from their origin homelands. It is fascinating to look into these experiences and study the possible market for genealogy tourism in India. This paper highlights the concept of Genealogy Tourism (GT), the present state of this type of tourism in India and suggests the suitable possibilities and strategies that may be adopted in times to come related to this particular genre of tourism.

**Keywords:** Genealogy Tourism (GT), Diasporas, India, Relationship, Travel, Hospitality.

### INTRODUCTION

Tourism is defined by the World Tourism Organization (UNWTO) as a social, cultural, and economic phenomenon, which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. Such people are called tourists. Tourism has many implications on the economy, on the natural and built environment, on the local population at the destination and the tourists themselves. Owing to the multiple impacts and a range of production factors required to produce the suitable products and services for the tourists and the wide spectrum of tourism stakeholders, there is a need for a holistic

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approach to tourism development, management and monitoring. Tourism as a phenomenon involves many phases and basic services include transportation, accommodation and food and beverage facilities. The level of service required depends upon many factors like the purpose of travel, place travelled to, and finances available with the tourist, choice of the tourist, etc. There are various reasons as to why people undertake tourism and hence, this gives rise to various forms of tourism.

### **NICHE TOURISM**

Niche Tourism is described as the Special interest tourism and it includes the trips or excursions for only a specific reason that interests you. This interest could be the culture, food, nature, wildlife, faith, etc. The specificity and limited origin adds on to the value of the product offered. Special interest tourism is now expanding at a huge pace from a small market to now mainstream in the public domain with a wide range of products such as gastronomy, adventure, wine, art, heritage, culture etc.

### **GENEALOGY TOURISM AND LITERATURE REVIEW**

Genealogy Tourism is a recent phenomenon worldwide and it involves people to travel to the place where their ancestors lived with an intention to reconnect with the past. Hence, it is also called as Roots Tourism. This type of tourism is experienced more in countries that have undergone a great movement of people in the history be it one country to another or one place to another. This form of tourism has been more prominent in countries like Ireland, Scotland, America and Africa as these countries have witnessed a mass immigration of their original people and thus have a wide-reaching diaspora i.e. scattered population whose origin lies in different geographical locations. People travel to investigate the family's ancestry, mark the family's lineage and the times gone by. The tools that aid the genealogy process are the verbal interviews, historical records, analysis of genes and the documents preserved by the family of the gone or family photos. The outcome of this exercise is depicted in form of flowcharts or pedigrees and rarely in the form of narratives. The curiosity to paint oneself on the background of history is the motivating factor. Meethan (2004, 2008); Yakel & Torres (2007) in their researches stated that 'family history research is considered to be a complement to, and extension of, genealogy that focuses on the interchange between documented sources of historical information and the (re)construction of biographical narratives of family, kin, and ancestors. By supplementing or tracing records and archival data, family stories, personal memories, and private family memorabilia with searches for oral testimonies, living relatives, artifacts, maps, and local histories, family history researchers look not only to situate their ancestors within a broad narrative of the past but also to position information into a coherent family history narrative and a narrative of the self'.

The Society of Genealogists suggested the difference between Genealogy as the "Establishment of a Pedigree by extracting evidence, from valid sources, of how one generation is connected to the next i.e. the discipline of the construction of a valid family tree" and Family History as "A biographical study of a genealogically proven family and of the community and country in which they lived i.e. writing of a biography of a series of related ancestors of common genealogy.

Genealogy can be understood as an activity to discover ones ancestral roots through various means. Whereas, family history can be understood as a record of information about a person and his/her close relatives (brothers, sisters, parents etc.) but it is commonly limited to just the



medical history records of the previous generations in order to trace family diseases prevalent in the present family. The term “family history” may be more popular in Europe, however, “genealogy” more popular in the United States.

Carla Almendia Santos and Grace Yan (2009) brought out the rise of genealogical tourism along with its effects on leisure interests and opportunities. This research encloses three main interpretive themes for the genealogical tourism experience: a personalized and contextualized understanding of one’s family, devotion, detail, and purpose and contributing to legacy. The most meaningful thing to the tourists is the ability for contextualization and personalization of their family’s past by looking for facts, contents and narratives as well as the ability to pass down inter-generational legacy and elevate loss of generational consciousness, made possible through the devotion, detail, and purpose. The study suggests that though tourism managers universally recognize the importance of identifying and providing for the needs of niche customers, they have overlooked opportunities associated with the genealogical tourism market segment.

Rafal T. Prinke (2010), highlighted genealogy tourism as a niche, different from the regular forms of tourism, as genealogy is not limited to places of attractions, as the tourist visits archives, libraries and so on. Comparing it with pilgrimage, Rafal stated the difference that the tourist experiences where he/she has more symbolic meaning. William Haller & Gregory Ramshaw (2013), focused that diaspora tourism is tourism where people are bonded to a destination (place of their origin) due to their repeat visits. The research also differentiated a new group of tourists who are usually neglected i.e. tourists who are in-between, for example, college graduates returning to their alma mater after long time. The in-between, although non-native in their country of origin but were a division of the same culture and had the same value for destination as domestic tourists do. Newly migrated people had stronger connection and a feeling of belongingness to their land of origin than the recent generation of the already migrated population. Miha Koderman (2012) showed the main characteristics of Slovene-American and Slovene-Australian tourist visits motivated by family or/and ancestral heritage. The analysis revealed that visits have a strong impact on visitors’ sense of family/ancestral heritage and enhance their sense of belonging to the land. Moreover, visits are relatively long and have a significant impact on the national tourism economy. Diaspora travel can be regarded as a stage in the evolution of the Diaspora’s ethnic identity and a product of its efforts to preserve it. Chen-Chi Chang (2016) states that there are three forms of genealogy tourism in the Hakka ethnic group, inclusive of homeland tourism, family temple names tourism, and common ancestor tourism. The study identified four types of ancestral tourists, firstly return tourists, with high ethnic group identity, second supplementary ancestral tourists, third potential genealogy tourists, and fourth incidental ancestral tourists. Four types of marketing strategies well-developed genealogy tourism enhance ancestral connection, improve tourism infrastructure, and potential genealogy tourism and four key factors which facilitate genealogy tourism’s development, i.e. information communication technology, resources, search for identity, and postmodern forms of tourism. The study also stated the concept of ethnic tourism and its two types as genealogy tourism and other travelling with the purpose of getting well versed with another person’s distinguished cultural background from an authentic approach. Alex Asiedu (2005) discusses how visiting friends and relatives also help in reaffirming and reinstating the blood relations. Owing to the poor socio economic difficulties in Ghana, people migrated to other countries to escape the difficulty. Today they visit friends or family or relatives to reconnect and bring with them foreign currency along with the skills or the technology learnt and material and equipment donation and this is utilized in the development of their own

country Ghana. Countries like Indonesia, Egypt, and Mexico etc. have framed policies so that these funds can be put into the use and also that people receive the money through the right procedure. Bharath M. Josiam and Richard Frazier (2008) deliberate the importance of use of internet for genealogists. The research focuses on bringing forward the motivational factors for genealogy related travel, which links to possibility of family reunions as primary interest. The duo observes the overlap between heritage tourism and genealogy tourism, that is, tourists who perceive a particular site as a part of their personal heritage are known as heritage tourists whereas genealogy related tourism involves covering distances, studying places, and learning while traveling, while satisfying personal needs. The main sites travelled by genealogists include travel to cemeteries, courthouses, libraries, historical societies, newspaper archives and publisher's repositories. The research also suggested various steps to promote genealogy tourism.

### **RESEARCH GAP**

Globally various authors have contributed to the subject of Genealogy Tourism and most of them have emphasized on its definition followed by elucidating the advantages to develop this niche segment with measures to safeguard family ancestry. However, on the national level, not many researches have been undertaken in this area. Moreover, no research has been done on Genealogy Tourism in India particularly. Hence, the need for this paper was to study the present state of this type of tourism in India and suggests the suitable possibilities and strategies that may be adopted in times to come related to this particular genre of tourism.

### **RESEARCH METHODOLOGY**

The objective of this paper is to put impetus on the concept of Genealogy Tourism with special emphasis from Indian perspective. It is a descriptive paper which is explorative in nature. This paper is conceptual; based on literature review and secondary data in order to have the best possible understanding of such a complex topic.

### **GENEALOGY TOURISM: AN INDIAN PERSPECTIVE**

India is a secular nation with many communities living under one umbrella and each having a liberty to follow their own traditions, rituals and culture. It is a fact that people have migrated to and from India particularly at the time of colonial times, partition, for higher education and in search of better prospects in life. Hence, we have diaspora community across the globe more so in countries like Canada, Pakistan, Bangladesh, America and the Great Britain to name a few. The diaspora is not only limited to different countries but also to different cities within India.

Genealogical Tourism is picking up in India too and people are visiting to and from India find out their roots. However, this is still in its nascent form. There is a lot of scope for development of this genre of tourism as it is in our country that we follow so many rituals of performing the last rites of the departed soul by their families which can be digitally documented and made a resource for helping genealogical tourists. The places like Haridwar in Uttarakhand, Kashi and Prayagraj in Uttar Pradesh, Peohwa in Haryana, Rameshwaram in Tamil Nadu, etc. are where there are priests (teerth purohits) who have been keeping the records of lakhs of families for many years. Likewise there are many cemeteries and other such places where records of all deceased along with their family lineage might be available can be digitalized as a resource. A

recent initiative taken by Uttarakhand government on Gotra Tourism is also on similar lines of enhancing people to travel to find out their ancestry (India Today 2018). In addition, this will not only increase a way of foreign exchange in our nation but also will help in developing the minimum infrastructure required for tourism to happen i.e. roads, transportation in form of connectivity even to the villages and small townships, accommodation in form of motels, dharamshalas and homestays in less accessible areas and hence will further aid in creating employment.

### CONCLUSION AND SUGGESTIONS

At the beginning of the paper, doubts were expressed as to the difference between the concept of Genealogy Tourism and family history which has been vividly discussed in the introduction of this paper. During the research, the past studies on this particular area of Genealogy Tourism of different countries were analyzed. Based on this analysis of precedent literature, it can be said that there is a lot of untapped potential in this genre of tourism particularly in India. With the glorious past of India and subjecting to historical atrocities that India has faced, there are many Indian diaspora who may be willing to travel to their land of origin and have the real feel of the live experiences of their ancestors. This will not only help such tourists to find their ancestry lineages but also will enhance our nation's global image in terms of our culture and heritage. For encouraging such tourists, the government can play a vital role by making the family records of people digitalized and available on the internet with restrictions of access to such records to only the individual family members. Moreover, a work on improvising the infrastructure like transportation facilities, accommodation etc. can be undertaken predominantly in smaller cities which have experienced a lot of exodus due to various reasons so as to help the people connect to their ancestral place of origin which in turn will benefit to revive the lost rich heritage of our country in many ways including culture, food, ingredients and traditions. Sensitization programmes for existence of such form of tourism can also be designed and implemented. The major tourist places of the country are already known and in such cities we can sensitize the importance of Genealogy Tourism. This form of tourism will be able to revive the lost heritage of the places that have almost disintegrated or forgotten on the map of India. To sensitize the younger minds, the schools can also emphasize on the importance and benefits associated with this form of tourism contributing to understanding one's family, devotion and legacy of the lived experiences which is a loss that underpins the modern society.

### FUTURE SCOPE OF STUDY

The revelations of this research can further be projected for designing of genealogy tourism packages and collaborating with the travel agents and the hotel industry by the future scholars. Similar researches can be taken up to find out the level of motivation of domestic as well as international tourists to undertake such a form of tourism in India. This research can be continued further in the area of protection of lost heritage and its varied forms which are of great importance and necessity to both the traditional culture and modern society.

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## Hospitality Industry–Current Trends & the Future Ahead

*Prof. Syed Rashidul Hasan\**

### INTRODUCTION

Once Martin Snedden, CEO, Tourism Industry Association, New Zealand once told “The Glass is half full..... and the other half was delicious”. As per the estimate of UNWTO, global growth in international tourist arrivals to continue but at a more moderate pace, from an average of 3.3% per year from 2010 to 2030. The growth for the decade 2010 to 2020 has been assumed to be 3.8% a year, however it will be a bit less in the decade 2020 to 2030 being at a rate of 2.9% a year (UNWTO, 2015).

International tourist arrivals grew by a remarkable 7% in 2017 to reach a total of **1,322 million** (UNWTO World Tourism Barometer. Jan 15, 2018). The World Travel & Tourism Council projects the world will welcome nearly 1.8 billion international visitor arrivals per year by 2025, a 58% increase from the 1.1 billion international arrivals who crossed borders in 2014 (Dan Peltier, 2015).

Tourism has been a key driver of socio-economic progress through the creation of jobs and enterprises, export revenues, and infrastructure development around the world. Over the past six decades, tourism has experienced continued expansion and diversification to become one of the largest and fastest-growing economic sectors in the world. UNWTO (2016) says international tourist arrivals have increased from 25 million globally in 1950 to 278 million in 1980, 674 million in 2000, and 1186 million in 2015. It is expected to increase by 3.3% a year between 2010 and 2030 to reach 1800 million by 2030 (UNWTO, 2016),

### What about South Asian Region?

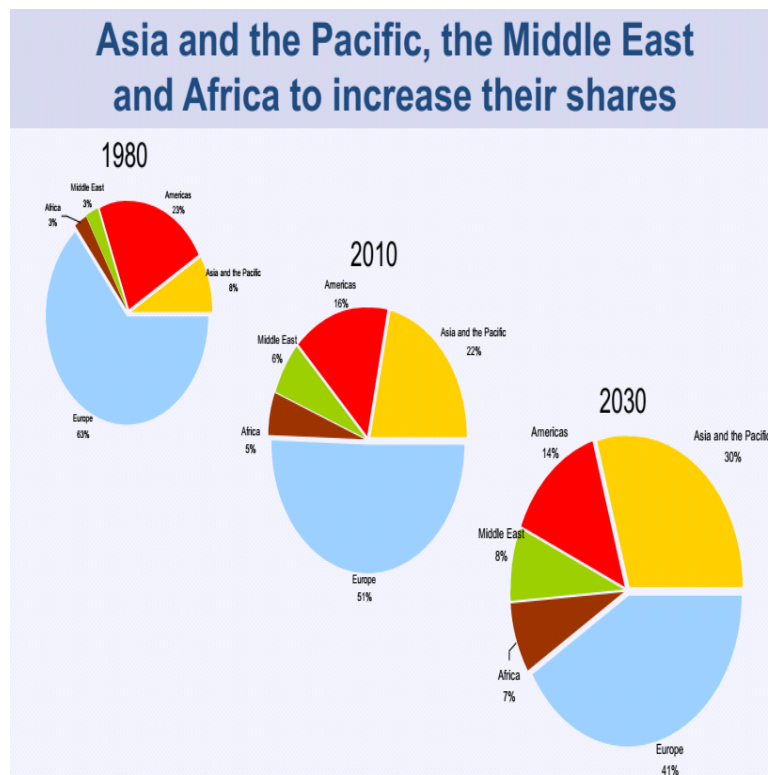
- Asia and the Pacific (+6%) recorded 324 million international tourist arrivals in 2017. Arrivals in South Asia grew 10%, in South-East Asia 8% and in Oceania 7%. Arrivals to North-East Asia increased by 3%. (nepaltournews.com, 2019)
- For South Asia as whole, international tourists arrivals grew from 25.17 million in 2016 to 26.57 million in 2017. International tourism receipts for South Asia grew from 33.28 billion dollars in 2016 to 39.52 billion dollars last year (The Indian Express,2019.)

The Asia and the Pacific region recorded 324 million international tourist arrivals in 2017. But the South Asian region received only 26.57 million tourist arrivals in 2017. Out of the total tourist arrivals in South Asian countries, India received 15.54 million in 2017. India alone received

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more than 58% of the international visitors. However the following picture shows that by 2030 Asia and the Pacific regions will receive almost 30% of the total international travelers. Therefore, it can be assumed that Indian slice of tourist pie will be much more fattened around 2030.



UNWTO. Tourism Towards 2030. Global Overview. p9

It is very likely that with the tourist boom, the hospitality sector specially the hotel properties will also flourish. STR Global estimates that there are 184,299 hotels, offering almost 17 million guest rooms up to February, 2018, around the globe (HNN Newswire. 2018 <http://hotelnewsnow.com/Articles/282136/STR-Global-hotel-inventory-has-grown-18-in-10-years>) The following table shows the growth of hotel properties :

**Table 1: Growth of Hotel Industry up to February, 2019**

Year	Global Hotels	Global Hotel Rooms
2008	1,70,047	1,44,19,917
2010	1,72,969	1,50,01,109
2012	1,75,767	1,54,79,484
2014	1,78,533	1,59,84,508
2016	1,82,149	1,66,15,817
2018	1,84,299	1,69,66,280

Source: STR/2018 data as of February, all other data as of year end.

STR Global's estimates includes properties with 20 rooms or more in the US only and 10 rooms and more throughout the rest of the world. However STR Global's definition of hotels, does not include hundreds of thousands of other "hotels," including properties with less than 20 rooms, motels, hostels, residence hotels, apartment hotels, B&Bs, inns, guest houses and chateaus. In addition, there are vacation rentals and timeshares — plus the peer-to-peer market of condos, apartments, houseboats and couches etc. In 2012 Dennis Schaal reported "less-than-scientific guesstimates put the number of hotels around the world at around 400,000, with an additional 100,000 or so if you include B&Bs and hostels etc." (Dennis Schaal. phocuswire.com, 2012). Therefore we can understand the huge scope for the hotel industry.

### **New Innovation in the Hotel Sector**

Now-a-days technology has become a huge focus on our lives. Every day we are learning new things. It is said that we are now passing through the 4<sup>th</sup> industrial revolution. Technology is developing almost every day. New innovations are appearing every day in the market. More people, for example, are booking their trip online. Therefore the properties have to adopt this new booking technology. The hotels failing to adopt emerging new technology will lose their competitiveness and fail to achieve their target.

Just a decade ago, the travelers were mainly dependent on the travel agencies/tour operators for their transport tickets, accommodation booking, sightseeing and other services. Now there are numerous different ways of getting these services. Most people are owning their laptops, tablets or smart phones, smart watches, virtual reality etc.

The unimaginable development of technology is changing every facets of our life. In service industry the application of latest technology is enormous. Experts and researchers in the hospitality sector are also trying to assess the impact of this unthinkable revolution of technology. Now a days, many of the service jobs are performed by robots. It is now common to see restaurants with no hosts, no waiters. The robots are serving the customers they are delivering foods. Robots are cooking food in the kitchen. In many hotels robots are offering butler service too.

However, we should not be much worried about the machines, because in service sector the customer wants to get a personal touch at the time of delivering services. We know, for many services, the service provider cannot be separated from customer at the time of delivering services. I will never put my head into some machine box to get my hair automatically cut. I definitely would expect and depend on the personal care of the barbers. In the same way I will never prefer a restaurant where robots are doing everything and I miss the sweet personal touch and the voices of the beautiful female servers. Therefore, I believe that revolutionary application of robotic machines in hospitality industry is unrealistic and far from reality.

Instead the hotels should be more pragmatic to use the newer technologies to enhance their service quality, satisfy customers, make travel easy, supply enormous information to convince the customers and develop strong branding.

Digital technologies are also opening an infinite window for the consumers. The consumers of tourism and hospitality services are also changing. The millennial traveler, who was born between 1980 and 2000, already makes up over one-third of the world's hotel guests and predictions state this percentage will increase to fifty percent by the year 2020. They can be defined as digital natives who bring a strong desire for local, authentic experiences. "Digital" guests expect hotels to give them a progressively personalized service. (Mariana Marques. 2017).

It is quite evident that throughout the history, the hospitality industry is constantly changing. The present day changes are quite incredible and fabulous because of development of the IT and technology. The hospitality professionals have a crucial time to explore and apply the latest technology in order to remain competitive in future.

There are many opportunity and threat issues which have to be considered by the hospitality professionals. Virtual reality (VR), internet, smart phones, roaming services Artificial Intelligence (AI), etc. will be the opportunities for the hoteliers. On the other hand, political unrest, terrorism, economic recession, tourists' safety and security, increasing cost of operation, Airbnb and home stay, high customer expectations etc. can be regarded as threats.

The hoteliers have to focus on hotel guests inconveniences and new service demands. For example, I hate to carry the room key cards with me or deposit it at the counter. I just want a device on the door which can read my face and automatically opens the door. Similarly, I do not like to have the breakfast coupons and submit it to the waiter for my breakfast. It should be machine readable device who can certify that I am a legitimate boarder. These are just examples.

I like to quote Mariana Marques (2017) three specific expectations of the hotel guests :

1. Guests will be able to select their smart hotel rooms with the help of their smart phone. Whenever we book holidays, we select a specific seat on the plane, we book a specific table at a restaurant. So, why not pick a specific room in a hotel? In the future, this possibility will undoubtedly be a reality. One will be able to pick which floor to stay on, the size of the room and all sorts of other variables.
2. Guests will like to have high-tech features like controlling the lights and air-conditioning with their mobile phone. Most people carry their laptops, tablets and smart phones, so more plug points should be conveniently accessible in the rooms to charge the gadgets.
3. Furthermore, rooms are going to have minimalistic design instead of having

Traditional bulky furniture. According to Luanne Fausett, a hotel designer, "people seldom unpack, thus there is no need for closets and we will start seeing clever spaces for suitcases and larger dressing areas — giving the impression of more space" (Mariana Marques. 2017)

My focal point of discussion is that, with the revolutionary advancement of technology, our life will also change. We need access to more and more information. Many hotels are now providing sophisticated informational touch screens in bathroom mirrors. The hoteliers have to keep them at par with the technological advancement to meet the satisfaction level of the millennials. Application of hitech becomes mandatory for the hoteliers to keep them competitive.

Technology has much more important role to play in the countries where there is shortage of human resources. On the other hand, this is paradoxically a fact that in the countries like Bangladesh and India, the hotel industry is suffering from lack of skilled and trained human resources. In one of our study on demand and supply gap of skilled human resources in Bangladesh, we have found that for 2021, there is a demand of 173851 employees of all types (skilled+semi-skilled+unskilled) and it will shoot up to 189258 employees of all types in 2025. But the hospitality institutions in Bangladesh are producing only around 4000 skilled and trained manpower (Hasan S R, 2018). India is also suffering from same type of demand and supply mismatch. A huge gap exists between demand and supply of skilled manpower in the tourism industry in India. According to Infrastructure Development Finance Corporation sources, there is a need for 150,000 trained professionals every year but supply is limited from a few hotel management and IATA approved



schools and institutions; producing only around 50,000 graduates a year, leaving an annual deficit of 100,000. (M & IT India.2017).

So if the hotel industry continues to suffer in getting skilled and trained manpower, they will have no way but to incline towards using hi-tech devices to fill in the gap. It is a big threat for our huge number of unemployed young people. Hoteliers often complain that they do not get the graduates as per their expectation and requirement. Our hospitality training schools and institutions have to produce more qualified and trained human resources as required by the hotels. In my opinion, it will never be wise to go for deploying robots depriving our hundred and thousands of unemployed boys and girls.

Besides, it should be kept in mind that we, the hotel customers, are human beings. We prefer to have personal touch in the process of receiving many of the services. Another important issue is culture. Culture varies from country to country, regions to regions. There is a big difference in occidental and oriental culture. Many of the old/new services introduced in the western hotels may not be accepted in our culture. I feel embarrassed to think that I have to stay in an American hotel where in the toilet there is no system of water. In many of the hotels of different East Asian countries, I have faced the same ugly problem. For this reason all the time when I visit any western or east-Asian country, all the time I carry an empty plastic bottle with me. With these words, I want to mean that, while planning the construction of the properties, the hoteliers must consider the local values and culture.

## **CONCLUSION**

In conclusion, I would like to point out, new technology will go on budding rapidly in future. It definitely will have a tremendous impact in our life. The hoteliers also have to accept the hi-tech gadgets and appliances in order to remain competitive. However, we have to keep one thing in mind that we are human beings; we do not want to be surrounded by over-technological devices. Technology has many advantages. On the other side it also has severe disadvantages. It may be recalled our forefathers did not have the internet, computers, smart phones, robots etc. Their life was smooth and peaceful. They did not have a stressful competitive life like the present generation has.

For many of the services we like to have personal touch. I do not mind if the food is being cooked in the kitchen by the robots, but I want to see beautiful smart girls and boys are serving the food in the restaurant. I do not mind how are the bedcovers, blankets etc. being mechanically washed, but I want to see beautiful lovely House keeping girls are making my bed.

Technology will continue to develop. But do not be in race to adopt ecstatically all the available latest technological innovations. Keeping in mind your own culture and values, increase the facilities and introduce the services suitable for the customers. That is why I quoted in the beginning, “the Glass is half full..... and the other half was delicious”. Try to make the remaining half of the glass delicious too.

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**Section V**  
**FOOD AND BEVERAGE TRENDS**



## Impact of Root-to-Stem Cooking on Sensory Quality of Food

*Mamta Bist\**

### ABSTRACT

#### Background

The root-to-stem philosophy is based on using the whole vegetables and fruits in cooking so that there is minimal or zero wastage. In the food business visually attractive parts of vegetables and fruits are always preferred for cooking. However, this trend is changing with chefs realizing that root-to-stem cooking would not only reduce food waste but can also make a dish more nutritive and innovative. Chefs are also exploring the local ingredients and devising ways to adopt them in their cooking. By adopting root-to-stem cooking style, food sustainability could be achieved in true spirit.

#### Objectives

1. To spread awareness about the concept of root-to-stem.
2. To develop 10-12 recipes based on root-to-stem.
3. To do sensory evaluation of dishes prepared in lab.
4. To study the acceptability of root-to-stem cooking.

**Methodology:** The research instrument would be experimentation and formulation of new recipes based on root-to-stem concept. The intended waste ingredient will become the main ingredient of that dish. Ten dishes based on root-to-stem will be prepared. Twenty portions of each will be served for sensory evaluation and feedback questionnaire. Comparative analysis of questionnaire would determine the acceptability and sensory quality of that food/dish.

**Expected Results:** It is expected that by sharing recipes of food prepared, the popularity and the acceptability of root-to-stem would increase. Also, well prepared recipes are expected to score well in sensory evaluation.

**Conclusion:** Root-to-stem cooking helps in reducing costs, increasing profitability of outlet and spreading awareness on reducing carbon footprint and food sustainability.

**Keywords:** Food Sustainability, Root-to-stem, Sensory Evaluation.

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## INTRODUCTION

### Root-to-Stem Philosophy

The root-to-stem cooking concept promotes good health and reduces food waste. In root-to-stem cooking the vegetable waste which is usually thrown in dustbin is cooked and served to guest as major component of meal. The common vegetable waste like celery leaves, vegetable peels, outer skin and stems are processed in creative ways to make meal which is not only more interesting but also healthy. Studies conducted by United Nations in collaboration with other agencies have pointed out that vegetable waste decomposing as garbage and generating methane gas would be dangerous to the environment (MiNDFOOD, 2017).

In root-to-stem cooking, the not so visually attractive but nutritious parts of fruits and vegetables are used for preparing broths, soups, dips, roasts, etc. thus reducing wastage of food and utilization of all parts of vegetable and fruits (Culinart Group, 2018).

### Moving from Food Wastage to Food Sustainability

Sherriffs (2018) notes that the consumers spend a lot of money for quality food but hardly get the full value of that money as more than half of it goes in the dustbin at the end.

It is not only consumers but also farmers who are major contributors of food wastage. Farmers usually clean the outer leaves of vegetables before sending them to market. If not farmer then consumer discards these leaves and other outer parts of vegetables. These discarded parts of vegetables are at times more nutritious than the chosen good looking part of the vegetables. Almost one-third of the produce goes as food waste into dustbins. Root-to-stem allows us to convert this one-third wasted food into actual food; thus, reducing the food wastage to a great extent. This regular practice can reduce money spent on buying vegetables by up to 25% (Burns, 2018).

The Food and Agriculture Organization of the United Nations recommends that by 2050 on an average 60% increase in produce must be there for fulfilling world's food requirement. It seems that with the help of better technology it can be achieved; however, more practical and immediate solution is to reduce the wastage of food. Consumers should purchase what is really required and should reduce the food wastage by not giving too much attention to the perfect and attractively processed packaged food. Most of the time, a lot of wastage has already taken place before final consumer purchases and prepares the food. Food ingredients pass through multiple channels and at every stage wastage is there. Therefore, wherever possible consumers should purchase food stuff specific to their requirement directly from the food producer. This would lessen the burden on the resources used for transporting, cooking and storing food (Fassio, 2013).

### Role of Chefs in Promoting Root-to-Stem

All over the world, chefs are now following the concept of root-to-stem cooking. Root-to-stem is not only being considered as more creative and innovative but also more suited to food sustainability. Till a few years back chefs used to choose only the most presentable part of vegetables for processing; today they are serving almost every part of the vegetable in unique ways thereby giving their recipes an upper edge over the usual recipes. In India, the concept of root-to-stem cooking is being practiced from ancient times. Chefs in restaurants following root-to-stem cooking - like The Table in Mumbai and those under Impresario Group - believe that being conscious about food wastage during cooking is their responsibility towards the society (Arikara, 2017).

Sturges and Styne (2016) have listed two Organic Restaurants in New London, the Covent Garden and Tiny Leaf, which are serving vegetarian food and are also following root-to-stem cooking. These restaurants also procure their ingredients from local vendors and suppliers. Other restaurants like Gigi Trattoria in New York, managed by chef Laura Pensiero, and chef Alice Delcourt's restaurant in Milan -ErbaBrusca, serve only seasonal food and have minimal food wastage by following root-to-stem cooking (Perasso, 2012).

### **Organizations and Events Supporting Root-to-Stem**

In March 2017, Blue Cart started Zero Waste Kitchen initiative with chefs like Tim Ma, Jehangir Mehta and Tanya Holland. The sustainability practices adopted by these chefs, from ordering to food processing, were monitored and shared through Food+Tech Connect, chef Magazine Aspire and 7Shifts which created awareness about food sustainability by utilization of all parts of food to the maximum extent (BlueCart, 2017).

"Feeding the 5000" is a grand event which has been organized in more than 40 countries till now. In this event, 5000 people are served delicious food prepared from only those ingredients which otherwise would have been wasted. This event educates people on extent of food wastage and possible ways to overcome it (<https://feedbackglobal.org/campaigns/feeding-the-5000/>).

"Waste Not: How To Get The Most From Your Food" is a cookbook by James Beard Foundation which features recipes and tips from professional chefs on how to use all parts of vegetables to create great food and reduce food wastage (<https://www.rizzoliusa.com/book/9780847862788/>). The James Beard Foundation advocates that chefs can truly inspire people to cut down wastage of food.

### **Innovative Initiatives**

The Vegetable Butcher by Sainsbury (chain of supermarkets in United Kingdom) had invited vegetable expert and artist Ambre Locke who displayed the creative ways of incorporating fruits and vegetables in different meals of a day. In a similar manner, Toronto based Yamchops (vegetarian butcher) sells vegetarian meat protein food products like 'carrot lox', 'coconut bacon' and 'beetburgers' (Popup Cookspace, 2017).

### **Food Waste vs Plate Waste**

Sensitizing the restaurant owners and chefs alone does not help in reducing or eliminating food waste. Andrea Spracht who is a Food Waste Expert has drawn attention to the fact that commonly it is the consumers who are responsible for food wastage in restaurants. Chefs can work on reducing food waste; however, it is the consumer who must be educated on reducing the Plate Waste, i.e. the leftover food in the plate after taking the meal. Customer must order dishes keeping portion size of the dish in mind and must give preferences to outlets that support root-to-stem and zero waste policy. Food waste and Plate waste addressed collectively can only be a sustainable solution for everyone (Harrison, 2017).

### **METHODOLOGY**

The research instrument was based on experimentation. Twelve recipes were formulated based on root-to-stem concept. The common waste ingredients which are generated in kitchen after usual processing of vegetables for menu preparation were chosen to build on recipes. Table 1 briefly explains how concept of root-to-stem was applied to create popular and easy to prepare recipes.

**Table 1: List of Dishes Developed on Root-to-Stem Concept and their Description**

S.no	Name of the dish	Description of dish	Application of root-to-stem
1	Vegetable Barquettes	Baked boat shaped short crust shells filled with vegetable mixture	50% of short crust base consisted of cauliflower stems and vegetable peels
2	Pea Soup	Thick cream soup made from fresh peas flavored with fresh basil and thyme	Whole fresh peas ( cover and pods) were used as the base of soup
3	Onion Jam Toast	Slow cooked caramelized onions flavored with thyme, finished with balsamic and little sugar. Cooled and pureed	Only outer layer of onion which are usually discarded were used to prepare jam
4	Cheese & Pumpkin Cappelletti	Fresh hand made little hats shaped pasta stuffed with pumpkin and cheese. Finished in browned butter and lemon sauce. Pasta dough did not contain eggs.	Inner soft part of pumpkin was made into the pulp and used to make pasta dough instead of eggs. Pumpkin skin was also used for preparing the filling of pasta
5	Toasted Pumpkin Seeds	Washed, dried, seasoned and baked pumpkin seeds	Mostly thrown away, pumpkin seeds could be used as garnish or as a snack
6	Spiced Cottage Cheese Tournedos	Cottage cheese steaks were rubbed with special marinade. could be crumb fried or just grilled and served	The dry marinade was prepared using the outermost skin of garlic and onions, vegetable peels, dried lemon, leftover dried herbs and chillies- dried up and grounded.
7	Crusted Jacket Potatoes	Medium sized potatoes with skin, rolled on garlic salt, covered with foil and baked. Serving- remove foil, press slightly and top with herb crust and gratinate	Garlic salt was made with garlic skin and salt. Herb crust was made with celery leaves, parsley stems, garlic , bread and seasoning
8	Banana Fritters	Slices of banana , batter coated and deep fried	Banana slices were made with skin on bananas
9	Citrus Chutney	Orange, lemon and sugar reduction. Finished with chilli flakes, black salt and fresh mint	Orange peels and lemon peels were blanched and used along with pulp and juice to prepare the chutney
10	Warm Carrot Fudge	Carrots pulp added to basic fudge mixture (milk, sugar, butter)	Whole carrots were used to prepare carrot pulp
11	Raisin Biscotti	Dough made from bread crumbs, sugar, milk and nuts. Dough was rolled, sliced and baked for 12 min	2 days old crumbly bread was used to make this quick biscotti
12	Carrot Chips	Carrot dipped in sugar syrup and cooked in slow oven for an hour	Carrot peels were used. Can be used as garnish or just as sweet tea time snack

Source: Author

As the major factor in culinary success is acceptability of the food served, the major challenge was not developing recipes based on root-to-stem concept but how well the dishes are received from general consumer/guests .Therefore, to test the acceptability of the developed recipes, vegetarian five course menu was formulated (Fig. 1).

<p style="text-align: center;"><i>Menu</i>  <i>Vegetable Barquette</i>  <i>Cream of fresh pea with onion jam toast</i>  <i>Cheese &amp; Pumpkin Cappelletti with lemon butter sauce and toasted pumpkin seeds</i>  <i>Spiced cottage cheese tournedos with crusted baked potatoes,</i>  <i>banana chips and citrus chutney</i>  <i>Warm Carrot fudge with raisin biscotti and carrot chips —</i></p>
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**Figure 1: Root-to-stem five Course Menu Served for Acceptability Test and Sensory Evaluation.**

Source: Author



Twenty portions of this menu were prepared and served for sensory evaluation and feedback questionnaire. Without disclosing that the recipes are based on root-to-stem, expected consumers were served the menu and they were asked to rate the dishes on Hedonic Scale. The 9-point Hedonic scale (extremely dislike to extremely like) helps in checking acceptability of food with large panel (Hartman, 2016).

Comparative analysis of the questionnaire was done to determine the acceptability and sensory quality. The sensory indicators listed in the questionnaire for each dishes were Appearance, Texture, Aroma, Taste, Flavor and Overall Score.

## RESULTS

### Sensory Evaluation and Acceptability Test

**Vegetable Barquette-** The mean overall score of sensory evaluation was 6.99. It scored 6.65 on appearance, 7.4 on texture, 6.55 on aroma, 7.35 on taste and 7 on flavor (Fig. 2.1). Taste of hot vegetable barquette was appreciated the most.

**Pea Soup -** The mean overall score of sensory evaluation was 7.16. It scored 7.3 on appearance, 7.25 on texture, 6.95 on aroma, 7.25 on taste and 7.05 on flavor (Fig. 2.2). Overall, pea soup scored well and by improving on the aroma further, a more balanced dish can be achieved.

**Onion Jam Toast -** The mean overall score of sensory evaluation was 7.13. It scored 6.95 on appearance, 7.6 on texture, 7 on aroma, 7.1 on taste and 7 on flavor (Fig. 2.3). Texture of the onion jam toast was liked the most.

**Cheese & Pumpkin Cappelletti -** The mean overall score of sensory evaluation was 8.5. It scored 8.45 on appearance, 8.4 on texture, 8.4 on aroma, 8.8 on taste and 8.45 on flavor (Fig. 2.4). On a 9-point scale, this dish not only tasted the best but other sensory parameters were also appreciated by the tasters.

**Toasted Pumpkin Seeds-** The mean overall score of sensory evaluation was 7.47. It scored 7.15 on appearance, 7.5 on texture, 7.3 on aroma, 7.25 on taste and 8.15 on flavor (Fig. 2.5). This easy to prepare recipe could be served as a snack or as a garnish. Its flavor was liked the most by the tasters.

**Spiced Cottage Cheese Tournedos-** The mean overall score of sensory evaluation was 7.48. It scored 7.75 on appearance, 7.4 on texture, 7.5 on aroma, 7.5 on taste and 7.25 on flavor (Fig. 2.6). The appearance of this golden colored, crumbed fried dish was liked the most.

**Crusted Jacket Potatoes-** The mean overall score of sensory evaluation was 7.31. Crusted jacket potatoes scored 7.55 on appearance, 7.2 on texture, 7.3 on aroma, 7.4 on taste and 7.1 on flavor (Fig. 2.7). The appearance of this dish with soft smashed hot potato topped with green herb crust was liked the most.

**Banana Fritters-** The mean overall score of sensory evaluation was 6.98. It scored 6.85 on appearance, 6.7 on texture, 6.75 on aroma, 7.2 on taste and 7.4 on flavor (Fig. 2.8). On 9-point scale the overall score of batter fried banana fritters with banana skin is on acceptable side. Taste and flavor of the dish scored over appearance, texture and aroma. By modifying the batter of fritters further, the dish could be improved further.

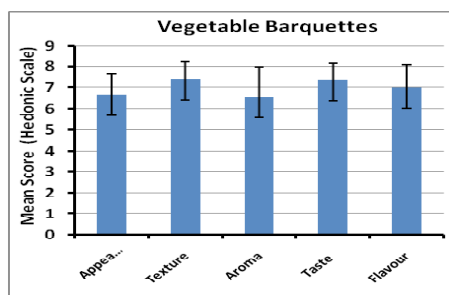
**Citrus Chutney-** The mean overall score of sensory evaluation was 7.4. It scored 7.55 on appearance, 7.3 on texture, 6.85 on aroma, 7.45 on taste and 7.1 on flavor (Fig. 2.9). The appearance of this

sweet, sour and spicy chutney made with orange juice and peel was liked the most with taste scoring very close to appearance.

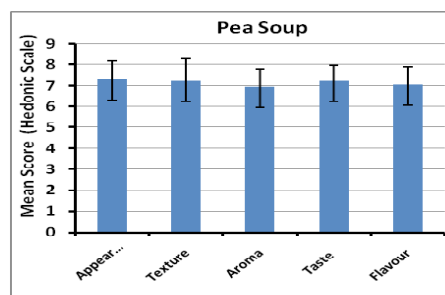
**Warm Carrot Fudge-** The mean overall score of sensory evaluation was 7.95. It scored 7.9 on appearance, 7.9 on texture, 7.9 on aroma, 8.2 on taste and 7.85 on flavor (Fig. 2.10). The overall score of carrot fudge reflects that acceptability of this dish was very high, with taste of carrot fudge standing out.

**Raisin Biscotti-** The mean overall score of sensory evaluation was 7.28. It scored 7.55 on appearance, 7.35 on texture, 7 on aroma, 7.4 on taste and 7.1 on flavor (Fig. 2.11). These biscotti, which could be served as tea time snack or as a garnish to desserts, scored the most on appearance with taste as second highest.

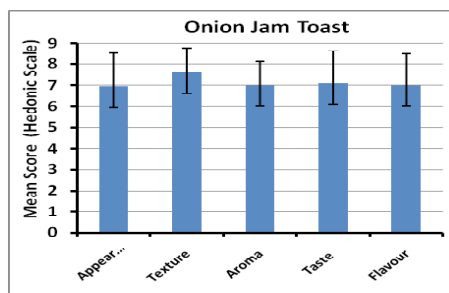
**Carrot Chips-** The mean overall score of sensory evaluation was 7.27. It scored 7.1 on appearance, 7.2 on texture, 7.3 on aroma, 7.6 on taste and 7.15 on flavor (Fig. 2.12). These sugar syrup coated carrot peels baked at slow temperaturescored maximum on taste.



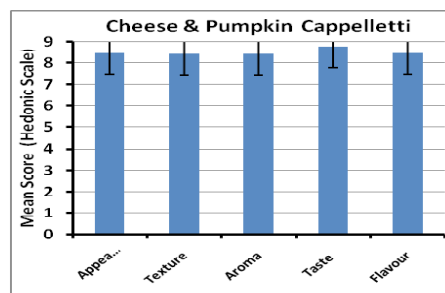
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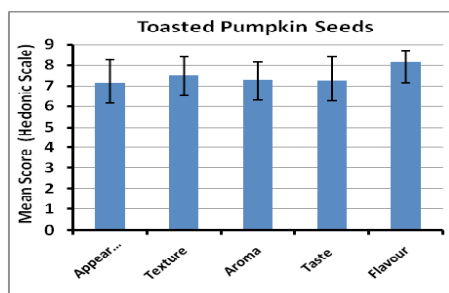
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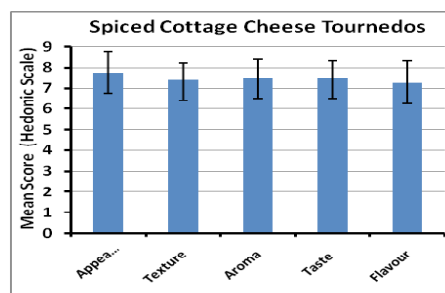
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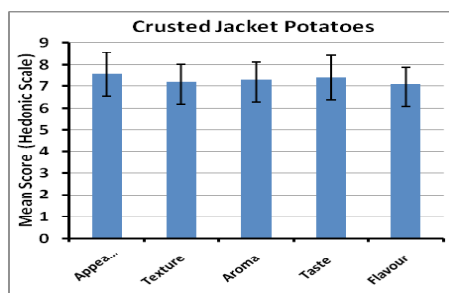
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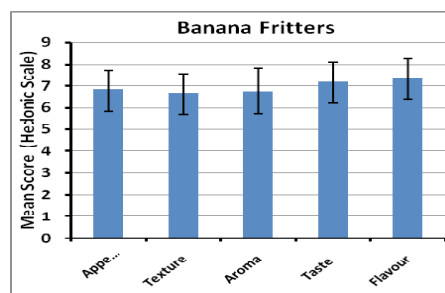
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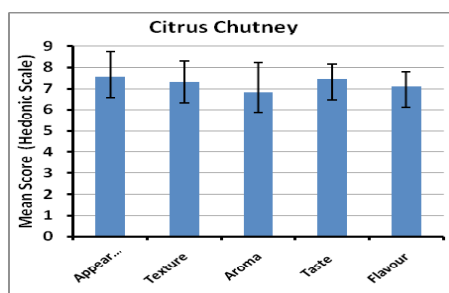
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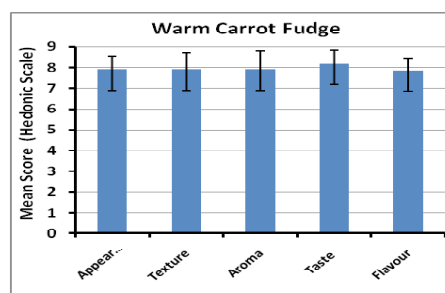
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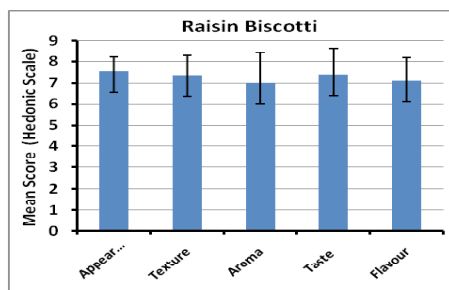
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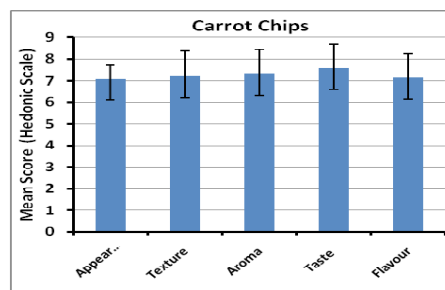
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2.10



2.11



2.12

**Figure 2: Score of Sensory Evaluation of all Individual Dishes.**

On analyzing the score of dishes on various sensory indicators, i.e. appearance, texture, aroma, taste, and flavor, the following trend is summarized below:

**Appearance:** Cheese & Pumpkin Cappelletti scored the maximum points (8.45) followed by warm carrot fudge(7.9). Lowest score was given to Vegetable Barquette (6.65)

**Texture:** Cheese & Pumpkin Cappelletti scored maximum points (8.4) followed by warm carrot fudge (7.9). Lowest score was given to Banana Fritter (6.7)

**Aroma:** Cheese & Pumpkin Cappelletti scored maximum points (8.4) followed by warm carrot fudge (7.9). Lowest score was given to Vegetable barquette (6.55).

**Taste:** Cheese & Pumpkin Cappelletti scored maximum points (8.8) followed by warm carrot fudge (8.2). Lowest score was given to Onion Jam Toast (7.1).

**Flavor:** Cheese & Pumpkin Cappelletti scored maximum points (8.45) followed by toasted pumpkin seeds (8.15). Lowest score was given to Vegetable Barquette (7).

Overall, Cheese & Pumpkin Cappelletti was rated the best as it scored maximum on all sensory parameters and Warm Carrot fudge was the second most appreciated dish. The dish which was rated the least was Vegetable Barquette.

#### Average Menu Score on Hedonic Scale

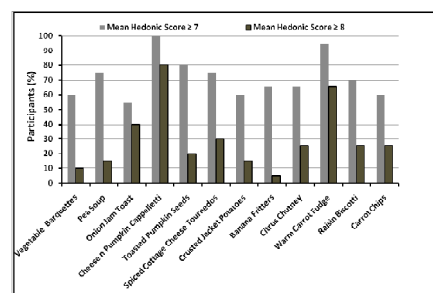
Data analysis revealed that even on a blind-tasting concept, when the consumers were not disclosed that the menu is based on root-to-stem, the median score of all the dishes was 7 or above indicating that all of dishes were liked by the participants (Table 3).

**Table 3: Hedonic Scores on Acceptability Test of the Dishes**

	Mean	SD	Median	Participants with mean Hedonic Score $\geq 7$ (%)	Participants with mean Hedonic Score $\geq 8$ (%)
Vegetable Barquettes	6.95	0.736635	7.0	60	10
Pea Soup	7.16	0.521536	7.1	75	15
Onion Jam Toast	7.13	1.135596	7.1	55	40
Cheese & Pumpkin Cappelletti	8.5	0.544832	8.6	100	80
Toasted Pumpkin Seeds	7.47	0.708668	7.4	80	20
Spiced Cottage Cheese Tournedos	7.48	0.666175	7.5	75	30
Crusted Jacket Potatoes	7.31	0.599912	7.4	60	15
Banana Fritters	6.98	0.625426	7.0	65	5
Citrus Chutney	7.25	0.733772	7.4	65	25
Warm Carrot Fudge	7.95	0.522645	8.0	95	65
Raisin Biscotti	7.28	0.646936	7.2	70	25
Carrot Chips	7.27	0.79809	7.0	60	25

It was observed that all dishes served to the participants scored 6 and above on the Hedonic Scale (Fig. 3). None of the dishes was in the dislike zone. The best score was given to Cheese and Pumpkin Cappelletti where 100 percent of the participants rated it above 7 (Like Moderately) and 80 percent of the participants gave it above 8 (Like Very Much). The carrot fudge was the next favorite as 95 percent of the participants rated it above 7 (Like Moderately) and 65 percent rated it above 8 (Like Very Much).

The data clearly reflects that if dishes are prepared well and little creative approach is taken the recipes based on root-to-stem would be as good as any other dish.



**Figure 3: Average Score of a Dish Obtained After Taking Individual Ratings Given by the 20 Participants to a Particular Dish**

## DISCUSSION AND CONCLUSION

Until the food appeals to average consumer, the concept of reducing food waste, food sustainability or health benefits usually do not go very well.

Restaurants adopting new and different concepts such as no food waste policy initially generate lot of media coverage and also the high profile guests. However, in most cases it gets difficult to sustain in the long run as some of the dishes may be difficult to sell to consumers (Koenig, 2018).

A chef in kitchen today understands the importance of food sustainability and the need of reducing wastage. However, reducing plate waste is a challenge till date. Average consumer feels it is okay to waste food as they have paid for it. The only possible solution to have zero plate waste (if the ordered quantity is appropriate) is when a dish scores well in all sensory aspects.

Instead of laying emphasis on the root-to-stem cooking and its benefits, the only way to make this concept sustainable is by not making it the star but the basic principle of cooking. Chefs, culinary students, or people in general who are handling food must be tuned in such a manner that root-to-stem becomes the foundation and not something which one needs to keep on reminding oneself.

Root-to-stem concept is the need of the hour. Most of us today understand the concept of sustainability in general and would want our nations to be food sustainable. We all are aiming for better health and are ready to pay extra for all assumingly healthy products available in super and hyper markets. Health supplements today have become a fashion trend among the elite class. We all want to eat healthy food throughout the week; however, usually it lasts for only a week or two. After that we start craving for food, which to us is not just tasty but also looks good, have varied texture, excellent flavor and aroma. Let us not live with the notion that food can either be healthy or tasty. By incorporating root-to-stem in our daily cooking, the everyday food would be nutrient rich, would be cost effective and will proudly make us food sustainable.

Food waste reduction should be a priority for chefs while menu planning. Root-to-stem as a concept may be excellent; however, it is hard to sell to diners if the focus is just application of root-to-stem cooking. By making it the foundation of all food processing processes the monetary and environmental cost would be minimized. Root-to-stem as base will result in increased vegetable intake, better health and would combat food wastage.

In some parts of the world, cooking with stems and roots is totally a normal concept and something that has been practiced for some time for example in our country. There are lots of regional recipes which incorporate the zero waste as a natural phenomenon. It is not the recipes which need modification; it is the mindset of people handling food (farmers, sellers, cooks and consumer) which needs to take root-to-stem as the base of cooking and processing food.

## RESEARCH LIMITATIONS

The health benefits of following root-to-stem cooking needs to be further studied in greater depth and supported by scientific studies in order to know how root-to-stem can help in curing diseases and other health related issues. The yield analysis of all common vegetables needs to be studied over a period of time to arrive at the percentage of cost effectiveness on application of root-to-stem. The author proposes to undertake this study as next research project to present a more inclusive research on root-to-stem cooking.

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## Menu Engineering for Calorie Count: The Novel Concept in Restaurant Business

*Dr. Masood Aslam\* & Dr. Iram Fazli\*\**

### ABSTRACT

Human health has occupied prime position in current life style globally. Most of the people have taken it as a way of life. But the availability of processed food, introduction of junk foods and escalation of outdoor feeding trends at kiosks, restaurants, dhabas etc. have pushed up every one at the brim to welcome number of diseases. On one side health sector has adopted new technologies to fight complicated and deadly diseases but on the other side people's food habits are changing very fast. The market is full of all varieties of tempting foods. What we are eating and what we should eat, have completely no matching. The current study would give us insight into choice of food by the customers not only on the basis of taste but on calorie content also. The concept of Calorie Restaurant would declare their customers the calorific value of each dish present in the menu card along with guide lines of RDA mentioning at sweet spot which is strategically put on prominent place in the menu card. So that customer will have full knowledge of what they are taking in terms of nutritional angle also.

**Keywords:** Human health, Calorie, Junk Food, Restaurant, RDA, Menu Card, Nutrition.

### MENU ENGINEERING FOR CALORIE COUNT: THE NOVEL CONCEPT IN RESTAURANT BUSINESS

Human health has occupied prime position in current life style globally. Most of the people have taken it as a way of life. Food heals as well as harms depends upon how we choose it and how consume it. Food are the main sources of many essential nutrients generally regarded as protein, carbohydrate, fat and oil, vitamins, mineral salts and roughage. Some are termed as macro nutrients and others micro nutrients.

All the food stuff which we consume have been categorized into three groups as per its function in body:-

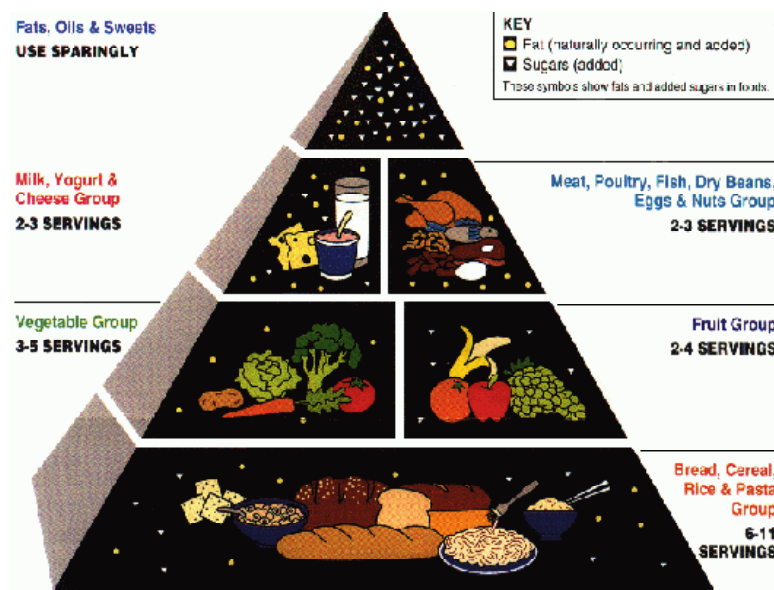
- Body Building Foods: Protein
- Energy Giving Foods: CHO, Fats and Oil
- Protective Foods: Vitamins and Minerals

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The above groups make our diet either breakfast, lunch or dinner. The question arise the ratio of mixing the food stuff from three groups to make a healthy diet is prime concern. That can be resolved by Indian Food Guide Pyramid.



Source: [http://www.indif.com/food/nutri/images/food\\_pyramid.gif](http://www.indif.com/food/nutri/images/food_pyramid.gif)

The food guide pyramid is an outline of food stuff to eat each day based on dietary guidelines which helps number of serving each day to start with plenty of grains, millets, vegetables and fruits and add 2-3 serving from milk group, 2-3 serving from meat group followed by use fats, oils and sweets sparingly.

If carelessly consume it without having knowledge and self-screening, these food may be reason for inviting various kind of diseases. So instead of becoming healthy and strong, food make us sick. The market is full of variety of food stuff. Which food should be chosen and which one should be avoided have no parameter in practical life. Generally the choice is based on eye appeal, appetizing colour, flavor, and taste.

In general fat and carbohydrates are the major sources of energy. The concept of healthy food is determined on scale of calorific value which differentiate between good food and bad food.

**Concept of calorie count:** - Each human being is required consumption of energy to live and may perform active life. The requirement of energy is calculated on the basis of Recommended Dietary Allowance (RDA) which restrict extra consumption of energy through food per day. The intake varies on few factors such as age, sex, and type of work.

**Risk of high calorie intake food:** - the harmful effect may be faced by anyone who consumes extra energy. The following problems may occur-

- **Obesity-** which is the most basic risk associated with high calorie intake, when actual body weight is at least 20 percent greater than the IBW.
- **Diabetes-** High energy intake may risk to develop diabetes.
- Slows down the digestion and absorption of food.



- Interfere the absorption of calcium by combining calcium to form insoluble calcium soap
- Causes ketones unless adequate carbohydrate is present to complete the oxidation of fat
- **Cardio Vascular diseases-** Heart has to work harder to pump sufficient amount of blood to the expanded area which may leads to heart failure.
- Shorten active life, difficulty in walking, running, and even in sleeping
- **Osteoarthritis-** heavy body weight may cause osteoarthritis due to burden on bones and joints.
- **Cognitive impairment-** According to 2012" USA Today' 'article, a study by the American Academy of Neurology, suggests that high calorie intake might be related to cognitive impairment which is a type of memory loss.

**How to Restrict:** - Basically human being take three major meals in a day. The selection of food in each meal should restrict consumption of energy giving food materials and other precautions are-

- Live active life, brisk walking, regular exercise and yoga.
- Adopt positive attitude of life and be happy.
- Adopt happy life by assuming food as means of survival, control over eating, restrict refined sugar, salt, fried and fatty foods and junk food stuff.
- Encourage to increase vegetarian diet and discourage over use of meat and meat products, and processed food.
- Do regular health checkup and to ensure total calorie count as per RDA.

Food prepared at home are considered healthy as compared to market food because of transparency of quality of ingredients used, and hygienic care taken. On the other hand commercial food served in restaurant and other food establishment have no idea of what quality of raw materials were used. Their main goal is to develop good flavor, taste and appetizing appeal. Under such circumstances the customers must be aware at least about their calories consumption through food which he orders.

**Menu Engineering for Calories Count:** -the greatest challenge is to design a stellar menu which can attract customers and made POS for the firm. The aim of presenting menu is to familiarize customers with the choice of dishes along with price and in some cases brief description of each dish. So customers may take decision what to order keeping in mind the budget.

Menu Engineering in field of restaurant business contributes:-

- Psychology of customer which includes perception, attention and emotion
- Managerial accounting purpose to deal with marginal cost and unit cost analysis.
- Marketing and strategy planning for pricing and promotion.
- Graphic design to make attention of customers through layout design and typography

Thus primary goal of menu engineering is to attract customers and stimulate to create POS for them to a purchase the products. Since price is the most important segment along with preference high profitable items in first order to attract customer's attention to develop interest to order.

A novel idea should be inculcate to give calorie count of each items in the menu for specific quantity to be served. So that the customers may also chose the list of dishes not only on basis of price, taste, and preference but also on calorie counts. The counting of total calories to be consumed must be self-guided by providing RDA recommendation on sweet spot of the menu card. The customer would evaluate total calories against the dishes he ordered. These conscious exposure about the food would create positive image of establishment and customer would develop healthy eating habits.

Usually people take three major meal in twenty four hours as breakfast, lunch and dinner. The calculation should be bifurcated in such a way that customer would be able to calculate the range of calorie count for breakfast, lunch and dinner. The chef should also be aware about the calories of each dish. So he would take accurate measurement of cooking oil for dish. This practice would also cut down food cost and customers would also develop confidence in restaurant.

## REVIEW OF LITERATURE

**Krause**, Adequate intake level recommended daily based on observed or experimentally determined approximations of nutrient intake by a group or groups of healthy people, these nutrients recommendations are used when the Recommended Dietary Allowances cannot be determined.

**Recommended Dietary Allowance:** –Recommended Dietary Allowance (RDA) is the amount of selected nutrients considered adequate to meet the known nutrient needs of healthy people. The RDA are based on scientific knowledge and have been presented by a committee of the Food and Nutrition Board (FNB) of the National Academy of Sciences (NAS). RDA is generally accepted throughout the world as a valid source of information. At least 40 different nations have as well as organizations have published standards similar to the RDA.

**Energy RDA** Each individual's food energy intake must be equal to the energy expended. In order to maintain body weight, the average energy consumption is aimed at setting a standard for people to work from and it gives an example of how many calories are reasonable for this group. An output side of the energy balance equation, how much energy people should expend, has not been established.

**Protein RDA** Protein recommendations are mainly based on the individuals' body weight. The protein RDA is high, to cover most person's needs. The average requirement for protein is 0.6 grams per kilogram of body weight. The RDA is 0.8 grams, this is said to meet 97.5% of the population's needs.

**No RDA for Carbohydrate and Fat:** the amount of protein recommended represents a small percentage of a person's energy allowance; with the remainder acquired from carbohydrates and fats. The general guideline for carbohydrate and fat is that more than half of daily energy should come from carbohydrates, with no more than one-third from fat.

**Water Recommendation** The larger and more active a person the greater the need for water. Most people need a least 6 to 8 -ounce glasses of liquids a day. *This is truly an area neglected by most individuals.*

**Fiber recommendation:** There is no recommendation for fiber, however it is recommended that sufficient fiber be obtained from fruits, vegetables, legumes, and whole-grain products, which also provide vitamins, minerals and water.

### ***The RDA for Vitamins and Minerals***

The recommendations for vitamins and minerals are specific, as they have been studied for decades.

It must be noted that it is recommended, to the more 'diligent', individuals that they seek advice regarding their own individual needs relating to their own individual height, weight and their daily amount of energy expenditure (energy expenditure relating to daily training).

The Basic American Standards for nutrients recommendations were the recommended dietary allowances (RDAs), established by Food and Nutrition Board (FNB) first published in 1941 and revised in 1989. In 1993, The FNB convened a symposium to ask the question, "Should Recommended Dietary Allowances be revised". In FNB 1994 developed a framework for the development of future nutrient recommendations, dietary reference intakes (DRIs).

**Role of FSSAI:** Food Safety and Standard Authority of India wants calorie count on restaurant menu to promote healthy habits. FSSAI has asked restaurant to voluntarily print calorie on their menus to promote healthy eating habits as is done in the west. According to Pawn Agarwal Chief Executive of FSSAI, it was a part its eating right movement. This will include commitments from food companies on reformulation of their products with less salt and sugar and trans- fat.

Restaurant will be required to promote healthy eating practices and help consumers in making informed choices through calorie information labelling.

**Prakul Kumar** Secretary General National Restaurant Association of India adding that quantity of ingredients in the same dish may vary from day to day. The recipes of dishes on the menu in a restaurant are not standardized. So it will be challenge to mention calorie count of dishes on the menu.

The food regulator has also proposed to limit the maximum trans-fat in vegetable oil, vegetable fat and hydrogenated vegetable oil by 2% by weight as part of its goal to make India trans-fat free by 2022.

**Julia Raies:** Will calorie counts on menus change the way we eat? You can now walk into any large chain restaurant and see just how many calories in the food you are ordering. "Gone are the days when you could eat an entire chipotle burrito without the dreaded knowing

**Monika:** It is important to have a sane logic while creating a menu since neither size nor numbers are sole guarantees for success. The only communication that a hundred percent of a restaurant's customers will see and consider, the menu greatly influences what they will buy how much they will spend.

For many years the size of the restaurant menu grew. Diners demanded a plethora of choices with menus that spanned continents and cuisines. This large group of people values local, flavor food that is high quality and low cost. They want to customize their meals either due to their own personal preferences or dietary restrictions. Millennial are demanding quality with declaration of nutrition offering. There's a new trend toward simple, hassle- free dining. The growing crop of restaurant with minimal menus may easy to support depiction of calorie count. Along with this restaurateur may continue to trim the excess and very high calorie dishes due discard by the customers and may attract towards healthy items.

### Metabolic Process

- i) **Carbohydrate (CHO):-** glucose and polysaccharides are chief energy giving nutrients. This polysaccharides broken down into monosaccharides mainly glucose which is transported across the small intestine wall and then into the circulatory system which is further transported to liver. Where the hepatocytes either pass this glucose to circulatory system or store excess glucose in the form of glycogen. The blood glucose transformed into ADP and ATP through glycolysis in the presence of insulin.
- ii) **Lipid:-** about forty percent of total calories in normal diet are derived from fats. Some carbohydrates also converted into triglycerides before storage and then used as fatty acids by breaking into fatty acids and glycerol. Which are transported into active tissues where they are oxidized to release energy.  
Glycerol converted into glycerol-3-phosphate after entering into tissues and with the help of intracellular enzymes then enters the glycolytic pathway for glucose breakdown to release energy.
- iii) **Protein:-** The synthesis of protein occurs in liver in process of deamination. In this process ammonia is released and converted into urea. The amino acids formed during deamination converted into ketoacid products oxidized to release energy.

### OBJECTIVES OF STUDY

- I. To educate mass awareness among restaurant goers about total energy intake per day
- II. To calculate and introduced calories count of each dish in the menu card
- III. To help in choosing healthy foods on criterion of energy intake

### RESEARCH METHODOLOGY

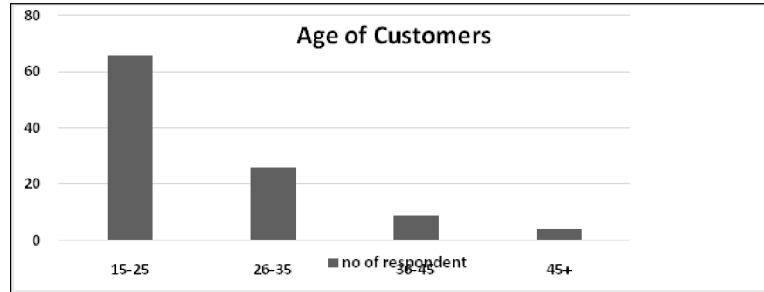
To study current topic, survey based research was liberally used. The active respondents were customers who used to visit restaurant frequently. The empirical survey was based on opinion. Thus adequate steps were taken to minimize bias opinion to improve reliable information. The criteria for respondent selection was purposive that responded to gather information from the guest in the restaurant when they present physically. The scope of study was Aligarh.

The tool to collect data was questionnaire, formulated mostly on MCQ nature to streamline the outcome uniformly.

The principal component factor was analysis which was used scientifically by the instruments of statistical methods to validate the inputs into desirable results. Similarly univariate analysis was used to analyze some descriptive statistics of both macro and micro variables. The conclusion part has been derived exclusively from the analysis of survey.

### ANALYSIS OF DATA

In survey 112 respondents were included sharing 50% Population of both male and female in basically civil lines area which comprise students, government officials, professors and business fraternity. The response of feedback were taken 63 percent from civil lines, 10 percent from old city and rest 27 percent from others.

**i) Age Group****Figure A1**

Youngsters in age group 15-25 years contributes 69% of total respondents who visit restaurants followed by people in age of 26-35 years with 29%. Above 36 years age restaurant visits declined to 9 and 5 percent only.

**ii) Profession****Table B1**

	Profession	No. of respondents	Percentage (%)
A	Service	63	56.2
B	Business	16	14.3
C	Student	33	29.5
Total		112	

The analysis reveals that maximum service category are able to frequently visit restaurants by 63 percent due to dispersible money followed by student's category 33 percent. Business class came third rank by mere 16 percent.

**iii) Frequency of restaurant visit****Table B2**

	No. of visit	No. of respondents	Percentage (%)
A	Once/ Week	30	26.8
B	Twice/ Week	14	12.5
C	Once/ Month	42	37.5
D	Twice/ Month	26	23.2
Total		112	

The analysis explains that forty two percent people visit restaurant once a month and 30 percent once a week. While 26 percent prefer twice a month and only 14 percent customers visit twice a week.

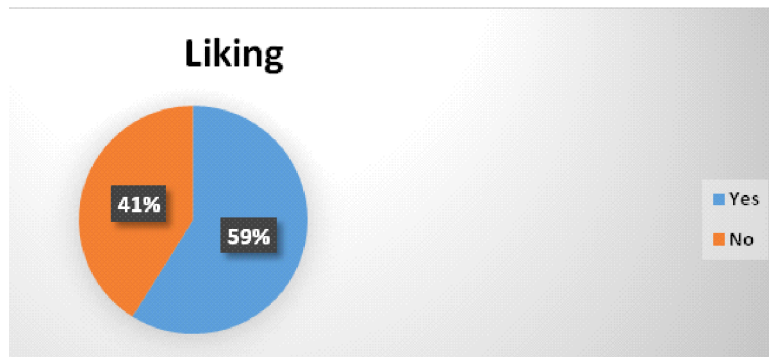
#### iv) Companion Prefer to Visit Restaurant with

**Table B3**

	Variable	No. of respondents	Percentage (%)
A	Family	47	42.0
B	Friend	57	50.8
C	Both	4	03.6
D	Alone	4	03.6
Total		112	

Fifty seven percent respondents prefer to visit restaurant along with their friends followed by 47 percent with families. Only 4 percent dine out with both family and friends or alone.

#### v) Liking of Oily Food



**Figure A2**

Sixty five percent customers try to avoid oily food while 46 percent do not care about excess oil in food.

#### vi) Healthy Food

**Table B4**

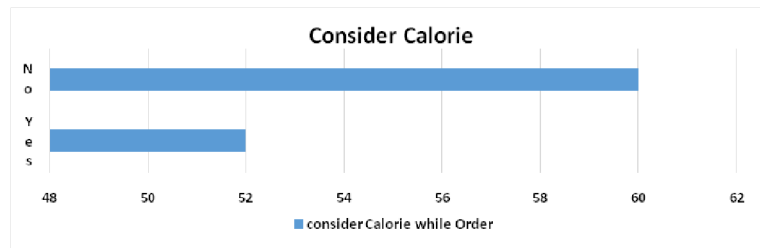
	Variable	No. of respondents	Percentage (%)
A	Vegetarian	38	33.9
B	Non veg	29	25.9
C	Oily food	5	04.5
D	Very less oily food	40	35.7
Total		112	

Questions were asked which food is healthier. About thirty eight percent respondents consider very less oily food healthier followed by vegetarian and 29 percent non veg food.

**vii) Menu Combination****Table B5**

	Variable	No. of respondents	Percentage (%)
A	Appetizer, Soup, Main course, Dessert	30	26.8
B	Appetizer, Main course, Dessert	48	42.9
C	Soup, Main course	16	14.3
D	Appetizer, Main course	18	16.0
Total		112	

About forty three percent customers usually order appetizers, main course and dessert. While 26.8 percent prefer to take appetizers, soup, main course and dessert. Sixteen percent and 14.3 percent prefer appetizer, main course and soup, main course respectively.

**viii) Consider Calorie while Ordering Food****Figure A3**

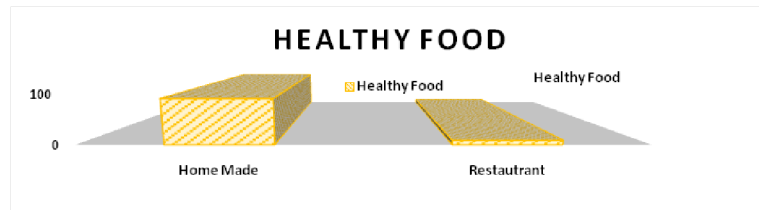
About Fifty four percent respondents did not keep in mind calorific value of dish while ordering. While 46 percent agreed to consider calorie of food.

**ix) Energy Giving Nutrients****Table B6**

	Variables	No. of respondents	Percentage (%)
A	Sugar	04	03.6
B	Carbohydrate	45	40.2
C	Fat & Oil	08	07.1
D	Above all	55	49.1
Total		112	

Question were asked to choose energy giving nutrients. Out of four options i. e. sugar, carbohydrate, fat & oil, 49.1 percent said above all while 40.2 percent chosen carbohydrate. Only 3.6 and 7.1 percent said sugar and fat & oil respectively.

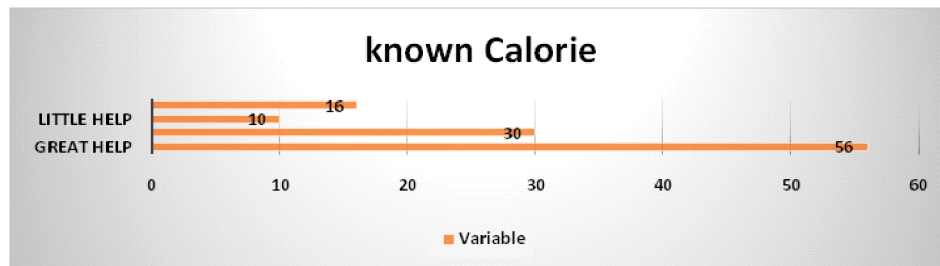
### x) Healthy Food



**Figure A4**

Options were given to choose healthy food among homemade and restaurant. Ninety one percent agreed homemade food is healthier than food from market.

### xi) Mentioning Calorie of Dish



**Figure A5**

If calorie count is mentioned before each dish in the menu, 50 percent customers commented that it would be great help. While 26.8 percent said some help, 8.9 and 14.3 percent said little help and no help respectively.

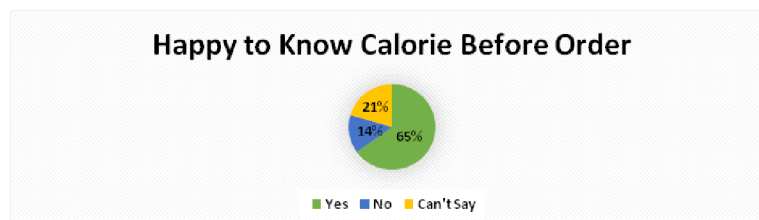
### xii) Discard High Calorie Dish



**Figure A6**

Question was asked from respondent to comment whether they would discard high calorie dish which is favourite. Fifty percent said some times, 26.8 percent never. While rest 8 and 15.2 percent said seldom and always respectively.

### xiii) Happy to Know Calorie of Dish Before Giving Order



**Figure A7**



Question was asked whether they will be happy if calorie is known before placing order. About sixty five percent gave answer in affirmative. Contrary 14.3 percent said no while 20.5 percent were not sure.

#### xiv) Effect on Food Sale

**Table B7**

	Variable	No. of respondents	Percentage (%)
<b>A</b>	No effect	21	18.8
<b>B</b>	Increase	37	33.0
<b>C</b>	Decrease	14	12.5
<b>D</b>	Marginal effect	40	35.7

What will be effect on sale if calorie of each dish is declared on menu? Thirty three percent were agreed the sale will increase, while 12.5 percent said decrease. Rest of the customers of 18.8 & 35.7 percent had opinion that it would have no effects and marginal effects respectively.

#### xv) Calorie Required Per Day

**Table B8**

	Variable	No. of Respondents	Percentage (%)
A	Less than 2000 kcal	41	36.6
B	2200 kcal	24	21.4
C	2300 kcal	15	13.4
D	No idea	40	35.7
Total		112	

Only 13.4 percent customers gave correct answer that 2300 kcal is RDA for moderate workers. While rest of respondent either gave wrong answer or said no idea.

#### xvi) Suffering from any Disease

**Table B9**

	Variable	No. of respondents	Percentage (%)
<b>A</b>	Obesity	21	18.8
<b>B</b>	Diabetes	10	08.9
<b>C</b>	Heart disease	5	04.5
<b>D</b>	B. P.	16	14.3
	None of above	60	53.5
<b>Total</b>		112	

About fifty three percent customers were found healthy without any disease. The rest of respondents were suffering from either diabetic, heart patients, or BP by 18.8, 8.9, 4.5 and 14.3 percent respectively.

#### xvii) Daily Work Out

To keep good health six factors were put before respondent to make any one choice, study reveals that 39.3 percent customers do daily walk. While exercise came second by 22.3 percent followed by gym 13.4 percent and none 3.6 percent.

Table B10

	Variable	No. of respondents	Percentage (%)
A	Walk	44	39.3
B	Yoga	4	03.6
C	Exercise	25	22.3
D	Gym	20	17.9
E	Game	15	13.4
F	None	4	03.6
Total		112	

### xviii) Appreciate if Gives Nutritional Information

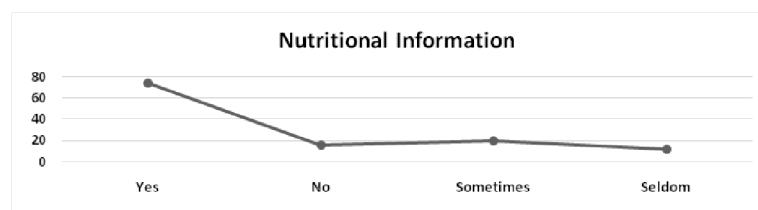


Figure A8

Majority of the respondent (66%) appreciated and showed eagerness to know nutritional information of the dish which they were going to order. About 18 percent were not sure while 14.3 percent did not favour.

### xix) Favourite Meal

Table B11

	Variable	No. of respondents	Percentage (%)
A	Break fast	16	14.3
B	Snack	20	17.9
C	Vegetables	25	22.3
D	Non Veg	51	45.5
Total		112	

Among the customers who participated in survey their favourite food was non veg by forty six percent. While 22 percent liked vegetables and rest 18 and 14 percent were liking snack and breakfast respectively.

### xx) Distribution of Customer's Weight

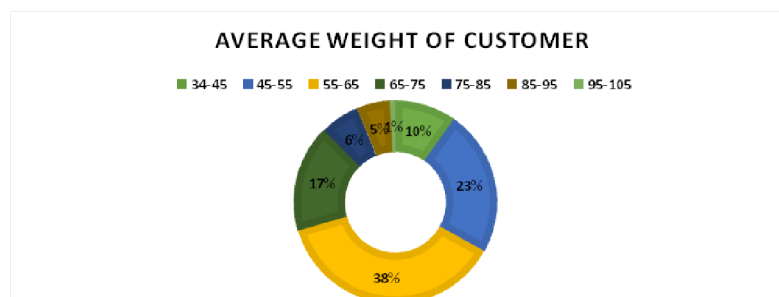


Figure A9

The average weight were enquired from the customers and tabulated into seven groups with class interval of ten obtained from minimum weight of 35 kg to maximum weight of 105 kg. In this analysis it was revealed that customer's weight ranges from 55-65 kg came first place by securing 38 percent followed by 44-55 kg 23 percent. While 17 percent by 65-75 kg, 6 percent by 75-85 kg, 5 percent by 85-95 percent and 10 percent by 95-105 kg.

#### xxi) The Most Popular Dish

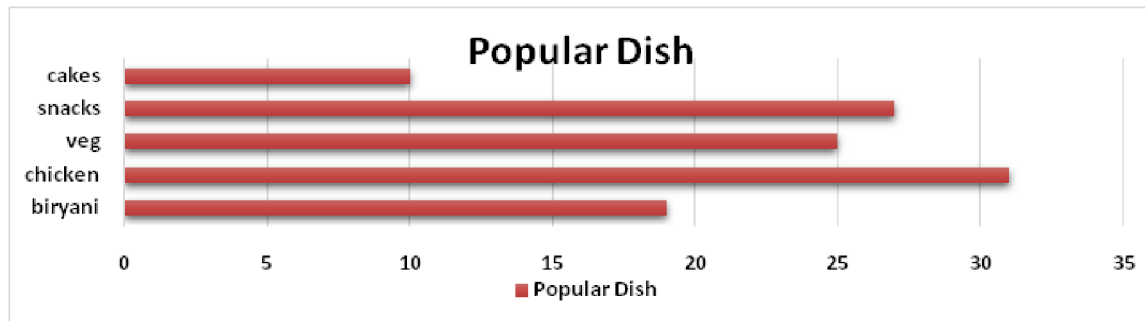


Figure A10

The most popular food was chicken dish liked by 28 percent, followed by snacks 24 percent. While vegetables were liked by 22 percent and cakes by 9 percent only.

#### xxii) Deciding Factors of Selecting Dish

Table B12

	Variable	No. of respondents	Percentage (%)
A	Taste	62	55.3
B	Flavor	20	17.9
C	Garnish & appearance	20	17.9
D	Texture	10	08.9
Total		112	

Selection of a dish was critical point by the customers. Therefore, four factors of food such as taste, flavor, garnish, and texture were given to choose the most deciding any one factor. The analysis showed that 55.3 percent customers put taste of dish as prime factor followed by flavor and garnish by 17.9 percent each.

### RESULTS AND FINDINGS

1. The young people in the age group of 15 to 35 years frequently visit restaurants than older people. They were found fit because they either do regular exercise, work out at gym, morning walk or indulge in sports activities. Their average weight were in the range of 55 to 65 kg.
2. Service class people dine out more frequently due to dispensable money followed by students. Business class on the hand prefer restaurant's visit in weekends.
3. The frequency of visit to restaurant are common once a month and some people also visit once a week. Only few respondents visit two times a week.

4. The student's community love to visit restaurant with their friends while adults like family for dine out.
5. Most of the customers dislike oily food and like vegetables. Homemade food are still consider healthier than restaurant's food.
6. The common menu selection by customers at restaurants is appetizers, main course, and dessert and sometimes followed by inclusion of soup in their meal.
7. Calorie count do not play important role for customers while selecting meal. But instead they are much aware about energy giving nutrients. Opinion was equally divided about mentioning calorie of dishes in menu card that help consumers to control total calorie intake.
8. Only few restaurants goers agreed to discard high calorific food even they like it very much.
9. The majority of population were found eager to know calorific value of food before giving order and loved to know full details of nutritional profile of all dishes According to them there will be marginal effect on sale.
10. Among customers the most favourite meal was non veg especially chicken dishes followed by snacks.
11. The taste was the deciding factor for selecting a dish. Other factors such as flavor, garnishing and palatability were also determinants.

### LIMITATIONS

1. The recipes of dishes on the menu in restaurants are not standardized. So quantity of ingredients in the same dish may vary.
2. Most of the respondents were not aware about required RDA recommendation.

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**Annexure 1**  
**Recommended Dietary Allowance (RDA) for Indians**

Table B13

GROUP	CATEGORY	Body Weight (Kg)		Energy (Kcal/Day)		Proteins (g/day)	
		Revised	Old	Revised	Old	Revised	Old
MAN	Sedentary	60	60	2320 ↓	2425	60	60
	Moderate			2730 ↓	2875		
	Heavy			3490 ↓	3800		
WOMAN	Sedentary	55 ↑	50	1900	1875	55 ↑	50
	Moderate			2230	2225		
	Heavy			2850 ↓	2925		
	Pregnant			+350 ↑	+300	78 ↑	65
	Lact. <6mths			+600 ↑	+550	74	75
	Lact. 6-12 mths			+520 ↑	+400	68	68
INFANTS	0 – 6mths	5.4	-	92/kg ↓	108/kg	1.16/kg ↓	2.05/kg
	6 – 12 mths	8.4	8.6	80/kg ↑	98/kg	1.69/kg	1.65/kg
CHILDREN	1 - 3 yrs	12.9	12.2	1060 ↓	1240	16.7 ↓	22
	4 - 6 yrs	18.0	19.0	1350 ↓	1690	20.1 ↓	30
	7 - 9 yrs	25.1	26.9	1690 ↓	1950	29.5 ↓	41
	10 - 12 yrs	34.3	35.4	2190	2190	39.9 ↓	54
GIRLS	10 - 12 yrs	35.0	31.5	2010 ↑	1970	40.4 ↓	57
BOYS	13 - 15 yrs	47.6	47.8	2750 ↑	2450	54.3 ↓	70
GIRLS	13 - 15 yrs	46.6	46.7	2330 ↑	2060	51.9 ↓	65
BOYS	16 - 17 yrs	55.4	57.1	3020 ↑	2640	61.5 ↓	78
GIRLS	16 - 17 yrs	52.1	49.9	2440 ↑	2060	55.5 ↓	63

Table B14

GROUP	CATEGORY	Visible Fat (g/day)		Calcium (mg/Day)		Iron (mg/day)	
		Revised	Old	Revised	Old	Revised	Old
MAN	Sedentary	25 ↑	20	600 ↑	400	17 ↓	28
	Moderate	30 ↑					
	Heavy	40 ↑					
WOMAN	Sedentary	20	20	600 ↑	400	21 ↑	30
	Moderate	25 ↑					
	Heavy	30					
	Pregnant	30	30	1200 ↑	1000	35 ↓	38
	Lact. <6mths	30 ↓	45	1200 ↑	1000	21 ↓	30
	Lact. 6-12 mths	30 ↓					
INFANTS	0 – 6mths	-	-	500	500	46 µg/kg	-
	6 – 12 mths	19	-			5	-
CHILDREN	1 - 3 yrs	27	25	600 ↑	400	9 ↓	12
	4 - 6 yrs	25				13 ↓	18
	7 - 9 yrs	30 ↑				16 ↓	26
	10 - 12 yrs	35 ↑	22	800 ↑	600	21 ↓	34
GIRLS	10 - 12 yrs	35 ↑				27 ↑	19
BOYS	13 - 15 yrs	45 ↑				32 ↓	41
GIRLS	13 - 15 yrs	40 ↑	22	800 ↑	500	27	28
BOYS	16 - 17 yrs	50 ↑				28 ↓	50
GIRLS	16 - 17 yrs	35 ↑				26 ↓	30

Table B15

GROUP	CATEGORY	Retinol (µg/day)		B Carotene (µg/day)		Thiamin (mg/day)	
		Revised	Old	Revised	Old	Revised	Old
MAN	Sedentary	600	600	4800 †	2400	1.2	1.2
	Moderate					1.4	1.4
	Heavy					1.7	1.6
WOMAN	Sedentary	600	600	4800 †	2400	1.0	0.9
	Moderate					1.1	1.1
	Heavy					1.4 ‡	1.2
	Pregnant	800 †	600	6400 †	2400	+0.2	+0.2
	Lact. <6mths	950	950	7600 †	3800	+0.3	+0.3
	Lact. 6-12 mths					+0.2	+0.2
INFANTS	0 – 6 mths	350	350	-	-	0.2	55 µg/kg
	6 – 12 mths			2800 †	1200	0.3	50 µg/kg
CHILDREN	1 - 3 yrs	400	400	3200 †	1600	0.5 ‡	0.6
	4 - 6 yrs					0.7 ‡	0.9
	7 - 9 yrs					0.8 ‡	1.0
BOYS	10 - 12 yrs	600	600	4800 †	2400	1.1	1.1
GIRLS	10 - 12 yrs					1.0	1.0
BOYS	13 - 15 yrs					1.4 †	1.2
GIRLS	13 - 15 yrs					1.2 †	1.0
BOYS	16 - 17 yrs					1.5 †	1.3
GIRLS	16 - 17 yrs					1.0	1.0

Table B16

GROUP	CATEGORY	Riboflavin (mg/day)		Niacin Eq. (mg/day)		Vit. B6 (mg/day)	
		Revised	Old	Revised	Old	Revised	Old
MAN	Sedentary	1.4	1.4	16	16	2.0	2.0
	Moderate	1.6	1.6	18	18		
	Heavy	2.1 †	1.9	21	21		
WOMAN	Sedentary	1.1	1.1	12	12	2.0	2.0
	Moderate	1.3	1.3	14	14		
	Heavy	1.7 †	1.5	16	16		
	Pregnant	+0.3	+0.2	+2	+2	2.5	2.5
	Lact. <6mths	+0.4	+0.3	+4	+4		
	Lact. 6-12 mths	+0.3	+0.2	+3	+3		
INFANTS	0 – 6 mths	0.3	65 µg/kg	710 µg/kg	710 µg/kg	0.1	0.1
	6 – 12 mths	0.4	60 µg/kg	650 µg/kg	650 µg/kg	0.4	0.4
CHILDREN	1 - 3 yrs	0.6	0.7	8	8	0.9	0.9
	4 - 6 yrs	0.8	1.0	11	11		
	7 - 9 yrs	1.0	1.2	13	13		
BOYS	10 - 12 yrs	1.3	1.3	15	15	1.6	1.6
GIRLS	10 - 12 yrs	1.2	1.2	13	13		
BOYS	13 - 15 yrs	1.6 †	1.5	16	16		
GIRLS	13 - 15 yrs	1.4	1.2	14	14	2.0	2.0
BOYS	16 - 17 yrs	1.8 †	1.6	17	17		
GIRLS	16 - 17 yrs	1.2	1.2	14	14		

Source: Sesikera. B. ICMR Report, National Institute of nutrition, Hyderabad

## Indian Culinary Tourism: Past, Present and Future

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### ABSTRACT

Food is an integral part of tourism. Food tourism comes under <sup>1</sup>cultural tourism. It is a strongly emerging niche, complementing other means to experience the culture of a region. It manifests intangible heritage of a region. Food is a source of major tourist satisfaction, recall and revisit intentions. It adds to the unforgettable experiences, inspirations and cultural explorations.

Food is an important push and pull factor for a tourist. It pushes the food tourist away from his/her familiar food and eating habits and pulls him/her towards exciting and new food and cuisine, at the same time.

Food tourism has four major categories. Gastronomy Tourism, Culinary Tourism, Cuisine Tourism and Gourmet Tourism. Culinary is adjectival form of cuisine, if cuisine is the style of food preparation, gastronomy is art and science of good eating and gourmet is all about an individual's own journey, knowledge and likes about food then culinary is not only the style of food preparation, however, it also represents the social context in which food is acquired, prepared, presented, served and consumed. It includes ingredients, prepared foods, beverages, institutional structures, social interaction around food and food tourism itself.

Culinary tourism is, thus, the experience of food in its natural set up. It is not high-end food tourism like gastronomy tourism. The culinary tourist appreciates food as the part of his/her essential experience as a tourist. They eat typical regional dishes at a lower price range in its rustic set up. They are food hunters.

The cuisine of the country displays its cultural and national identity. '*... India's wide variety of traditional cuisines is a source of tourist attractions that can be packaged and marketed by developing 'culinary tour routes' for special category of tourists keen on authentic tastes and cuisines*', Indian government, in addition to other measures, in its annual report (Ministry of Tourism, 2008: 22) envisaged.

This exploratory study on Indian Culinary Tourism-Past, Present and Future will be a landmark study on the measures to Create Local Cuisines into Tourist Attraction, visiting the past of culinary tourism, bringing to forefront what is the present value and what will be the future of Culinary Tourism in India?

**Keywords:** Culinary Tourism, Food Tourism, Culinary Tourism in India, Future of Indian Culinary Tourism.

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## CULINARY TOURISM

Food is dominantly associated with the culture, traditions and thinking of a country, defining her heritage. Also it adds to the overall experience of the Tourist's stay. The Tourists' experience of food at a destination is called of Culinary Tourism. The seeds of Culinary Tourism emerged probably when someone realised that food is an essential element of tourists' experience and budget. Around 36% of tourist's expenditure is on food even when food is their secondary or partial motivation. (UNWTO, Global Report on Food Tourism)

According to Hall and Sharples (2013) *Food Tourism is an experiential trip to a gastronomic region, for recreational or entertainment purposes, which includes visits to primary and secondary producers of food, gastronomic festivals, food fairs, events, farmers' markets, cooking shows and demonstrations, tastings of quality food products or any tourism activity related to food.*

Given the vastness of Indian cuisine, where every hundred kilometres see change in culinary set up, Culinary Tourism is desired diversification strategy to attract International Tourists and improve recall and revisit. It also enhances the Economic growth of the territory. The experiential journey of Cultural Tourist/Food Tourist/Culinary Tourist/Gastronomy Tourist satisfies their hunger for authenticity. Moreover, this journey opens doors for experimentation. They learn from different cultures, acquire knowledge and understanding about a new cuisine. New and beneficial ways of food preparation and consumption is another attribute of Culinary Tourism experience.

Culinary Tourism does not require new manufacturing units or new products. It is an experience of already existing norms of procuring, preparing, serving food in its natural set up, without disturbing and disrupting the culture and environment of the culinary destination. Therefore, sustainability is a grand factor associated with culinary tourism.

### 5-Outcomes of Culinary Tourism

1. Tourism Product Diversification
2. Economic growth of the Territory
3. Sustainability
4. Agricultural Production and
5. Branding Tourism

### Indian Culinary Tourism

Indian food traditions are potentially built from thousands of year to become Culinary Tourism Destination in 21<sup>st</sup> Century. The food of India heals, has variety, is presentable and enough to plan many days itinerary together. Local Indian food is sustainable, give identity to the destination and strengthen local economy. If played well, Culinary Tourism can be converted into an attractive tourism product to increase the tourist flow. As Lacy and Douglass mentioned "every tourist is a voyeuring gourmand".

There is no precise information about the inception of Culinary Tourism in India although its long presence is felt. Instead of Tourists, they were Travellers, rather Traveller tourists (Dr. Nusrat Yasmeen Assistant Professor, Department of Tourism, Hotel, Hospitality and Heritage Studies, Jamia Millia Islamic, New Delhi, India). Some came as Traveller Tourist, some came to conquer and rule India, some came for the spices. Travellers became migrants and exchange of cuisines was obvious. Many recipes became the part of these mingling cultures. Recipes and food experiences



were written in the travelogues of traveller tourists. The wisdom of India's strong traditions of cooking, processing and serving food as a body healer was duly recognized. Soon the healing virtues of Indian food also spread among Traveller Tourists and migrants. This became the past of Indian Culinary Tourism. Traveller Tourists and Migrants shaped the past of Indian Culinary Tourism.

### Evidences of Culinary Tourism in Ancient India

The evidences of Culinary Tourism in Ancient India can be discovered through the literature and travelogues written by people who travelled India from time to time. World famous 14th Century traveller Ibn Batuta from Morocco, Africa, wrote *Rehla*, which means travelling. He travelled Arab peninsular civilisation through *Iraq, Iran*. He entered North West India and reached Delhi. From Delhi he travelled to South India and via China, he travelled back to Morocco.

In his book he talks about richness, grandeur, customs and healing properties of Indian Cuisine and Culinary. Pickles, ghee, honey, sesame oil, nuts, roast, sherbet, halwa, khichdi, samosa as a meal, *simat* (dinner carpet), *Khidmat* (performing bow towards the Sultan before eating), Bismillah, Ganga water, *fugqa* are worth mentioning from his book *Rehla*.

Abul Fazl (16<sup>th</sup> Century) endorsed the words of Ibn Batuta that Indian meal begins with a very thin Bread. Abul Fazal called it, Chapatti and says it had become the part of Mughal Kitchen. In *Ni'matnama*, recipes of different kind of breads are given.

Bernier, a trained physician, traveller and in the service of a Mughal noble in the seventeenth century talks about Hung curd and Lemonade as a highest order refreshing. (Bernier, pp. 353-54). Ovington (1689 AD), a British Travelling tourist elaborates the qualities of *Dahi* (curd) and time of its eating.

Ibn Batuta talks about mango pickles how it is made and how ripe mango is eaten and its season of ripening (Batuta, pp. 16-17). He precisely recorded that pickle was an important part of Indian meal. It was popular in migrant Mughal Cuisine culture. Their kitchen furnished 33 varieties of pickles and the price of these pickles were also indicated.

Mughal emperor Jehangir had a great likeness of ripe Mangoes in Tuzuk, tr. I, p. 116, p. 5 and p. 332 he concludes that Indian Mango fruit is above all the fruits he has tasted in Kabul. For Agra region of all the fruits grown Mango is the best. He also appreciated the scientific development in botanical sciences when Mubaraq Khan was able to grow mangoes beyond its natural growing season. Amir Khusro (13<sup>th</sup>-14<sup>th</sup> Century) has also praised this fruit: "our fairing (i.e. Mango) beauty maker of the garden, fairest fruit of Hindustan.

Khichri is another food which has been written by many traveller tourists and migrants. Ibn Battuta compared it with his native dish Harira, Mughal Emperor Jehangir when visited Ahmedabad he tasted khichri of Bajra, *Laziza*. On the day of his abstinence he preferred Khichdi (Tuzuk, tr. I, p. 419). *Laziza* is Arabic and Persian word which suggests that the Arabian and Persian people of those time also liked Khichdi.

Mughal emperor Jehangir remained abstained from taking meat during some days. This was indeed Indianizing fooding habit of Migrants of those times (Dr. Nusrat Yasmeen Assistant Professor, Department of Tourism, Hotel, Hospitality and Heritage Studies, Jamia Millia Islamia, New Delhi, India). Humayun's Son Akbar was more vociferous to discourage people against eating meat. Jahangir made state policy against animal slaughter.

British travellers also started loving Indian food. Peter Munday in 17<sup>th</sup> Century wrote about Do Pyaza, Mangoes, Arak, and fine bread of wheat, rice, khichdi and achar.

Halwa, an Arabic word is a sweet dish. It had come from north western cultural route. That is why nuts are used in Halwa. It was indianized by using carrots, pumpkin, winter melon, banana etc. *Ni'matnama* explains the preparation of different varieties of Halwas.

Fuqqa, a barley drink was famous with Indian Turk Travellers. However, there are evidences in literature that the travellers and migrants changed their drink to pure drink the Gangawater. Sultan Muhammad Bin Tuglaq (1325 A.D.-1351 A.D.) was supplied Ganga water to drink. Abul Fazl, writes the same about Mughal emperor Akbar. As a traveller Tourist Bernier was concern and conscious of unhygienic and impure water of Delhi. He writes that, he will not be exposed to inconvenience and dangers since Nawab is kind to order loaf of bread and sourai of Ganga water from his home.

Past of Indian Culinary Tourism is imperfect without bringing inferences of Paan from ancient literature. The highest number of miniatures in *Ni'matnama* on different kind of preparations of Paan, signifies the importance of paan. Not serving paan at the end of the meal was considered inappropriate.

Thus, the genesis of Indian Culinary Tourism started with Travellers Tourists and travellers who stayed back and mingled.

#### **Indian Culinary Tourism-The beginning**

- o The Local Food and Beverage was an essential motivation of the traveller.
- o Food influenced cultures and communities.
- o Food gave multifaceted experiences of taste, eye appeal, good health, rituals and way of cooking.
- o It gave an Identity to a culture, community, place or a country.
- o All kind of travellers enjoyed food.
- o Healing properties of food were duly recognized.
- o The traveller understood the way of living of the people through their food and food eating habits.
- o Travellers related dishes with his/her native dishes.
- o The Traveller Tourist and Migrants acknowledged the seasonal produce, procurement, processing, preparation, presentation, serving and consumption of food at its native place.
- o Source of information for future travellers

We can conclude that India had a bright past of Culinary Tourism in its right sense. The Traveller Tourist and Migrants were attracted by,

- The traditions
- The healing properties
- The spices; of Indian Food

World has come a long way from Indian Food to Global Indian food to Local Indian food. The “Impact of Catering and Cuisine upon Tourism” was the pioneering breakthrough for the present format of food tourism. This was discussed in 1986 at 36<sup>th</sup> congress of Association Internationale d’Experts Scientifiques du Tourisme, Aiest. WFTA, World Food Travel Association, formerly the International Culinary Travel Association has pioneered in global education and promotion of new trends and providing research in coordination with research community to facilitate industry specific knowledge.

In 2002 National Tourism Policy of India, 2002 strategized that *attempt should be made by Capitalizing India’s Unmatched variety of traditional cuisines that are today becoming increasingly popular in the world. The linkages and ripple effects created by a rapidly expanding restaurant sector can have dramatic implications for the Indian economy, implement private-public partnership of the Culinary Institute of India that will research and document ancient culinary traditions, create a highly skilled workforce of culinary professionals that can populate not only hotel and catering establishments in India, but also internationally through a non-traditional medium, and encourage Indian entrepreneurs to establish restaurants of Indian ethnic cuisine internationally, by conceiving an innovative incentive scheme.* (National Tourism Policy 2002, 14-15).

## CONTEMPORARY INDIAN CULINARY TOURISM

### Global Presence of Indian Cuisine

Indian cuisine is known for its traditions, flavours, spices and variety. Indian restaurants or restaurants serving Indian food are now easily available abroad, with strong presence at UK, Canada, the Middle East, US and even in China. Awareness about Indian Breads, Curries, Pulses, Masalas, Millets, Sweets, Paan, Snacks, Chaat, Samosa, Tandoori etc. is more than ever. The necessary inspiration for Tourists to experience Indian food in its native setup has increased.

Indian street food is not far behind. Thanks to an array of Food Channels, YouTube videos and Blogs, foreign tourists are now open to experience street food of India as well Street Foods of Mumbai, Delhi, Rajasthan, Hyderabad, Bengaluru, Mysore or Punjab are there in their Itinerary. However, quality of food and good standards of hygiene are considered of utmost importance, to give foreign tourist a safe experience.

Although they are aware about the fact that every state in India has its own legacy of food, the Culinary tourism destinations of India known to Foreign tourists are Delhi, Rajasthan, Lucknow, Agra, Kerala, Varanasi and newly emerging Mumbai. The traveller should visit a particular destination to experience the food exactly the way it is. Thus, no longer the visits will be to prominent tourist destinations of the city. The traveller will travel to the exact place of origin of the food with its natural/native set up.

A strong Brigade of Indian Chefs and Indians have made our food global. Michelin Star Status, International chain of restaurants or Food Channels and presence in International Culinary Forum has contributed towards global acceptance of Indian Cuisine. Food Bloggers and Food Lovers, YouFoodtubers (youtubers), Food Historians, Home Chefs, everyone is contributing towards projecting Indian Food in the right direction. However, it is paradoxical that still Indian Food is not celebrated in the world as French, Spanish, Italian, Chinese or Mexican food although we have wisdom, healing properties, taste and variety in our food.

### Global Chefs/International Chefs and Indian Cuisine

World renowned Chefs like David Rocco and Gary Meighan have made Indian food global. Indian Chefs like Chef Manjit Gill pioneer of Indian cuisine, Chef Vikas Khanna, Chef Sanjeev Kapoor, Chef Ranveer Brar, Gaggan Anand and Manish Mehrotra, to name a few, have really reached out to the world with their thoroughly acquired wisdom on Indian Cuisine.

David Rocco's Dolce India a Television series was launched in 2013 with two seasons already aired on National Geographic Network and is a grand success. Through, his series he introduced to the world Indian recipes, street food, and method of cooking with tourist attractions of India. He fused his learning of Indian Cuisine in every episode with Italian Cuisine making Indi-Italian fusion.

English Australian Chef Gary Meighan not only is the Ambassador of promoting Southern Australian cuisine in the world, however, he has popularised every aspect of Indianism from food, cuisine, culinary, to utensils and essence of Indianism warm, happy, homely and loving people. Impacting greatly the way Food, Cuisine and Culinary can create Identity of a Destination, he often travels to India for his work. He has eaten lot of street food, all sorts of chaat, panipuri, sevpuri, pav bhaji and seekh kebab. Masala Dosa he has learnt to make. He enjoys varieties of Dal, Curries, Coconut Curry, Biryani and parathas. Tandoor and Gujarati vegetarian food are other favourites. George Calombaris, Australian Chef with roots in Greece has talked about Jalebis and desserts of India. Medu vada, Dosa with Coconut Chutney are also his favourites. Chef Curtis Stone, talks about daal bati, curries, biryani and chicken tikka. Chef Jamie Oliver, Dal is the best thing for him. Chef Anthony Bourdain loved vegetarian food although he is famously known for being anti-vegetarian. He also loves Punjabi food accompanied with freshly made breads. Other favourites are fish head curry from Kerala.

Celebrity Chef Nigella Lawson visited Mumbai in 2017 and the first thing she ate was Vada Pav and she called it, the best thing she has eaten in 2017. The other things she shared her experience with her fans were poha, flattened rice thali peeth, multigrain fried bread and sabudana khichdi. She further glorified Indian Cuisine for dry roasted masala.

### Present Culinary Tourism Products

Culinary Tourism Products include every aspect of authentic local food with its native setup, service, traditions and atmosphere such that the tourists experience it exactly the way it is. If we talk about restaurants or five star hotels those products which are packaged without losing the identity can also be classified as culinary tourism product. Above is a list to have a glimpse of the variety of culinary tourism product packages available in India.

10 Days Incredible Journeys Gourmet Tour in India	Rs.1,575,109 for 10 persons
11 Days Chefs and Foodies Vegetarian Cooking Holiday in Kerala, India	Rs.1,22,500 for 1 person
9 Days Gourmet Tour Of Ancient Varanasi And The City Of Nawabs, India	Rs.1,295,504 for 10 person
11 Days Peta Mathias Cooking Holiday in India	Rs. 4,51,039 for 1 person
7 Days Chef Guided Ayurvedic Culinary Holiday in Kerala, India	Rs.90,000 for 1 person
8 Days Cooking & Culture Tour in Jodhpur and Golden Triangle, India	Rs. 2,10,000 for 1 person
14 Days Delicacies of North India Culinary Holidays	Rs. 2,69,353 for 1 person
15 Days Tastes of South India Cookery Holidays,	Rs. 2,97,313 for 1 person
6 Days Culture and Culinary Vacation in India	Rs. 1,41,000 for 1 person

10 Days Incredible Journeys Gourmet Tour in India	Rs. 1,575,109 for 10 persons
11 Days Chefs and Foodies Vegetarian Cooking Holiday in Kerala, India	Rs. 1,22,500 for 1 person
9 Days Gourmet Tour Of Ancient Varanasi And The City Of Nawabs, India	Rs. 1,295,504 10 persons
11 Days Peta Mathias Cooking Holiday in India	Rs. 4,51,039 for 1 person
7 Days Chef Guided Ayurvedic Culinary Holiday in Kerala, India	Rs. 90,000 for 1 person
8 Days Cooking & Culture Tour in Jodhpur and Golden Triangle, India	Rs. 2,10,000 for 1 person
14 Days Delicacies of North India Culinary Holidays	Rs. 2,69,353 for 1 person
15 Days Tastes of South India Cookery Holidays	Rs. 2,97,313 for 1 person
6 Days Culture and Culinary Vacation in India	Rs. 1,41,000 for 1 person

**Figure: Depicting the Nature of Current Culinary Products with Price  
(Just for reference)**

### Types

- o **Foods Tours**-Food tours are tours that take tourist to various food destinations-places, streets and by lanes to experience authentic local food and drinks in its native set-up.

#### Famous Food Tour Destination of India

Sl No.	Name of the Place	No.of Food Tours	Examples
1.	New Delhi	757	Old Delhi Bazaar Walk and Haveli Visit
2.	Jaipur	384	Raj Tours Jaipur
3.	Agra	284	Agra Beat Walking Tours
4.	Mumbai	128	Reality Tour and Travels
5.	Varanasi	85	Experience Varanasi
6.	Bengaluru	74	Culture Rings
7.	Amritsar	19	City on Pedals
8.	Mysuru	9	Gully Tours
9.	Dabolim(Goa)	1	Rita's Gourmet Goa
10.	Sikkim	1	Local Beer Brewing In Sikkim

Fig. Exhaustive list of Food Tours in India (The data may vary) source TripAdvisor as on 17<sup>th</sup> November 11 AM

- o **Food Walks**-Local foodies who are passionate about food takes travellers to “behind the scenes”, setting up a meeting with local cooks or arrange a traditional meal with local family to experience the ethnicity with authenticity of a food place, food streets and by lanes. Varanasi Holy Kachori, Madurai Sweet Juggernaut, Amritsar Lassi Town, Kolkata Street Joys, Chennai Muruku Twist, Hyderabad Biryani and Bakes, to name a few, are the experiences being offered to the Culinary Tourist.
- o **Food Shows**-There are many event management people and organisations who bring Culinary Experts, Chefs and Food historians, Celebrities and Media at one platform, bringing together concoction of Cuisine, people, community, art and traditions at one place. Such food shows are the best place to experience and communicate the glory of

a cuisine. Culinary Tourist also satisfies his/her hunger to acknowledge the glory of food, art, culture, tradition and people of a destination

- o **Food Festivals-** Food festivals represent Indian Cuisine in myriad ways by bringing the theme at one place where gourmands from different strata can savour the cuisine. Simultaneously the culture, art and traditions come out of their destinations at a common place. Some of the famous food festivals of India are Delhi Tourism's Dilli Ke Pakwan Festival, International Mango Festival, Kashmir Food Festival, Gujarati Food Festival, Bangalore Restaurant Week festival and Sea Food Festival of West Bengal
- o **Cooking Sessions and Classes-** Global Chefs like David Rocco, Gary Meighan and Vikas Khanna have done their job well by inspiring the foodie in tourist. To experience and gain the traditional knowledge of cooking styles and methods in their native set up cooking sessions and classes are available.  
Visit at Saffron Plate, Delhi, Cooking Masala, Rishikesh, Uttarakhand, and Nimi's Lip smacking Classes, Munnar, Kerala, Rita's Gourmet Goa, Goa, Jaipur Cooking Classes, Jaipur, and Rajasthan etc.
- o **Yoga and Food De-stress Sessions-** Indian food has healing properties with its base in ancient literature of Ved especially Ayurveda. De-stress sessions with food are more popular. Kerala and Rishikesh are top destinations for customized culinary packages. This includes Yoga, Ayurveda and cooking healthy food. These are ideal for de-stressing. The cooking classes/sessions are packaged with yoga sessions and healthy cooking to have a wholesome experience of stress releasing and rejuvenating.
- o **Food Seminars-** Food historians, Celebrity Chefs, Chefs, Indian Culinary Forum and Other National and International bodies keep on doing seminars, workshops and conferences. These, although, not made popular, so far, among the Culinary Tourist/ Cultural Tourist, are also culinary products where the history, contemporary cuisine & culinary and future trends on Indian Cuisine are discussed. These are excellent source of inspiration to generate authentic information on the culinary and culinary destination.
- o **Cookery Shows-** Cookery shows are also Culinary Product as watching them influences and inspires the tourist's world over. These shows are sometimes the first experience of the tourist, acting as a gateway to Indian cuisine.
- o **Gastronomic Routes-** Gastronomic tours are branded, packaged not only around food, however, other tourist attractions are also marked such that tourist stay longer, rather than staying short for a single attraction of a destination. The festive atmosphere, relaxation and fun experienced by the tourist during a gastronomic route and the social interaction with people of similar interests make this an excellent culinary tourism product.
- o **Slow Food Movement-** Slow Food Movement was started by Carlo Petrini in Rome in 1980s initially as a response to McDonaldisation of the world. The philosophy of this movement is Slow Food. Food that is good, clean and fair, the opposite of "fast", cooked using slow traditional methods of cooking out of ingredients grown cleanly and traded fairly by producers and consumers. As a culinary product this movement has inspired, many, all over the world to dine on food cooked with this philosophy. The destination can be thick jungles to luxury restaurants. In India slow food movement has its presence and support.

- o **Concepts** like Chokhi Dhani at Jaipur in Rajasthan and Haweli, Punjab
- o **Culinary Vacations**

In conclusion the present of Indian Culinary Tourism is strong. However, in terms of its spread across country and beyond is still at its nascent stage. So major thrust would be to devise means and efforts stand at par with International culinary products.

#### **Food Tourism Market Size in India**

Whenever a Tourist step out of his/her place food becomes an essential part of the travel, with above 30 % spending of the budget on food. The level of culinary experience may be primary, secondary or partial. In this sense, defining the market size of Culinary Tourism might be difficult at present. However, the opportunity to convert partial participation in Food Tourism to secondary or primary experience is huge, not only in terms of revenue, however, to promote a Tourist destination as well.

#### **Indian Culinary Tourism–Future**

Global significance of Culinary Tourism is apparent. Indian Tourism will see the following significant changes in coming years.

- |  |
|--|
| <ul style="list-style-type: none"> <li>o Formulate Culinary Tourism Portfolio</li> <li>o Develop Culinary Tourism Brand</li> <li>o Communicate and Market</li> </ul> |
|--|

**Fig.: Success Model for Culinary Tourism**

#### **Future Trends of Indian Culinary Tourism**

- o **Indian Food Heritage List**-India will develop her Food Heritage List, which may be on the basis of regional cuisines of India. Like many other countries, Indian food, will be on United Nations Organisation's world heritage list. This will be one great effort to bring Indian Culinary Tourism on world map.
- o **Rural Tourism will benefit from Culinary Tourism**-Since rural communities are close to farm producing lands they can create more traditional and authentic fare around culinary tourism.
- o **Local Farmers-Farm Restaurants-Dhabas**-The Cultural Tourist/Culinary Tourist/ Gastronomy Tourist in quest of experiencing authenticity will reach at farmlands. Farmers will be seen benefitting from this diversification. Farm Restaurants and Dhabas will progress.
- o **High quality of food with history, legacy and a story**- No longer will the highest standards of food be seen in star hotels or restaurants. The food destinations will be seen improving the quality of their product according to International Standards.  
Food packaged with History, legacy and a story will add value improving recall and revisit chances.
- o **Food walking and photography-Photo-walking**-The world of Instagram, YouTube, Facebook, Blogs, WhatsApp, encourages all types of photographers to click post and write descriptions. Food walks will see food photography and live streaming creating more online space for Indian Street Food, Regional Food and 5-Star/Michelin Star food.

- All Culinary Tourism products will be seen encouraging food photography to create a niche in the Tourism Market.
- o Globalised Foods-Whether acknowledged or not local food with Global Reach will be the theme of Culinary Tourism in coming years.
  - o Local phenomenon of universal scope-IndianCulinaryTourism will ultimately evolve into a local phenomenon with a Universal scope. Once experienced, connoisseurs will revisit for the experience.
  - o Alignment of Food Tourism Strategy with overall Indian Tourism Strategies-Culinary Tourism is a diversifying tool for economic gain and branding Indian Tourism. Indian Culinary Tourism is at Introduction stage. Eventually it will align itself with overall Indian Tourism strategies. Culinary Tourism will become prominent product of Indian Tourism being the central part of tourism.
  - o Indian Culinary Institute-An excellent centre for research & development, policies formulation and an attraction for International Chefs and Learners to learn the nuances of Indian Cuisine-Regional, 5-star and street food -will be at its pinnacle.
  - o Indian Chefs will be Global-We have very few Chefs with International fan following. The future has held in its canvas more Indian Chefs seeing their global presence. The Culinary Tourism will be the first product gaining directly from Indian Chefs becoming global. They will be natural brand ambassadors of Indian Culinary Tourism.
  - o Food Festivals and Food Shows - Food Festivals and Food shows will see growth in numbers with visible transformation.
  - o Food-Guides-Like Tourist Guides organised system of Food Guides will be fully functioning for the food/culinary tourist.
  - o Globalization through enhanced appreciation of local resources.
  - o Sustainability-Culinary Tourism will be a sustainable business activity making it environment friendly.
  - o Active Research and Development-Accordingly, products will be aligned.
  - o More home stays yielding more opportunities for food tourist to explore cuisine in its natural set up.
  - o Greater awareness about hygiene and sanitation.
  - o More self-made, home chefs will be visible catering to the demands of food tourist.
  - o Culinary Tourism products will be packaged more as Food experiences around landscapes.
  - o More developed network of good quality restaurants abroad will be in place to help profile regional cuisines of India.
  - o Culinary Tourism will further diversify into Food Tourism for Health and Rejuvenation.
  - o Flavour Destinations will be developed
  - o Organised Training for Tour Guides, Food Tour Guides, Local Chefs, Home Chefs.
  - o Increase in number of Gastronomic Activities.
  - o General perception of the destination will improve.



## CONCLUSION

India Culinary Tourism had a great past. Travelogues have given exact nature of Indian food and its traditions in the past. Indian cuisine was adorned by Kings, Queens, Travellers and Britishers the significance of culinary Tourism in Indian tourism industry is recently discovered. Around 36% of tourist budget of a tourist stay is spent on food. Keeping this in mind Indian Government is taking initiatives to diversify Tourism with Culinary Tourism. The producers are already establishing themselves and culinary tourism products are taking shape. The future is encouraging, with culinary tourism opening its wings benefitting economy of the region, sustainability and local produce & people. Indian Cuisine will be rediscovered and preserved in the process. Globalisation of food will take place and culinary tourism will become a local phenomenon of universal scope improving the perception of destination.

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## Assessment of Knowledge, Attitude and Practices of Chefs Towards Healthy Food Preparation

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### ABSTRACT

**Background:** Consumers and food service operators view eating out as a necessity with today's fast paced lifestyle. Selected behaviours that have been associated with weight gain include eating out frequently. Foods available at restaurants and other away from home eating locations tend to be higher in calories and fat as compared to foods from home. The chef has a dual role in the presentation of nutritional choices.

**Objective:** To examine knowledge, attitude and practices of various categories of chef with regard to healthy food preparation.

**Methodology:** The present study aimed to assess knowledge, attitude and practices (KAP) of chefs with regard to healthy food preparation. Chefs (n=219) were selected through purposive sampling wherein Sous Chef (n=61), Chef de Partie (n=57), Commis (n=50) and Aspiring Chefs (n=50) were enrolled for the study after obtaining their consent. Chefs enrolled for the study were working in the reputed hotels of New Delhi. Aspiring Chefs (aged 18 years and older) were the students pursuing Bachelors in Hotel Management from Institute of Hotel Management, Catering and Nutrition, Pusa, New Delhi. Knowledge, Attitude and Practice (KAP) questionnaire was developed for assessing the knowledge, attitude and practices of chefs with regard to healthy food preparation. The tool was in English.

**Results and Discussion:** The data was analysed on the basis of culinary expertise of the chefs. Mean age of all subjects was found to be  $30.36 \pm 0.66$ . Mean knowledge score for all subjects was  $16.08 \pm 0.31$ . Attitude score mean was  $78.13 \pm 0.47$ . Mean of the practice score was  $18.27 \pm 0.37$ . Majority of the subjects scored average on knowledge (69.37%), practice (68.49%) statements and were found to have positive attitude (95.58%) towards healthy food preparation and application of culinary nutrition.

**Conclusion:** Chefs play an important role in development of menus in a foodservice establishment. They are the vanguard of the restaurant industry. Their knowledge and attitude towards importance of good nutrition is critical element to decision making and promotion of healthy eating habits.

**Keywords:** Chef, Food Science, Nutrition, Knowledge, Attitude, Practice

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## **INTRODUCTION**

The culinary professional in the restaurant industry are chefs who are developing, creating and producing the foods being consumed (Kent, 1985). The functions of modern chef have widened considerably. In addition to being a briefly skilled culinarian, the chef must serve as a supervisor, trainer, coach and manager. In other words chef is a frontline leader with a major role to play in the development of the food service establishment (Cullen, 2000).

The chef has a dual role in the presentation of nutritional choices: first in the construction of menu through a variety of items, and in the design of the recipes and second, in the training of the staff that will ultimately produce and serve the food. Both roles can be guarded by understanding the basic nutritional guidelines and aided by simple culinary substitutions that can transform traditional recipes into formulas for good nutrition (Baskette and Mainella, 1992). Powers and Hess (2003) emphasized that chefs have to be creative in designing healthy menu options in order to meet the rising demand for healthy meals and satisfying the clients' palate.

As reported in NFHS 2005- 2006 survey, the fascination of urban youth with western style food outlets and their willingness to pay for these services make metropolitan cities lucrative targets for more transitional fast food companies. Frequency of eating out in fast food restaurants has increased in India tremendously. More than two out of three adults say that going out to a restaurant with family or friends not only offers an opportunity to socialize, but optimizes their time by dispensing with cooking and cleaning tasks (Kantor, 1998). Particularly significant is the fact that expenditure on the consumption of food away from home has raised not only in developed countries but also in developing countries (Vandevivere et al, 2009).

Traditionally, Indians have tended to eat at home and eat Indian food. Those who ate outside the home often ate street foods from the enormous number of street stalls and informal eateries that are common across India. Eating out in a restaurant was reserved for special occasions. However, India appears to be in the early stages of a significant transformation in the restaurant sector. Indian consumers are eating out more frequently and younger Indians are shedding the biases of their elders against international franchises and foreign foods. With only an estimated 100,000 modern restaurants (20 or more seats, wait staff, menus) in India, there is plenty of room for growth in the industry. It is estimated that Indians spend 7 to 10 percent of their food expenditures outside the home in restaurants, cafeterias and other food establishments (GAIN, 2011).

It is anticipated that the upward trend of eating commercially prepared meals will continue in the foreseeable future. The frequency of eating away from home has risen by more than two third over the past two decades and commercially prepared food accounts for 34 percent of the typical persons total calorie intake (Hunter, 2000). Food consumed when eating out may contribute significantly to an excessive energy intake, thereby potentially contributing to obesity (Guthrie et al, 2002; Orfanos et al, 2007). Selected behaviours that have been associated with weight gain include eating out frequently.

Foods available at restaurants and other away from home eating locations tend to be higher in calories and fat compared to foods from home (Lin et al, 1997). Results from both cross-sectional and prospective studies indicate a positive association between meals eaten away from home and energy intake (French et al, 2000). Thus, public health strategies to either reduce consumption of fast food or improve food choices at fast food restaurants would likely to be helpful.

“The Eat Right India” movement of FSSAI has raised its concern on the harmful effects of salt, sugar and fat in diet. In India levels of obesity and overweight have doubled in the last

decades. One out of four Indians are at risk of dying from one of the non communicable diseases like diabetes, blood pressure heart disease or cancer. Nearly one out of every ten persons aged 18 years and above in India has raised blood glucose which is a major concern in terms of financial and service burden on health systems. 80% of the heart diseases can be averted through simple lifestyle modifications and by consuming nutritionally balanced diet (FSSAI, 2018). In collaboration with National Institute of Nutrition they are encouraging Indians to eat balanced, nutritious and healthy diets.

According to chefs who have mastered the skills of healthy meal preparation, “Healthy cooking is not so different from regular cooking but it is more complicated” (Blake, 2001). Success with healthy menus requires commitment and persistence to flavour while reducing fat and increasing fibre in menu ideas. The nutrition expertise of chefs is a key component in the continuing effort to convince consumers to change their habits and to seek out healthy food items when eating out. To accomplish these, consumers must adapt home eating habits to commercial environment (Johnson et al, 2002).

**Culinary nutrition** is the practicality needed to make a difference in our health. It is the application of nutrition principles combined with food science knowledge and displayed through a mastery of culinary skills (Condrasky and Hegler, 2010). Nutrition and culinary arts, which have two seemingly separate identities, are now needed as one entity working together for a common cause of health promotion and disease prevention. While the fundamental knowledge of nutrition and science- based principles is needed for the rationalization of appropriate eating behaviours, this knowledge requires a greater level of application to be successful at creating and maintaining healthy eating practices. In other words, making vital nutrition information easily accessible is useless without also making it practical.

Growing interest in nutrition and health and increase in the number of people eating away from home gives power and responsibility to retail food service operators. Healthy menus are important in restaurants and food service facilities. At the same time higher nutrition awareness and social marketing is leading the consumers to demand for healthy alternatives in food preparation (Fitzpatrick et al 1997).

The challenge of having the ability to intertwine the basics of nutrition with the art of food preparation is the key professional skill needed by today’s chef. The result is a tasty and nutritious cuisine selection for health conscious consumer. Thus, nutrition consciousness for chefs is crucial if restaurants are to stay competitive in the future, as studies have shown that healthy food will be accepted by consumers only if the food appeals to the senses, looks exciting and tastes good.

The institution of culinary school has given those individuals seeking success in restaurants and/ or food service industry a solid base of skills that would have taken years to amass. Culinary schools have not just improved the quality of the labour pool, they have made cooking a profession in the eyes of the public (Durocher, 2001). As many hotel and restaurant management students will be involved in some aspect of food service in future thus they can contribute the maximum in developing healthy eating practices of the youth of our country.

Hence in the present study an attempt was made to find out the levels of Knowledge, Attitude and Practices of chefs towards healthy food preparation and application of culinary nutrition in the hospitality sector. The data was analysed considering the culinary expertise of the chefs through heirarchical perspective.

## METHODOLOGY

**Research Locale:** The study was conducted in the 5 star hotels of New Delhi and NCR and in Institute of Hotel Management Catering and Nutrition, Pusa , New Delhi

**Sampling Design:** The present study aimed to assess knowledge, attitude and practices (KAP) of chefs with regard to healthy food preparation. Chefs (n=219) were selected through purposive sampling technique. As per the hierarchical categorization in production the various categories of chef included in the study were Sous Chef (n=61) including, Chef de Partie (n=57), Commis (n=50) and Aspiring Chefs (n=50) were enrolled for the study after obtaining their consent. Chefs enrolled for the study were working in the reputed hotels of New Delhi. Aspiring Chefs (aged 18 years and older) were the students pursuing Bachelors in Hotel Management from Institute of Hotel Management, Catering and Nutrition, Pusa, New Delhi.

**Tools and Technique:** Structured interview schedule was prepared to seek information on age, gender, educational qualification, experience, designation, salary and membership of culinary board.

Knowledge, Attitude and Practice (KAP) questionnaire was developed for assessing the knowledge, attitude and practices of chefs with regard to healthy food preparation. The tool was in English. Knowledge segment of KAP comprised of 25 questions. Each question had 4 alternative responses (multiple choice questions which were close ended and comprised of only one correct response). The areas covered for assessment included food science and nutrition application in food service system and health related problems with respect to present eating habits of youth. Correct response was scored as “1” and incorrect response was scored as “0”. The maximum possible score was 25 and the minimum score was 0.

The second aspect of KAP i.e Attitude related to healthy cooking practices was assessed by 5 point Likert scale. There were 20 statements which were to be answered by selecting appropriate option on the scale of strongly agree/agree/neither agree nor disagree/disagree/strongly disagree. From the total 20 statements 18 statements were positive and 2 were negative which were allotted score of 5,4,3,2,1 and 1,2,3,4,5 respectively. The maximum possible score was “100” and minimum was “20”.

Similarly practice related to nutrition and its application in culinary sector was assessed by practice perform which comprised of 25 statements. Out of these 3 statements were negative (unfavourable) i.e. appropriate answer was No. Against each statement two alternative responses (Yes/No) were given. For a sound practice “1” mark was allotted and 0 was given for unfavourable practice. The maximum possible score was 25 and the minimum possible score was “0”.

**Data Collection:** Before the administration of KAP preformed, it was pretested by the eminent panel of experts and by the students to overcome any ambiguity. For final administration of tool each subject was explained the purpose of the study and was provided with an informed consent. Pretesting of the tool was done to check the ambiguity. For data collection chefs were approached after seeking prior appointment and for aspiring chefs permission was obtained from the Head of the Institute.

**Data Analysis:** For data analysis the chefs were divided into categories as per the hierarchy of the kitchen organizational chart. The results were expressed in terms of Frequency, Percentage, Mean, Standard Error (S.E), ANOVA, Tukey test, Proportion Test, Parsons Correlation and Chi Square was calculated

## RESULTS AND DISCUSSION

**Socio Demographic Details:** Mean age of various categories was found to be sous chef (38.31±1.08), chef de partie (32.66±1.064), commi chef (29.66±1.02) and aspiring chef (19±0.16) years. Educational qualification data revealed that majority of the sous chef (65.57%), chef de partie (71.92%) and commi (56%) were graduates and the aspiring chefs majority (80.39) were in the first year of their graduation program. Data on experience in the industry depicted that majority (75.40%) of the sous chef had more than 10 years of experience followed by chef de partie where majority (43.85%) had experience in the range of 5-10 years. Commi chefs majority (52%) was having experience of less than 5 years in the industry and aspiring chefs were having no experience in the industry. It was found that majority (65.57%) of sous chef had a salary of more than Rs 40k, for chef de partie majority (59.64%) was being paid in the range of Rs 20-30k and for commi chef (74%) it was 10-20k. for aspiring chef family income was considered wherein majority (70.58%) were having family income more than Rs 40K, information regarding member of culinary board/ forum revealed that for all the categories majority (70.49%, 89.47%, 100% and 100% respectively) were not the member of any such organizations.

**Table 1: Socio-demographic Profile of the Subjects**

Variable	Sous Chef (N=61) n(%)	Chef de Partie (N=57) n(%)	Commi Chef (N=50) n(%)	Aspiring Chef (N=51) n(%)
Age(years)				
18-27	5(8.19)	15(26.31)	24(48)	51(100)
28-37	26(42.62)	31(54.38)	20(40)	0(0)
38-47	20(32.78)	7(12.28)	5(10)	0(0)
48-57	8(13.11)	4(7.01)	0(0)	0(0)
Above 57	2(3.27)	0(0)	1(2)	0(0)
Gender				
Male	61(100)	56(98.24)	50(100)	36(70.58)
Female	0(0)	1(1.75)	0(0)	15(29.41)
Educational Qualification				
Post graduate	13(21.31)	4(7.01)	2(4)	0(0)
Graduate	40(65.57)	41(71.92)	28(56)	0(0)
Diploma	8(13.11)	12(3.5)	20(40)	0(0)
Ist year	0(0)	0(0)	0(0)	41(80.39)
III nd year	0(0)	0(0)	0(0)	10(19.60)
Experience in Industry				
No experience	0(0)	0(0)	0(0)	51(100)
Less than 5 years	2(3.27)	13(22.8)	26(52)	0(0)
5-10 years	13(21.31)	25(43.85)	18(36)	0(0)
More than 10 years	46(75.40)	18(31.57)	6(12)	0(0)
Salary(Rs)				
10-20K	0(0)	1(1.75)	37(74)	6(11.76)
20-30K	4(6.55)	34(59.64)	9(18)	5(9.80)
30-40K	17(27.86)	15(26.31)	3(6)	3(5.88)
More than 40K	40(65.57)	7(12.28)	1(2)	36(70.58)
Member of Culinary board				
Yes	18(29.50)	6(10.52)	0(0)	0(0)
No	43(70.49)	51(89.47)	50(0)	50(0)

**Table 2: Mean  $\pm$  SE of Age and KAP Score of Subjects**

Variable	Mean $\pm$ SE					F –value (p- value)
	All Subjects (N=219)	Sous Chef (N=61)	Chef de Partie (N=57)	Commi Chef (N=50)	Aspiring Chef (N=51)	
Age	30.36 $\pm$ 0.66	38.31 $\pm$ 1.08	32.66 $\pm$ 1.04	29.66 $\pm$ 1.02	19 $\pm$ 0.16	74.09 (0.000**)
Knowledge Score	16.08 $\pm$ 0.31	15.54 $\pm$ 0.64	14.73 $\pm$ 0.67	15.16 $\pm$ 0.60	19.13 $\pm$ 0.37	10.83 (0.000**)
Attitude Score	78.13 $\pm$ 0.47	78.11 $\pm$ 0.88	77.80 $\pm$ 1.01	77.46 $\pm$ 0.98	79.19 $\pm$ 0.94	0.574 (0.632 <sup>NS</sup> )
Practice Score	18.72 $\pm$ 0.37	18.81 $\pm$ 0.38	18.19 $\pm$ 0.42	18.38 $\pm$ 0.40	18.35 $\pm$ 1.42	0.387 (0.762 <sup>NS</sup> )

\*\*P&lt;0.05

\*P&lt;0.01

NS- Not Significant ( p&gt;0.01, 0.05)

**Knowledge:** The mean knowledge score for all the groups of the study was found to be 15.54 $\pm$ 0.64, 14.73 $\pm$ 0.67, 15.16 $\pm$ 0.60 and 19.13 $\pm$ 0.37 respectively which was found to be significant (p<0.01). On applying Tukey test significant difference was seen to exist between the mean knowledge score of aspiring chef and the other categories of chef. Majority (69.40%) of the subjects in all the groups had an average knowledge score (11-20). Knowledge pertaining to fibre in whole grains, sources of nutrients was found to be highest in all the categories of chef. Lacunae was found in knowledge pertaining to primary sources of trans fat in diet, servings of fruits and vegetables to be consumed in a day, effect of sodium bicarbonate on nutrients. On applying proportion test on the correct responses of knowledge statements the proportion of getting correct responses was found not to be 0.5% (p<0.01) for knowledge pertaining to fibre, protein, cholesterol, fat, antioxidants, nutrient calories, trans fat, servings of fruits and vegetables, phytochemicals and health problems of excess sodium intake. On applying parsons correlation for the subjects negative correlation was found to exist between age and knowledge scores (r=0.0897) which was not found to be significant (p>0.01). On applying chi square between knowledge score of various categories of chef and socio-demographic variables no significant difference was found to exist with age and educational qualification hence knowledge score was found to be independent of these variables. For the sous chef dependence was found to exist (p<0.05) between knowledge and experience, culinary board member whereas for the other groups it was found to be independent.

**Attitude:** The mean of attitude score for various categories of chef was found to be 78.11 $\pm$ 0.88, 77.80 $\pm$ 1.01, 77.46 $\pm$ 0.98 and 79.19 $\pm$ 0.94 respectively which not found to be significant (p>0.01). Majority (95.08%, 94.73%, 96% and 98%) of subjects from all categories had good attitude (65-100) towards healthy food preparation. Majority of chefs from all the groups strongly agreed that they are “responsible for the nutritional content of the food that they prepare”, “ nutrients can be retained with use of proper cooking technique”, and “chefs can be important agents in bringing healthy eating practices amongst people”. It was found that majority considered “providing healthy recipe/dish to the customer is a challenging task” and majority of chef de partie and commi agreed that “ingredients like butter, oil and cream are necessary to attain richest flavour”. Negative correlation (r=0.01) was found between age and attitude of the scores which was not

found to be significant ( $p > 0.01$ ). Proportion test of getting correct response to 0.5% on agreed attitude statements was found to be for combination of grains can be used for preparation of cereal based recipe. On applying chi square dependence between attitude of various categories of chef and age, educational qualification, salary, member of culinary board no statistical significance ( $p > 0.01$ ) was seen thus attitude was found to be independent of these variables. Experience and attitude for commi chef was found to be dependent ( $p < 0.01$ ).

Similarly to the present finding Rouslin and Vieira (1998) reported that chefs are becoming more nutrition aware and responsive to customer's demands for healthful menu items. Chefs attending American Culinary Federation Chefs Forum strongly agreed to the point that food service professionals view nutrition as important in menu planning. This survey also indicated that chefs no longer perceive that the preparation of low fat foods requires additional work, and they can be made equal in taste to foods containing higher amounts of fat (Johnson et al, 2002).

**Practice:** The mean of practice score for various categories of chef was found to be  $18.81 \pm 0.38$ ,  $18.19 \pm 0.42$ ,  $18.38 \pm 0.40$  and  $18.35 \pm 1.42$  respectively and there was no significant difference found to exist amongst the various categories. For all the categories of chef majority (63.93%, 75.43%, 74% and 60.78%) obtained an average score (11-20) for the practices followed while food preparation and application of culinary nutrition. Favourable practices were reported in selection of fruits and vegetables, encouraging use of healthy fat, referring to nutritional components of food items for planning menu, providing low calorie options in menu, incorporation of high fibre foods in menu. Unfavourable practices were found to be less use of whole grains than refined flour, not maintain the calories of the dish, incorporation of butter and cream for attaining rich flavour and use of hydrogenated fat for preparation of bakery products. On applying proportion test on the correct responses of practice statements the proportion of getting correct response (0.5%) was found for statements pertaining to use of hydrogenated fat in making of bakery products, incorporation of salt in high amount, use of low sodium ingredients, use of fruit juice or concentrate instead of sugar for added sweetness. On applying Pearsons correlation ( $r = -0.064$ ) no significant association was found to exist between age and practice ( $p > 0.01$ ). Chi square findings revealed that practice of various categories of chefs was found to be independent of variable of age, educational qualification and member of culinary board. Practice was found to dependent on experience for the commi chefs ( $p < 0.01$ ).

It was reported by Reichler and Dalton (1998) that although chefs were practicing some healthful food preparation techniques, the factors of time, taste and training still posed barriers. More than 50 percent of the chefs surveyed in their study agreed or strongly agreed that recipe modification was time consuming and only 39 percent agreed or strongly agreed that food would taste good if current dietary guidelines were followed. Furthermore, it was found that both practicing chefs and student chefs answered more than 70 percent of the food science questions correctly; independent chefs scored significantly lower than educator and corporate chefs. Both the chefs and student chefs strongly agreed that, as chefs, they are responsible for the nutritional content of the food they prepared.

Developing healthy entrees require nutrition knowledge to select healthy ingredients, cooking techniques and methods. Training culinary staff to prepare healthy dishes correctly can be challenging. Managers have found during nutrient content analysis, chefs do not always prepare recipes exactly as directed. As chefs are taught in classical cooking to rely on fat to balance flavours, the modification of fat is the major adjustment to gaining skills in healthy cooking



(Blake, 2001). Furthermore, chefs do not want to sacrifice taste for dietary modification; therefore, there is a need for skills in developing healthy enticing recipes for consumers concerned with nutrition (Bellamy, 1992).

**Table 3: Frequency and Percentage of Correct Responses for Knowledge Statements**

Knowledge statements	Categories				
	Sous Chef (N=61)	Chef de Partie (N=57)	Commi Chef (N=50)	Aspiring Chef (N=51)	All subjects (N=219)
	n (%)	n (%)	n (%)	N (%)	N (%)
1. Whole grains are beneficial as they contain high amount of .....	60 (98)	53 (93)	48 (96)	50 (98)	211 (96)
2. Which of the following food item is an example of saturated fat?	39 (64)	45 (93)	41 (82)	43 (84)	168 (77)
3. Protein is found in.....	50 (82)	48 (93)	44 (88)	50 (98)	192 (88)
4. Cholesterol is present in.....	37 (61)	33 (93)	25 (50)	29 (57)	124 (57)
5. How much dietary fibre should be consumed in a day?	41 (67)	35 (93)	34 (68)	23 (45)	133 (61)
6. Increased amount of saturated fat in diet can lead to.....	51 (84)	46 (93)	40 (80)	50 (98)	187 (85)
7. Yellow, orange and green colour fruits and vegetables are rich in.....	36 (59)	38 (93)	28 (56)	41 (80)	143 (65)
8. The primary dietary source of trans fat in diet is.....	22 (36)	15 (93)	21 (42)	33 (65)	91 (42)
9. Which of the following food item has more fibre content?	53 (87)	46 (93)	33 (66)	50 (98)	182 (83)
10. Vegetable/plant oil predominantly contains.....	33 (54)	32 (93)	16 (32)	40 (78)	121 (55)
11. One gram of carbohydrate yields .....kilocalories.	29 (48)	29 (93)	35 (70)	37 (73)	130 (59)
12. Which of the following food item is a rich source of Mono Unsaturated Fatty Acid?	34 (56)	32 (93)	29 (58)	43 (84)	138 (63)
13. Trans fats are formed during preparation of .....food items.	53 (87)	47 (93)	36 (72)	48 (94)	184 (84)
14. One gram of protein yields..... kilocalories.	36 (59)	34 (93)	38 (76)	45 (88)	153 (70)
15. Phytochemicals present in whole grains helps in .....	39 (64)	37 (93)	30 (60)	41 (80)	147 (67)
16. Which of the following food is rich source of PUFA (Poly Unsaturated Fatty Acid)?	48 (79)	32 (93)	27 (54)	37 (73)	144 (66)
17. High fibre content of diet helps in.....	40 (66)	23 (93)	22 (44)	40 (78)	125 (57)
18. To make your plate/diet healthy one should include	49 (80)	38 (93)	36 (72)	50 (98)	173 (79)

20. Excess intake of sodium/salt in diet leads to.....	47 (77)	42 (93)	34 (68)	48 (94)	171 (78)
21. 10 gram of margarine contains..... kilocalories.	20 (33)	23 (93)	18 (36)	33 (65)	94 (43)
22. As per dietary guidelines of Indians servings of fruits and vegetables in a day should be....	21 (34)	19 (93)	19 (38)	17 (33)	76 (35)
23. Regular intake of trans fat rich foods in diet leads to.....	50 (82)	45 (93)	42 (84)	46 (90)	183 (84)
24. Use of sodium bicarbonate for preparation of food leads to loss of.....	7 (11)	9 (93)	13 (26)	14 (27)	43 (20)
25. Which is a better combination with respect to quality and quantity of protein?	26 (43)	22 (93)	22 (44)	28 (55)	98 (45)

**Table 4: Frequency and Percentage of Correct Responses for Practice Statements**

S.No.	Practice Statement	Categories				
		Sous Chef (N=61)	Chef de Partie (N=57)	Commi Chef (N=50)	Aspiring Chef (N=51)	All subjects (N=219)
		n (%)	n (%)	n (%)	n (%)	n (%)
1	While preparing food I use fresh, locally available vegetables and fruits.	59 (97)	53 (93)	43 (86)	49 (96)	204 (93)
2	I choose low fat milk for food preparation.	47 (77)	38 (67)	37 (74)	25 (49)	147 (67)
3	I choose combination of whole grains for recipe development.	53 (87)	44 (77)	41 (82)	34 (67)	172 (79)
4	I use margarine (hydrogenated fat) for preparation of bakery products.	20 (33)	31 (54)	22 (44)	15 (29)	88 (40)
5	I wash fruits and vegetables before cutting them.	60 (98)	48 (84)	40 (80)	51 (100)	199 (91)
6	I keep the amount of fat minimum while recipe development.	52 (85)	49 (86)	40 (80)	39 (76)	180 (82)
7	To attain rich flavour of food I regularly incorporate butter/cream in the dish.	31 (51)	28 (49)	23 (46)	28 (55)	110 (50)
8	To attain foods optimal flavour I incorporate salt in high amount.	47 (77)	31 (54)	20 (40)	46 (90)	144 (66)
9	I encourage use of healthy fat in various recipe preparations.	53 (87)	46 (81)	37 (74)	46 (90)	182 (83)
10.	While planning menu items I keep nutrition into consideration.	49 (80)	48 (84)	45 (90)	41 (80)	183 (84)
11	I refer to the nutritional component of food items before planning of a menu.	50 (82)	49 (86)	35 (70)	37 (73)	171 (78)
12	I (will) provide low fat/calorie options in the menu.	51 (84)	51 (89)	39 (78)	47 (92)	188 (86)

13	For increasing the amount of fibre in food I incorporate high fibre foods.	53 (87)	42 (74)	37 (74)	42 (82)	174 (79)
14	To enhance flavour of a dish I use herbs and spices instead of salt or ajinomoto.	50 (82)	43 (75)	46 (92)	45 (88)	184 (84)
15	For food preparation I choose food items that are lower in salt or sodium content.	44 (72)	39 (68)	42 (84)	36 (71)	161 (74)
16	I regularly substitute baking, broiling, grilling or steaming for preparations that are traditionally fried or sautéed.	49 (80)	37 (65)	36 (72)	34 (67)	156 (71)
17	For maintaining calories of portion I reduce the portion size of meat, poultry and fish and substitute it with beans and grains.	32 (52)	31 (54)	33 (66)	34 (67)	130 (59)
18	I use purees of vegetable/ fruits to add moisture to a recipe instead of fats.	49 (80)	51 (89)	43 (86)	43 (84)	186 (85)
19	I use fruit juices or broths instead of oil in dressing and marinades?	42 (69)	43 (75)	41 (82)	36 (71)	162 (74)
20	I use fruit juice or fruit concentrate instead of sugar to add sweetness.	38 (62)	38 (67)	38 (76)	31 (61)	145 (66)
21	I use reduced amounts of sugar/honey or syrups in the traditional recipes.	45 (74)	41 (72)	36 (72)	34 (67)	156 (71)
22	For bakery products I use more of whole grains than the refined flours.	41 (67)	34 (60)	36 (72)	22 (43)	133 (61)
23	I provide more fruits and vegetables as a part of menu offering.	51 (84)	44 (77)	45 (90)	41 (80)	181 (83)
24	I consult trained professionals when determining nutritional information for menu items.	37 (61)	42 (74)	34 (68)	32 (63)	145 (66)
25	I avoid removing edible peels of fruits and vegetables for food preparation.	48 (79)	39 (68)	33 (66)	42 (82)	162 (74)

Developing healthy entrees require nutrition knowledge to select healthy ingredients, cooking techniques and methods. Training culinary staff to prepare healthy dishes correctly can be challenging. Managers have found during nutrient content analysis, chefs do not always prepare recipes exactly as directed. As chefs are taught in classical cooking to rely on fat to balance flavours, the modification of fat is the major adjustment to gaining skills in healthy cooking (Blake, 2001). Furthermore, chefs do not want to sacrifice taste for dietary modification; therefore, there is a need for skills in developing healthy enticing recipes for consumers concerned with nutrition (Bellamy, 1992).

## CONCLUSION

Chefs play an important role in development of menus in a foodservice establishment. They are the vanguard of the restaurant industry. Their knowledge and attitude towards importance of good nutrition is critical element to decision making and promotion of healthy eating habits. Culinary professionals need a foundation in nutrition in order to be successful in today's food and beverage operation. Sensitization of student chefs with respect to nutrition is called for as they will be involved in some aspect of foodservice in the future. The nutrition expertise of chefs is a key component in the continuing effort to convince consumers to change their habits

and to seek out healthy food items when eating out. The challenge of having the ability to intertwine the basics of nutrition with the art of food preparation is the key professional skill needed by today's chef.

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## Innovation of New Flavours in Doughnuts

*Shivam Bansal\* & Dr. Anshu Singh\*\**

### ABSTARCT

**Background:** Dessert is a confectionery course that concludes a main meal. The term “dessert” can apply to many confections, such as cakes, tarts, cookies, biscuits, pastries, ice creams, pies, puddings, custards, and sweet soups. Now a day’s doughnut is one of the most demanded items in the desserts item. A doughnut or donut is a type of fried dough, confectionary and dessert food. The doughnut is popular in many countries and prepared in various forms as a sweet snack that can be homemade or purchased in bakeries, supermarkets, food stalls, and franchised speciality outlets. Doughnuts may also include water, leavening, eggs, milk, sugar, oil, shortening, and natural or artificial flavours. Doughnut is a high energy and protein snack option available for children who are undernourished especially in lower economic section of our society. In India doughnuts can be one of the alternative for mid day meal for Government of India, as it will be a handy savoury or sweet meal for school going children and a cost effective.

**Objective:** To innovate three new flavours of ring donuts and shell donuts each. ; To perform sensory evaluation of developed doughnuts and to perform cost analysis of the developed doughnuts.

**Methodology:** The trials of doughnuts were conducted at the Bakery kitchen of IHM Pusa, once the recipe was standardised, sensory evaluation was conducted by group of 30 chef faculty members and students of final year B.Sc.(HHA) who were opting for kitchens for their placements. Cost was also calculated in order to have a fair idea so that tomorrow if required the product can be launched in the market against the traditional doughnuts and can be planned for mass production targeting school going children as a part of their mid day meal.

**Results:** Six variations of ring doughnuts and shell doughnuts were made namely Mad Mojito (Conversion of drink into a flavourful donut with flavour of mint and lemon); Oroffee (Combination of Orange and coffee); Penoffee (Combination of peanut butter, banana and toffee sauce); Sweet and Sour (Combination of tangy tamarind and sweet jiggery; Yellow Fellow (Combination of Mango and pineapple with addition of pepper); Harshmallow (Combination of marshmallow and chocolate with harshness of candy bomb). Sensory Evaluation was performed on all six variations The Doughnut Mad Mojito, Sweet and Sour and Yellow fellow was the most overall accepted doughnut, Penoffee and Oroffee were moderately accepted and the least overall accepted doughnut was harshmallow. The cost for the doughnuts developed were Mad Mojito Rs. 6.78;

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Oroffee Rs. 14.43; Penoffee Rs. 13.03; Sweet and Sour Rs.7.73; Yellow Fellow Rs. 13.88 and Harshmallow Rs. 6.63.

**Conclusion:** In a world of change and competition, innovating is not a luxury - it is essential. All businesses need to innovate, though it may take any number of forms, from the steady refinement of established products to the leap in the dark when an untried idea is launched. Whether introducing a new technology, getting people to work in new ways or creating new products, one must innovate to survive. Such innovations can be of help to our country so that all sects of our population can relish the variety of desserts.

**Keywords:** Doughnuts, Desserts, Mid Day Meal, Undernourished, Protein, Energy.

## INTRODUCTION

Dessert is a confectionery course that concludes a main meal. The course usually consists of sweet foods, and possibly a beverage such as dessert wine or liqueur, but may include coffee, cheeses, nuts, or other savoury items. In some parts of the world, such as much of central and western Africa, and most parts of China, there is no tradition of a dessert course to conclude a meal. The term “dessert” can apply to many confections, such as cakes, tarts, cookies, biscuits, pastries, ice creams, pies, puddings, custards, and sweet soups. Fruit is also commonly found in dessert courses because of its naturally occurring sweetness. Some cultures sweeten foods that are more commonly savoury to create desserts.

Sweet desserts usually contain cane sugar, palm sugar, honey or some types of syrup such as molasses, maple syrup, treacle, or corn syrup. Other common ingredients in Western-style desserts are flour or other starches, Cooking fats such as butter or lard, dairy, eggs, salt, acidic ingredients such as lemon juice, and spices and other flavoring agents such as chocolate, peanut butter, fruits, and nuts. The proportions of these ingredients, along with the preparation methods, play a major part in the consistency, texture, and flavor of the end product.

Sugars contribute moisture and tenderness to baked goods. Flour or starch components serve as a protein and give the dessert structure. Fats contribute moisture and can enable the development of flaky layers in pastries and pie crusts. The dairy products in baked goods keep the desserts moist. Many desserts also contain eggs, in order to form custard or to aid in the rising and thickening of a cake-like substance. Egg yolks specifically contribute to the richness of desserts. Egg whites can act as a leavening agent or provide structure. Further innovation in the healthy eating movement has led to more information being available about vegan and gluten-free substitutes for the standard ingredients, as well as replacements for refined sugar. Desserts can contain many spices and extracts to add a variety of flavours. Salt and acids are added to desserts to balance sweet flavours and create a contrast in flavours.

Some desserts are made with coffee; a coffee-flavoured version of a dessert can be made, for example an iced coffee soufflé or coffee biscuits. Alcohol can also be used as an ingredient, to make alcoholic desserts

A doughnut or donut is a type of fried dough, confectionary and dessert food. The doughnut is popular in many countries and prepared in various forms as a sweet snack that can be homemade or purchased in bakeries, supermarkets, food stalls, and franchised speciality outlets. Doughnuts are usually deep fried from a flour dough, and typically either ring-shaped or a number of shapes without a hole, and often filled, but can also be ball-shaped (“*doughnut holes*”). Other types of batters can also be used, and various toppings and flavourings are used for different types,

such as sugar, chocolate, or maple glazing. Doughnuts may also include water, leavening, eggs, milk, sugar, oil, shortening, and natural or artificial flavours. (Kreme, 2004)

According to Bricklin, Mark, Advisor, Prevention Magazine, doughnuts provide essential nutrients such as thiamine, riboflavin, and niacin, along with beneficial fiber, but they are high in sugar and calories. (Rodale, 1994).

Gisslen, 2005 defined doughnuts as bakery product not cooked in ovens but by deep frying, by cooking in greased fry pans or on griddles. There are several types of doughs or batters for these products. French doughnuts are a fried version of the same pastry used to make cream puffs and éclairs. The book recommends two types of Doughnuts, one of which is Yeast Raised Doughnuts and another Cake – Type Doughnuts.

Doughnuts are usually deep fired from a flour dough, and typically either ring-shaped or without a hole, and often filled. Other types of batters can also be used, and various toppings and flavourings are used for different types, such as sugar, chocolate, or maple glazing. Doughnuts may also include water, leavening, eggs, milk, sugar, oil, shortening and natural or artificial flavours. The two most common types are the ring doughnut and the filled doughnut, which is injected with fruit preserves, cream, custard, or other sweet fillings. Alternatively, small pieces of dough are sometimes cooked as *doughnut holes*. Once fried, doughnuts may be *glazed* with a sugar icing, spread with icing or chocolate on top, or topped with powdered sugar or sprinkles or fruit. Other shapes include rings, balls, flattened spheres, twists, and other forms. Doughnut varieties are also divided into cake (including the old-fashioned) and yeast-risen type doughnuts. Doughnuts are often accompanied by coffee purchased at doughnut shops or fast food restaurants, but can also be paired with milk. A doughnut is a bread-like cake made from sweet dough that has been cooked in hot fat. (Cobuilds Dictionary).

According to Technavio's analysts a doughnut or donut is a type of fried dough confectionery, usually eaten as a dessert or snack. It is popular in many countries and prepared in various forms as a sweet snack that can be homemade or purchased in outlets. Baked goods are convenient and ideal for on-the-go consumption. This factor also contributes to the growth of the market. However, an increased focus on health and growing awareness of the benefits of a diet rich in proteins, vitamins, and fiber can pose a threat to the global fresh baked goods market during the forecast period.

Technavio's analysts forecast the global doughnuts market to grow at a CAGR of 5.47% during the period 2017-2021. Few flavours available in the market are, Strawberry-Frosted, Cinnamon-Sugar Donut, Jelly Donut, Apple crumb donut, Blueberry Donut, Bavarian Crème-Filled Donut, Vanilla-Frosted Donut, Chocolate-Glazed Cake Donut. (Global Doughnut Market, 2017).

As per changing taste of the people donuts in today's world is one of the most liked finger dessert in India and due to the limited availability of new flavours the study was conducted keeping in mind the following objectives.

- To innovate 3 new flavour of ring doughnuts
- To innovate 3 new flavour of shell doughnuts
- To perform sensory evaluation of developed doughnuts
- To perform cost analysis of the developed doughnuts

## REVIEW OF LITERATURE

Daigle et al, 2001 in their study on “Development of Low Oil-Uptake Doughnuts using wheat flour and various additives”. Donut properties were analyzed including dough consistency (DC), firmness (FN), moisture content (MC), and oil uptake (OU). Replacement of wheat flour with long-grain or waxy rice flour resulted in lower DC and MC, and higher FN and OU. Replacement with gelatinized rice flour or acetylated rice starch resulted in generally higher DC, MC and FN and lower OU. Doughnuts formulated with wheat flour and up to 50% gelatinized rice flour were comparable to wheat donuts in general characteristics but as much as 64% lower in oil uptake.

Rabelo et al, 2013 developed cassava doughnuts enriched with *Spirulina platensis* biomass. The study showed that the addition of different percentages of *Spirulina platensis* allowed better nutritional quality of the cassava doughnut in terms of the protein, mineral, fibre and lipid composition. The high protein, lipid and fibre concentrations, 12.1, 12.1 and 5.09%, respectively, found in formulation 6, together with the fact that the sensory tests showed that the addition of *Spirulina platensis* to the doughnuts was well accepted by the consumers obtaining similar scores to those of the standard formulation, allows one to indicate the incorporation of 5.41% of *Spirulina platensis* plus 10.0% of inverted sugar into the cassava doughnut formulation. Thus this product has a potential for consumption and commercialization as a low cost product with high nutritional value.

Sankbeil, 2007 in a study on “The Effects of Different Oils during Deep Fat Frying of Doughnut Holes on Sensory and Quantitative Evaluations” found that different types of frying oils produce a variety of flavors, affecting general impression, fat flavor and mouth feel. This resulted with a wide difference in the amount of fat absorbed within doughnut holes, even when time of cooking is relatively standard and a standardized yielded that the doughnut holes fried in Crisco were liked the most and those fried in lard were liked the least. It can be concluded that some frying oils are better for deep-frying than others for maintaining sensory attributes and optimum fat absorption.

Ruiz and Morales, 2003 in a study on “Evaluation of Physical Properties of Dough of Doughnuts during Deep Fat Frying at Different Temperatures”. The findings showed that the dough, based in wheat flour and yeast as leavening agent, was deep fat fried in sunflower oil at 180, 190, and 200°C to produce doughnuts. Several physical properties of doughnuts were monitored each 15 s of frying through the frying process, such as moisture and oil contents; bulk density, volume changes, crust colour; rheological including instrumental TPA, compression and penetration forces and thermal properties: specific heat, thermal conductivity, and diffusivity. Fundamental models for heat and mass transfer were applied and empirical equations were generated in order to fit the evolution of the properties during deep fat frying with very good agreements ( $r > 0.95$ ); color crust of the donuts was fitted to a kinetics of first order and the energy of activation was calculated. Moisture content and oil temperature affect importantly the values of the donut properties, being the thermal conductivity the most constant property through the whole process. These results are important for equipment design, process control and quality assurance; additionally, it was corroborated that all these measurements represent simple tests, very useful for process evaluation of doughnuts and similar products exposed to frying.

Tan and Mittal, 2006 in a study on “Physicochemical Properties Changes of Doughnuts During Vacuum Frying”. The study found that vacuum frying was explored to cook donuts and compared



to the conventional atmospheric frying. A temperature of 190°C was used for atmospheric frying. Three vacuum levels (3, 6, and 9 kPa vacuum) with three temperature levels (150, 165, and 180°C) were used for vacuum frying. The effects of initial moisture content (IMC), vacuum level and frying temperature on physicochemical properties, such as moisture loss, oil absorption, and quality was investigated. The properties of fried donuts were significantly affected by IMC. Under vacuum frying, volume and total colour changes were affected by frying temperature; and oil uptake was affected by vacuum and frying temperature. Frying temperature and vacuum were not directly related to the final moisture content (MC) of doughnuts. There was no relationship between MC and fat content of doughnuts. Doughnut texture was directly related to the vacuum and frying temperature.

Summu, 2008 in a book on “Microwave baking of foods” cited that Microwaves interact with polar molecules and charged particles of food to generate heat. There are differences between the heating mechanisms of microwave and conventional heating. The use of microwave heating has the advantage of saving energy and time, improving both nutritional quality and acceptability of some foods by consumers. Microwave ovens are successfully used both in homes and in the food service industry. However, there are still problems in perfecting microwave baking, therefore it is a popular research area. The main problems found to occur in microwave-baked food products are low volume, tough or firm texture, lack of browning and flavour development. Recent studies aim to improve the quality of microwave-baked products. This article reviews the basic principles of microwave baking, problems commonly occurring in microwave-baked products and finally studies published concerning microwave-baked products.

Fadda et al, 2010 in a study on “Influence of Yeast and Gluten on Performance of Sourdough *Moddizzosu* Breads”. The research investigated the impact of semolina dough formulation (percentage of sourdough [SD] addition and presence of yeast [Y] or common wheat gluten [G]) added singly and in combination on the sensory and physicochemical profiles of fresh and stored sourdough-started durum breads, particularly *Moddizzosu* type. Main distinctive features of breads were identified, and optimal amounts of SD addition in presence of either yeast or gluten were used to achieve high-quality fresh and stored soured durum breads made with semolina and remilled semolina at a ratio of 80:20. Common features of durum breads included color parameters and crumb grain characteristics of either fresh or stored samples. Increasing SD significantly increased scores for overall acceptability. In yeasted castrated samples, a linear promotion of both aroma and taste intensity resulted from increasing amounts of SD, whereas the opposite trend was observed for unyeasted breads. Higher values for degree of acidification, specific volume, crumb cohesiveness, resilience, and springiness but lower pH, moisture content, crumb hardness, and chewiness in durum samples were achieved with increased SD.

## METHODOLOGY

The study was an experimental study. The study developed Doughnuts in various styles and later sensory evaluation was conducted by Chef faculty and Chef Students. The study was conducted in Confectionary and Bakery Kitchen of IHM Pusa, New Delhi during December 2017- February 2018. Various combinations were tried and later finalised on 06 variations seeing the Indian Palate. These six variations are as follows:

1. Mad Mojito
2. Orroffee
3. Penoffee
4. Sweet & Sour
5. Yellow Fellow
6. Harshmallow

The sensory evaluation on 06 variations was done on a sample size of 30 Chef Faculty and Chef students. The sensory Evaluation forms were assessed on various parameters like taste, texture, flavour etc. The sensory evaluation forms were assessed and analysed. The results were depicted either in table or graphical forms.

## RESULTS AND DISCUSSION

Innovations of the three ring and three shell doughnuts were developed respectively. The ingredients used in the recipe were as follows:

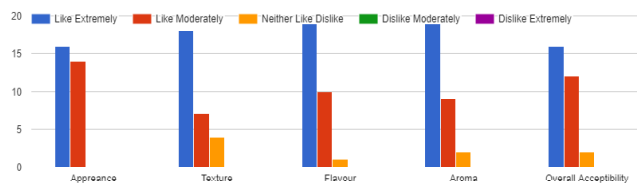
1. Mad Mojito - Conversion of drink into a flavourful donut with flavour of mint and lemon
2. Orroffee - Combination of Orange and coffee.
3. Penoffee - Combination of peanut butter, banana and toffee sauce.
4. Sweet & Sour - Combination of tangy tamarind and sweet jaggery.
5. Yellow Fellow - Combination of Mango and pineapple with addition of pepper.
6. Harshmallow - Combination of marshmallow and chocolate with harshness of candy bomb.

The third objective of sensory evaluation was conducted on 30 Chef faculty and Chef students of IHM, Pusa. Evaluation was conducted at Advance Training Kitchen of IHM, Pusa as it is near the Restaurant, The Scholar of the institute where the faculty can be approached easily.

The sensory evaluation was documented as follows:

1. Mad Mojito: This donut was most liked in texture, flavour, appearance and aroma and was the most overall accepted sample. This donut combines the freshness of mojito drink and base of a simple donut. Truly confuses and mesmerizes the taste buds in the best way out there. The donut used a basic plain ring donut and is smothered half with lemon glaze on one side and fresh mint glaze on the other, to give the donut lover best of both worlds.

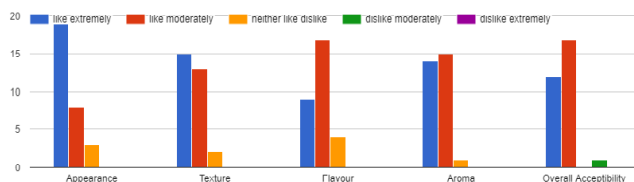
Mad Mojito



**Figure 1.1: Sensory Evaluation of Mad Mojito Doughnut**

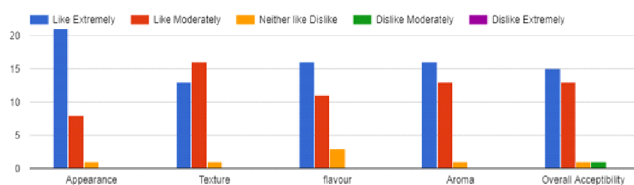
2. Orroffee : This doughnut was most liked in its apperance and moderately like in texture, flavour and aroma. It was a combination of two flavours that mellow together and give the perfect aftertaste. It captured true citronella of an orange along with the roasted aroma and rich taste of coffee in orange curd.

Orroffee

**Figure 1.2: Sensory Evaluation of Orroffee Doughnut**

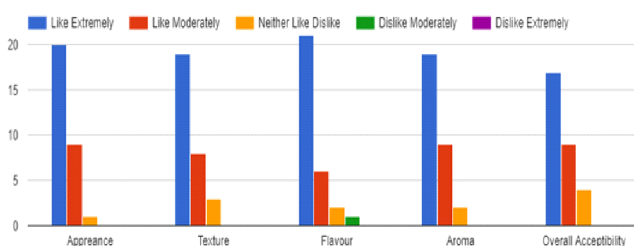
3. Penoffee : The donought was most liked in its appearance and was moderately liked in texture, flavour and aroma and was averagely overall accepted. Everyone's favourite peanut butter gets combined with an old school classic toffee sauce along with a match made in heaven with these two, bananas & toffee sauce.

Penoffee

**Figure 1.3: Sensory Evaluation of Penoffee Doughnut**

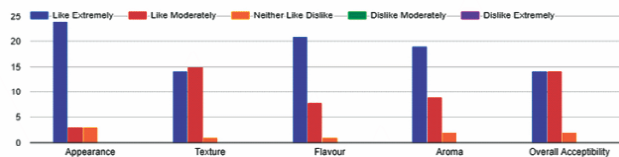
4. Sweet and Sour : This doughnut was most liked in appearance, texture, flavour & Aroma and was overall accepted by the most. Inspired by the flavour of south India, balancing different buds on the pallet, using imli (tamarind), Coconut and jaggery to give the perfect aftertaste.

Sweet &amp; Sour

**Figure 1.4: Sensory Evaluation of Sweet & Sour doughnut**

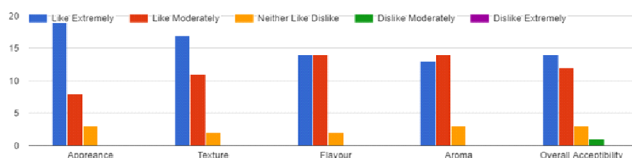
5. Yellow Fellow: The doughnut was mostly liked in its appearance, flavour and moderately liked in texture, aroma and was averagely overall accepted. Perfect balance of sweet and spice with a touch of tropical Caribbean sunset, complimenting a shell doughnut with mango and pepper filling along with a pineapple glaze.

Yellow Fellow

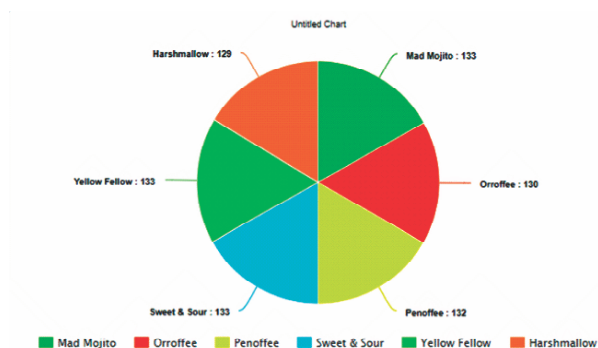
**Figure 1.5: Sensory Evaluation of Yellow Fellow Doughnut**

6. Harshmallow : The doughnut was extremely like in its appearance, texture and moderately liked in flavour and aroma and was averagely overall accepted. The taste takes a ride back to nostalgia when we all grew up eating marshmallow, magic pops or pop rocks. Combining these flavour to take you back to the good old sweet days.

Harshmallow

**Figure 1.6: Sensory Evaluation of Harshmallow doughnut**

Evaluating the overall acceptability. The Doughnut Mad Mojito, Sweet & Sour and Yellow fellow were the most overall accepted donut. The next overall accepted donut was Penoffee , then Oroffee and the least was harshmallow being the sweetest of all.

**Figure 1.7: Overall Acceptability of the Donoughts**

The fourth objective analysed the cost of various newly innovated doughnuts. The cost of each variation of doughnut was as follows:

- |                   |              |
|-------------------|--------------|
| 1. Mad Mojito     | Rs. 06.78/-  |
| 2. Oroffee        | Rs. 14.43/-  |
| 3. Penoffee       | Rs. 13.03/-  |
| 4. Sweet and Sour | Rs. 07.73/-  |
| 5. Yellow Fellow  | Rs. 13.88 /- |
| 6. Harshmallow    | Rs. 06.63./- |

Sensory Evaluation and Cost Analysis suggested Mad Mojito and Sweet and Sour being most tasty and pocket friendly doughnut for Indian Palate.

## CONCLUSION

The current study innovated both ring and shell doughnuts as per the Indian Palate (six in number). The overall acceptability ranked them in following order:

1. Mad Mojito
2. Sweet & Sour
3. Yellow Fellow
4. Penoffe
5. Oroffee
6. Harshmallow

The cost analysis ranked Mad Mojito and Sweet & Sour the most pocket friendly option along with their overall acceptability.

In India, doughnuts can be one of the alternative for mid day meal for Government of India, as it will be a handy savoury or sweet meal for school going children and a cost effective alternative. Such innovations can be of help to our countrymen to relish the variety of desserts.

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**Section VI**  
**FUTURE HOTEL CONCEPTS : ARCHITECTURE,  
DESIGN AND LOCATION**





## Impact of Artificial Intelligence in Future Hotel Front Office Operations

*Dr. Mohit Chandra\**

### ABSTRACT

Artificial intelligence (AI) is the field of computer science which reiterates on creation of intelligent machines that operates and responds like human beings and assist in guests staying in hotel. Artificial intelligence when used in computers assists in speech recognition and learning process. Artificial intelligence in hospitality has revolutionized the working style in hotels, facilitating more value to the guests. This paper will analyze the impact of AI on conventional Front desk and its value to customers and identify the benefits and features of Artificial Intelligence in Front office operations of future upcoming hotels.

Artificial intelligence can transform and have an impact in hospitality industry hence a demand of Artificial Intelligence was felt and created. As the demand for smart automation for existing processes enhanced so did the demand for Artificial Intelligence, AI has been employed in the traditional hotels so as to upgrade hotels brands image, enhance revenue and customer experience and create a wow factor.

Solutions widely used by hotels include intelligent chat bots and voice-enabled services. Integrating intelligence-based predictive analytics in hotels is a must to meet customer expectations and do competitors analysis. Because of the advent of chat bots in native language, hotels are converting booking queries in business deal and repeat customers. Due to global adoption and advent of IoT (Intelligence of things), hotels require precision, automation for hotels strategic processes and machine learning. IOT assists in its internal operations and customer support. Hotels health clubs can employ wearable intelligent devices which can measure guest's body temperature, energy level, cardiovascular and respiratory activities in minute detail in order recommend customized health solutions and recommendations. The Internet of things (IoT) is a physical network of devices. It integrates vehicles, appliances, items embedded with electronics, software, sensors, actuators, and connectivity which assist in connecting, collecting relevant data and analyzing and exchange IOT facilitates direct integration with physical world.

AI assists guest in recommending through perceived personalization or on the premise recommendation. AI takes care of guest from departure to a destination with personalized recommendations that enhance their voyage and post arrival choices at the hotel which includes choice of dining, drinks, breakfasts, and on-property leisure and recreation activities. Tailor

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measured Hotel-Specific Intelligence is being created to enhance brand image. With the Virtual integration of interactive voice technology and IoT devices assists guests staying in hotel with smart space and enjoy smarter services. This leads to bare minimum interactions with hotel staff. Artificial Intelligence is used in hospitality for implanting refined communications. AI has the power to enhance communication both inter and intra between hotel staff and guests and thus giving a new experience

Predictive analytics in hotels facilitate the personalized target marketing campaigns that best suites guests' palate.

The IoT and sensors imbedded with AI technology which facilitates Hotel's Wi-Fi network which has the ability to recognize an arriving guest's Smartphone. IoT system alerts the management staff for quick, smooth check-in for the guest; AI-enabled system enables and allows the auto-unlocking feature of the door as guests stand at the door. The In-house guests can adjust the light intensity and AC temperature of the room that matches their predetermined preferences.

**Keywords:** Hotel, Front office, Artificial Intelligence (AI), Internet of Things (IoT), Automation

## OBJECTIVE

To study the impact of artificial intelligence in front office hotel operations.

The following hypothesis shall be tested.

$H_0$  There is no impact of Artificial Intelligence in Front office Operations

$H_1$  There is impact of Artificial Intelligence on Front office Operations

## INTRODUCTION

The father of AI is Alan Turing. He had written a book on Computing Machinery and Intelligence in 1950 [1]. Turing researched the idea can machines think by developing a type of "Imitation Game" between two subjects. This game was named as Turing Test and it involved written communication between two subjects without being able to see, hear, or sense the other subject. Turing proved that machines can think. According to John Searle's Chinese room experiment in 1980 turning test was simply random throwing of symbols without any understanding concept.[2]

It was Alan Turing's theory of computation, which suggested that a machine, by shuffling symbols as simple as "0" and "1", can simulate any conceivable act of mathematical deduction. This insight, that digital computers can simulate any process of formal reasoning, is known as the Church-Turing thesis. This led to the possibility of building an electronic brain [3].

In 21st century artificial intelligence (AI) has become a key area of research in virtually all fields including services, engineering, science, education, medicine, business, accounting, finance, marketing, economics, stock market and law etc. The latest software's utilizes elements of Artificial Intelligence (AI). Subfields of AI are Machine Learning, Natural Language Processing Image Processing, and Data Mining. [4]

Many of these aspects of AI have proven to be hugely helpful in industry, but these are merely applications of the technologies being researched. AI has advanced in the last few years and it has been deployed globally and reaching consumers directly.

There is a need to employ incredible technology innovations and adopt the best digital solutions. AI is of ten misconceived as replacement of human power. AI has created better trust, transforming processes, services and facilities through robots backed by Artificial Intelligence.

The idea of erecting intelligent hotels has evolved. Intelligent hotels surpass customer expectations by AI powered care, support and service. Intelligent hotels having following features

- Concierge robot services
- Digital assistance
- Voice-activated services
- Travel experience enhancers
- Automatic data processing (machine learning)

AI robotic devices not only reduce the human need with its voice-driven assistants but also smarten. The hotel services are delivered to customer's satisfaction. From customer's personal choices to their smallest of needs, AI-enabled hotel concierge robots can offer discrete service and detailed assistance.

### **Artificial Intelligence Impact in the Hotel Industry**

Apple Inc.'s virtual assistant, Siri started providing voice-driven assistance to its cell phone users to an extent that it has become almost a norm now. Amazon Echo and Alexa have also joined the race of creating a richer, more impressive customer experience using the power of machine learning of AI.

Hotel information systems are generally divided into 4 main application areas including reservations, guest accounting, room management and general management, same can be integrated with AI. [5] .Ever since the artificially intelligent system has crept into the hotel industry; the hospitality sector is rapidly integrating itself with AI's ability to learn about customers using its data analytics domain that helps hotel staff create a better perception of customers. Utilizing the full potential of AI, they can capture a gamut of knowledge about:

- Customer Purchase preferences
- Tour choices
- Travel patterns and itinerary
- Location desires
- Hotel scoring inquiries
- Payment choices

The information gathered thus can further be translated into providing in-depth experience to hotel guests as they travel, search, stay and enjoy the luxurious hotel services.

More and more, hotel industries have come to realize that in-depth customer service with properly determined customer insight is the best key to uplift brand position. Therefore we have can see a rise in mature-service hotels where customers are not only regained with hotel's interior charm but are also equally satisfied with genuine-looking AI enabled services. AI is also used in robotic concierge service.

Generally, bell attendant familiarize guest with hotel amenities and services and safety features.

In last few years, we have managed to feel comfortable with voice assistance which is narrowing the gap between human and machine interface. The concept of dwarf hotel concierge is prevalent. Hotel Hilton worldwide use AI based concierge Connie which is revolutionizing customer experience.

Connie is the first ever AI robot with 2 feet height aiding with its by pedal support at the front desk. It depends on IBM's Watson AI for computing intelligence, uses way blazer database which provides recommendations for visit worthy sites, etc.

In a nutshell, it provides excellent level of service as a robotic concierge.

Smart controls are among the special privileges provides to VIP guests by some hotels.

AI services empower customers stay by automated room unlock systems and other smart mobile applications. AI can be used to display scheduled arrivals, update room status, check-in arriving guests & display or update guest folio.[6]

AI driven chat bots provide exceptional customer service by means of a special mobile device to interact and perform various tasks from ordering meals to answering critical queries.

Through by passing hotel staff, bots act as a service representative just like a human on the other end. AI efficiently meets the increased desires of travelers by assisting through intelligent travel phones. AI enabled phones with the help of GPS capabilities; gamification, unlimited data access, city travel guide, etc. contribute immensely in creating superior guest experience and even in exceeding their expectations.

Today's advanced machine learning system has revolutionized the prior customer service perception. From check in till check out, fast online assistance, personalized options, advanced meal preferences, etc. is provided by big data element powering the AI required at present. AI's Information Classification & Management System uses wealth of data to accurately perceive individual needs of customers.

Amazon's AI based software service Alexa is an esteemed example of the capabilities of AI in service delivery. Its provides custom build unique services for customers seeking an effortless and intuitive way to interact with everyday technology. Its powerful voice services (ex- Amazon echo) have immense potential to change the future of hospitality industry.

Alexa's smart program stages enable the guests to save time by fetching information and providing suggestions pre-emptively without any need to refine further. It depicts how the AI of Alexa makes everything easy and available at the voice command creating a seamless and highly personalized guest experience by eliminating all the barriers.

Personalized experience contributes to an increase in loyalty and ultimately in increase in revenue. Tailoring your offerings such as guests preferred newspaper, toiletries etc. helps in getting repeat business. AI by providing personal touches, personalizing reward program, occupancy and rate optimization service, etc. can level the playing field and provide distinguished services to guests. AI can collaborate multiple sources of information and help us in adjusting marketing efforts to maximize occupancy. AI fueled chat bots eliminates the time consumed in bookings through aggregator sites, reduces the friction and provide personalized service. AI assists by giving momentum to business growth by anticipating guest emotions and motivations [7].

As per the data protection act of 1984, personal information of guest must be kept confidential and AI may maintain the security guidelines. [8]

Automated Check-in by placing guests in their room and facilitating service requests frees up hotel staff, increasing the efficiency in operations. AI uses occupancy data, guest feedback and self- reported guest data to predict and streamline the maintenance workflows. Reputation management is also taken care efficiently through AI's ability to integrate and process social

media views and reviews quickly in order to provide an insight of people's perception of your business. Positive feedback is amplified, and negative feedback is dealt with efficiently.

AI can predict potential public relations disasters early to deal with efficiency. AI can inform competitive intelligence by mapping population density data against circulation data to identify areas where demand is exceeding supply and provides areas where scope of expansion is present.

With the help of AI, our data as an intellectual property can provide competitive advantage as well. In a nutshell, AI enables every domain of hospitality business to provide better returns, processes and experiences.

## RESEARCH METHODOLOGY

### Frequencies

**Table 1: Showing Frequency Distribution**

Statistics						
		Profession	Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things)	Which department has maximum use of artificial intelligence in hotels?	Is interactive voice technology pleasing and prompt?	Does Artificial Intelligence help in target marketing?
N	Valid	43	43	43	43	43
	Missing	0	0	0	0	0

### Frequency Table

**Table 2: Depicting Respondent's Profession Wise**

Profession					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academician	6	14.0	14.0	14.0
	Student	33	76.7	76.7	90.7
	Hotelier	3	7.0	7.0	97.7
	Business	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

**Table 3: Impact of AI on Personalization Using IOT**

Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	69.8	69.8	69.8
	No	3	7.0	7.0	76.7
	May be	9	20.9	20.9	97.7
	Never	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

**Table 4: Department Wise Use of AI in Hotels**

Which department has maximum use of artificial intelligence in hotels?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Front office	35	81.4	81.4	81.4
	Housekeeping	3	7.0	7.0	88.4
	F&B Service	3	7.0	7.0	95.3
	Food Production	2	4.7	4.7	100.0
	Total	43	100.0	100.0	

**Table 5: Impact of Interacting Voice Technology**

Is interactive voice technology pleasing and prompt?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	67.4	67.4	67.4
	No	4	9.3	9.3	76.7
	May be	9	20.9	20.9	97.7
	Never	1	2.3	2.3	100.0
	Total	43	100.0	100.0	

**Table 6: Impact of AI on Target Marketing**

Does Artificial Intelligence help in target marketing?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	26	60.5	60.5	60.5
	No	7	16.3	16.3	76.7
	May be	10	23.3	23.3	100.0
	Total	43	100.0	100.0	

**Table 7: Pearson Correlation of AI on Room Booking****Correlations**

		Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things)	Does Artificial Intelligence help in room booking?
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things)	Pearson Correlation	1	.635**
	Sig. (2-tailed)		.000
	N	43	43
Does Artificial Intelligence help in room booking?	Pearson Correlation	.635**	1
	Sig. (2-tailed)	.000	
	N	43	43

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Table 08: Standard Deviation of AI in Room Booking****T-Test**

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things	43	1.5581	.90770	.13842
Does Artificial Intelligence help in room booking?	43	1.3721	.78750	.12009

**Table 9: 2 Tailed t -test****One-Sample Test**

Test Value = 5

One-Sample Test					
	Test Value = 5				
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference
					Lower
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things	-24.865	42	.000	-3.44186	-3.7212
Does Artificial Intelligence help in room booking?	-30.209	42	.000	-3.62791	-3.8703

**Table 10: Impact of one simple test**

One-Sample Test	
	Test Value = 5
	95% Confidence Interval of the Difference
	Upper
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things	-3.1625
Does Artificial Intelligence help in room booking?	-3.3856

**Table 11: Profession wise standard Deviation****Means**

Case Processing Summary						
	Cases					
	Included		Excluded		Total	
	N	Percent	N	Percent	N	Percent
Which department has maximum use of artificial intelligence in hotels? * Profession	43	100.0%	0	0.0%	43	100.0%
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things * Profession	43	100.0%	0	0.0%	43	100.0%

Profession		Which department has maximum use of artificial intelligence in hotels?	Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things)
Academician	N	6	6
	Mean		1.0000
	Std. Deviation		.00000
Student	N	33	33
	Mean		1.7273
	Std. Deviation		.97701
Hotelier	N	3	3
	Mean		1.0000
	Std. Deviation		.00000
Business	N	1	1
	Mean		1.0000
	Std. Deviation		.
Total	N	43	43
	Mean		1.5581
	Std. Deviation		.90770

**Table 12: Analysis of Variance on IOT due to AI**

ANOVA Table				
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things * Profession)	Between Groups	(Combined)	Sum of Squares	df
	Within Groups		30.545	39
	Total		34.605	42

**Table 13: Mean Square on IOT Due to AI**

ANOVA Table					
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things * Profession)	Between Groups	(Combined)	Mean Square	F	Sig.
	Within Groups		.783		
	Total				

**Table 14: Measure of Association Between AI and Personalization**

Measures of Association		
	Eta	Eta Squared
Does Artificial Intelligence help in personalization of services in hotels using IOT (Internet of things * Profession)	.342	.117



## PIE CHART

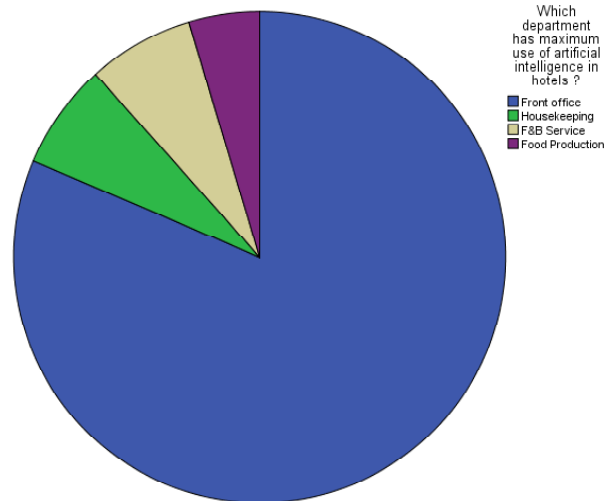


Figure 1: Department wise utilization of AI in Hotels

## Nonparametric Tests

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The categories defined by Gender Male and Female occur with probabilities 0.5 and 0.5.	One-Sample Binomial Test	.033	Reject the null hypothesis.
2	The categories of Profession occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
3	The categories of Which department has maximum use of artificial intelligence in hotels ? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
4	The categories of Does Artificial Intelligence help in personalisation of services in hotels using IOT (Internet of things occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
5	The categories defined by Does Artificial Intelligence help in room booking? = May be and Yes occur with probabilities 0.5 and 0.5.	One-Sample Binomial Test	.000	Reject the null hypothesis.
6	The categories of Does Artificial Intelligence help in hotel registration process? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
7	The categories of Does Artificial Intelligence help in check in process? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
8	The categories of Is interactive voice technology pleasing and prompt? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
9	The distribution of Does Artificial Intelligence help in target marketing? is normal with mean 1.628 and standard deviation 0.85.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Figure 2: Hypothesis Testing

Cluster Analysis

Created Series					
	Series Name	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
		First	Last		
1	Person_1	2	43	42	DIFF(PersonalizationIOT,1)

Time Series Modeler

Model Description			
			Model Type
Model ID	Does Artificial Intelligence help in target marketing?	Model_1	ARIMA(0,1,0)

Model Summary

Table 15: AI Model

Model Fit						
Fit Statistic	Mean	SE	Minimum	Maximum	Percentile	
					5	10
Stationary R-squared	.125	.	.125	.125	.125	.125
R-squared	.941	.	.941	.941	.941	.941
RMSE	.202	.	.202	.202	.202	.202
MAPE	3.836	.	3.836	3.836	3.836	3.836
MaxAPE	100.000	.	100.000	100.000	100.000	100.000
MAE	.056	.	.056	.056	.056	.056
MaxAE	1.000	.	1.000	1.000	1.000	1.000
Normalized BIC	-3.114	.	-3.114	-3.114	-3.114	-3.114

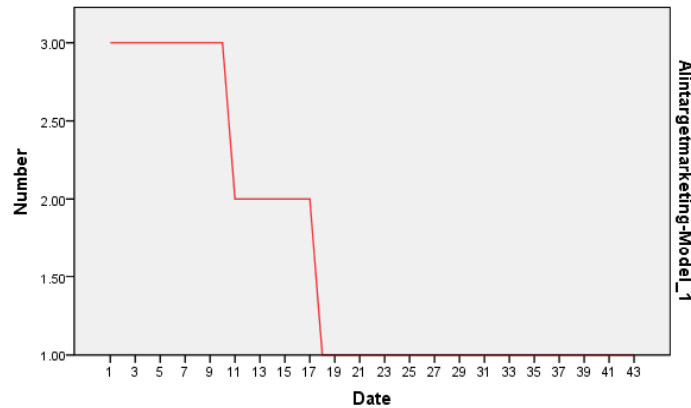
Table 16: Model Fit Percentile

Model Fit					
Fit Statistic	Percentile				
	25	50	75	90	95
Stationary R-squared	.125	.125	.125	.125	.125
R-squared	.941	.941	.941	.941	.941
RMSE	.202	.202	.202	.202	.202
MAPE	3.836	3.836	3.836	3.836	3.836
MaxAPE	100.000	100.000	100.000	100.000	100.000
MAE	.056	.056	.056	.056	.056
MaxAE	1.000	1.000	1.000	1.000	1.000
Normalized BIC	-3.114	-3.114	-3.114	-3.114	-3.114

Table 17: Ljung Box

Model Statistics					
Model	Number of Predictors	Model Fit statistics	Ljung-Box Q(18)		
		Stationary R-squared	Statistics	DF	Sig.
Does Artificial Intelligence help in target marketing?-Model_1	1	.125	16.637	18	.548

### Model Statistics



**Figure 3: Time Series Model is Recommended to Target Market**

### FINDING & CONCLUSION

- 1) In all questionnaires were tested on 43 respondents. 90.7% respondents were hospitality students.
- 2) According to 69.8% AI help in personalization of services in hotels using IOT.
- 3) Maximum use of AI is in front office as per 81.4% respondents followed jointly by housekeeping and F&B service.
- 4) Interactive voice technology is pleasure and prompt as per 67.4% respondents.
- 5) The Pearson correlation coefficient is .635 (2tailed) for room booking at 0.01.
- 6) The standard deviation is .09770 for personalization of IOT and .78750 for room booking.
- 7) t value is -24.865 for AI in personalization of services and -30.209 in AI for room booking.
- 8) As per one sample test AI for IOT is -3.1625 at 95% confidence level.
- 9) The F value of INNOVA is 1.728 with significance.
- 10) We reject null hypothesis. There is an impact of AI in front office operations as per one sample Chi- square test.
- 11) As per One sample Kolmogorov Smirov test the distribution of does artificial intelligence help in target market is normal with mean 1.628 and standard deviation of 0.85.
- 12) A time series model is recommended to target market in 18 days.

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## Design and Delivery of the Rural Tourism Experience: A Case Study of Two Models Around Bangalore

*Dr. Malini Singh \* & Dr. Rekha Maitra\*\**

### ABSTRACT

According to Ministry of Tourism policy paper 2002 “Any form of tourism that showcases the rural life, art, culture and heritage at rural locations, thereby benefiting the local community economically and socially as well as enabling interaction between the tourists and the locals for a more enriching tourism experience can be termed as rural tourism”.

Rural tourism may entail the enthralling experience of Farming or Agriculture, Cultural as well as Eco-tourism. Rural tourism is being developed with the idea of promoting the locations, which are far off, inaccessible and unknown to the populace. A country like India needs to promote rural tourism rigorously because 74% of the Indian population residing in 7 million villages.

The Rural Tourism can be useful for providing the source of income and livelihood for local residents in a populated country like India. “Tourism and hospitality creates diversified employment opportunities in different sectors like accommodation, food and beverage establishments, transportation services, travel agencies, tour operation companies, natural and cultural attraction sites”.<sup>1</sup>

This Research paper will concentrate on the design and delivery of Indian rural tourism experience. For this research, two models have been examined which are located in the villages around Bangalore namely “Our Native Village” and “Farms Weekends” which provides a genuine rural experience to their client.

“Our Native Village” is an Eco Resort near Bangalore situated in Hesaraghatta Village. The resort maintains a 100% eco-friendly approach based on the five basic pillars of environmental conservation - earthly architecture, nutritious food, energy and water conservation and proper waste management. The resort is self-sustainable and most of the fruits and vegetables provided to the guests are grown in the farmland of Eco-Resort.

“Farm Weekends” is located in Chikbalapur about 50 kilometres from Bangalore. The farm follows eco-friendly farming practices and the major crops include coconuts and bananas. Apart from a variety of flowering trees and shrubs, the farm also has an assortment of fruit bearing trees such as apple, avocado’s, litchis, orange, mango, guava, and custard apple to name a few.

**Keywords:** Rural Tourism, Sustainable Development, Sustainable Tourism, Innovations, Responsible Tourism.

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**OBJECTIVES**

- To understand the scope of rural tourism
- To study existing models which are based on developing Rural Tourism
- To recommend better design and delivery of Rural tourism experience
- To develop more sustainable and responsible rural tourism

**METHODOLOGY**

- For the research two existing models have been studied
- Relevant information was collected from the owners and guest visiting the farms.

**LITERATURE REVIEW**

According to the UNWTO, “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”. Sustainability development in India renewed with 10th Five Year Plan, National Tourism Policy and the policy continue to be central to the Ministry of Tourism’s priorities for the 12th Five Year plan (Sustainable Tourism for India). Sustainable tourism provides solutions to the issues of inclusive growth.

The United Nation Environment Program (UNEP) and UNWTO brought out the publication entitled “Making Tourism More Sustainable – A Guide for Policy Makers”. In this, they finalized the criteria for sustainable tourism development by minimizing negative and maximizing the positive effects. The criteria are based on Environment, Local Communities, Heritage (Culture, Natural, Built, Oral, Intangible), and Inclusive economic growth.

Rural tourism’ industries are influenced by a range of terms (such as ‘green’, ‘nature’, ‘eco-’) that position them as small-scale, low-impact activities offering an alternative to mass tourism. Their perception as ‘niche’ markets further reinforces such views.(Lesley Roberts, 2004).

Niche marketing may have a place for some traditional activities that are ‘pure’ forms of rural tourism but not for the greater part of rural visiting, better described as ‘tourism in rural areas’, and characterised by large numbers of visitors and contemporary consumption patterns that render the rural location far less important than the activity and sometimes almost irrelevant to it. (Lesley Roberts, 2004).<sup>2</sup>

One of the most popular non-traditional rural development strategies has been tourism and its associated entrepreneurship opportunities because of tourism’s ability to bring in dollars and to generate jobs and support retail growth.(Suzane Wilson, 2001).

Rural tourism development and entrepreneurship cannot work without the participation and collaboration of business persons directly and indirectly involved in tourism. (Suzane Wilson, 2001).

According to Erokhin, Heijman, and Ivolga<sup>34</sup> (2014) apart from the agricultural sector itself, rural areas do not provide many employment opportunities for local citizens. At the same time, one of the most valuable competitive advantages of rural areas over urban ones is that they harmoniously combine natural and cultural values into a unique mixture of attractions. The increasing trend of the last decades in the developed countries (and of last years in the developing part of the world) is rural tourism.

Erokhin, V .(2014) established that People, attracted by higher living standards in urban areas, tend to leave traditional rural areas of inhabitation in favour of bigger urban agglomerations<sup>5</sup>

The vital issue is how to retain rural inhabitants in their traditional environment by means of provision of sustainable employment and income.(Trukhachev, 2015)

The diversity of rural culture in various countries (and even in particular rural areas within a country) provides opportunities to build attractive and competitive tourist products.(Marcouiller & Prey, 2005)

Potentially, rural tourism provides alternative employment opportunities, which give rural inhabitants a sustainable income that is competitive in comparison to that of urban territories. (Trukhachev, 2015)

(Roberts, L, Hall, D., 2003) established that Rural areas are very different from each other, with completely different sets of advantages and weaknesses; there is no “one-size-fits-all” formula for all rural communities. The potential of rural tourism to ensure the sustainable rural development is a generally accepted idea.<sup>6</sup>

Butler (1998)<sup>7</sup> observes that “tourism has emerged as one of the central means by which rural areas can adjust themselves economically, socially and politically to the new global environment”.

Reid (1995)<sup>8</sup> emphasizes that sustainable tourism seeks to sustain the quantity, quality and productivity of both human and natural resource systems over time, while respecting and accommodating the dynamics of such systems.

- **Key Elements of a Model for Sustainable Tourism** stated that sustainability is based on tangible as well as intangible factors. These indicators finalized the tourist interest and perception towards the site visit. The study area for the research in Romania and their market image in domestic as well as international market. The author stated that sustainable tourism development of the natural and cultural site with a perception of long-term sustainability along with economic growth and awareness program among the tourists.
- **Model of Sustainable Development of the tourism industry in Kazakhstan (Regional Prospective)** given article mentioned about the concept of sustainable development of tourism. The concept of sustainability model is based on environmental sustainability, social sustainability, and economic efficiency. The author created the model with the help of all the above 03 major concepts. The management of the tourism sector was facing a lack of sufficient experience this author formulated model for the tourism sector.
- **Sustainable Tourism Model: Example the Slitere National Park** focused on a continuous balance between the economic development of the area and nature conservation through the local community. Host community involvement into a participation of natural main attraction at the park is one of the major sources of income for them. Stakeholders also accept tourism, infrastructure development, and maintenance of tourism site.
- **Eco Friendly Resort for Tourism – a Case Study at Ulagalla Resort** mentioned that tourism generates economic development for the local community. Eco-friendly activities can reduce carbon emission level and help with environmental damage. Renewable energy and rainwater harvesting, the wastewater treatment, solid waste management, organic paddy and electronic cars to avoid pollution are the major features of the resort. This helped to build sustainable environments and development.

- **Developing a Sustainable Resort: a Case Study of a family resort in Central Ontario, Canada** studied the problems faced by family-oriented business. The study findings highlighted cultural, economic and environmental sustainability. For the development of the sustainable resort, it is important to have a holistic approach which includes stakeholders, and employment engagement.
- **Lombardi, p. I. (september 1999)** Stated that understanding sustainability in the built environment. a framework for evaluation in urban planning and design. This research is useful to develop environment for considering the sustainability of the study area and developing a framework in planning evaluation. It helps the decision makers to critically identify the aspects of sustainability which is implemented in planning project regarding redevelopment of the area, guiding them in the evaluation on the basis of a number of problem solving methods. The researcher also adopted few accessible case studies to demonstrate the benefits of the framework for regeneration program for cities, policies for cultural and environmental heritage and services.

The purpose of this research paper is to illustrate the rising concepts in sustainable eco-resorts. This paper takes a case study in consideration to define essential principles in eco-architecture and eco-urbanism to develop rural areas. This research paper concluded that low-technology is possible to increase good architecture and design. This evidences and conclusions allow the emerging concepts to be used in Mediterranean geographical areas.

This research paper on Malaysian case studies on Sustainable resort development explains the two case studies which discover the connection between implementing sustainability principles in resort development and operation in sustainable tourism. After analyzing the case studies it indicates that implementation of sustainability practices in resort development and operation is playing a very vital role which help to enhance the sustainability of the Malaysian tourism industry.<sup>9</sup>

The paper on Challenges to sustainable resort and hotel development in Malaysia tries to analyse the challenges coming for implementing the sustainability in tourism development in accommodation sector of Malaysia. Researcher used the interview method for collecting the qualitative data, analysis the previous research works and observation for discussing the main challenges facing the accommodation sector in Malaysia. The article concludes with suggestion and recommendations for solving these challenges.<sup>10</sup>

### Reason to Select the Two Models for Research Study

Our Native Village and Farm Weekends were selected as a model because of its predominance of rural territories, high footfall of tourist, involvement of citizens in agricultural production, its reputation of a tourist destination and its unique environmental advantages for the development of rural tourism. Both the models taken for study help to understand sustainable rural tourism and these models with amendments can be duplicated in other parts of India to offer the best of rural experience. The study takes consideration of rural tourism as a product.



**Figure 1: Two Models for Research Study**



### Case Study: Our Native Village

Finalized indicators, details issued by Sustainable Tourism Criteria for India (STCI); the case study will identify on various factors which are covered by Our Native Village, Eco resort, Bangalore.

1. **Environment:** Environmental conservation is one of the criteria for sustainability. It includes transportation, traffic, preservation of green area and biological diversity. 100% eco-friendly approach is adopted by the resort staff, different practices includes environmental conservation i.e. Architecture, nutritious cuisine, energy, water conservation and waste management.
  - a. **Transportation:** Resort Management arrange pick up and drop facilities through the cable/battery vehicles for all the tourists, thus preventing the pollution in the area. No use of fuel helps the environment to sustain for the longer period of time.
  - b. **Traffic:** Traffic can be termed as carrying capacity of the destination. Resort has designed various packages for all the categories i.e. MICE groups as well as it is a perfect venue for organizing parties, family, friends etc. This destination is preferred in all the seasons due to lush greenery and beautiful landscapes. The resort management staffs remains careful so that no damage is caused to the environment and nature. At times few tourists give negative feedback due to lack of manpower, which needs to be taken care by the management for offering better and effective services the guest, which will help in better control.
  - c. **Preservation of Green Area:** The last stretch of distance from main road to the resort is protected government grass road which are not permitted to work on so tourist are having problem to reach the destination.
2. **Biological Diversity:** various types of flora and fauna are flourishing in resort, thus displaying intimacy with nature. There is a provision of Nature walk in and around the resort. Various activities showcase the environmental awareness and conservation
3. **Social:** The social indicator includes Public Facilities, Local Culture, Infrastructure, People Attitude, and life style.
  - a. **Public Facilities:** Resort is offering spacious accommodation, food and beverage facilities with authentic Karnataka Cuisine. There are various games for tourists of all the age groups arriving at the destination. Along with the different games they also organized village learning experiences like pottery making, milking cows, riding bullock cart, developing Rangoli design etc. The fresh farm organic vegetables are supplied with restaurants as well. But the various reviews stated that villages need to improve on their food and beverage items and should offer better quality of foods.
  - b. **Local Culture:** Government of India is running the skill development (Hunar Se Rozgar). In a similar manner, locals are involved in the basic skilled and semi-skilled activities in eco resort. Activities like Rangoli designs, elementary farming techniques, pottery making displays local culture and their involvement towards the social upliftment of the locals.

- c. **Infrastructure:** Accommodation infrastructure is spacious with 24 deluxe rooms. According to resort management all the rooms are naturally cooled eco rooms but review published by Sandeep P. (02nd July 2018), top level rooms are heated up during the summer time.
  - d. **People Attitude:** People actively working with resorts showed their positive attitude towards the tourist. Reviewed mentioned that staff coordination and management involvement with in various activities were positive and appreciated by the tourist arrivals. The resort offers group as well as individual bookings which led to negative impact on experience by individual or small group tourist's arrival at the destination.
  - e. **Lifestyle:** Resort is village themed based which gives fantastic experience among the tourists. Local involvement and their lifestyle give positive attitude towards the locals and this encourage the tourists to create a brand image in the market.
4. **Heritage:** The resort is Village themed based eco resort which proposes the village activities and authentic cuisines, herbal products to the tourist. These various product and service help the locals to maintain the heritage of the site.
  5. **Inclusive Economic Growth:** Economic growth is depending upon employment, revenue and tax paid by the resort, Income received from tourism activities; Social welfare is to provide health care to wellbeing of a community. Resort provides job opportunities to the locals through agricultural activities and secondary and tertiary sector job involvement. The proper data will be received only through primary data collection.

#### Farm Weekend, Bangalore, Karnataka

**The farm** has fifteen acre vegetation. It is situated at the foothills of Nandi hills, and is the famous hill resort of Bangalore. The farm resort is well known for its serene locations surrounded by hills .Farm weekend has rich collections of farming crops like coconuts, areca nuts and bananas, variety of flowering trees and shrubs. The farm also has a collection of fruit bearing trees such as apple, avocados, litchis, orange, mango, guava, and custard apple, home to a variety of farm animals and birds like dogs, sheep, cows, country chicken, guinea fowls, geese, turkey and ducks. The farms give the rare opportunity to see the saplings of fresh herbs and spice garden where the spices i.e. cardamom, cinnamon, cloves, vanilla and pepper plants are grown.

**A morning farm trek** is a great way to adventure and praise the beautiful surroundings as well as flora and fauna of the farm. Fresh air, natural beauty and the serene location leaves a lasting impression on the mind. The peaceful environment makes a positive therapeutic effect on humans While trekking guest can get a chance to enjoy the jumping catfish in the pond and a well maintained rock garden with a variety of cactus plants. **The farm** offers the rare opportunity to live in harmony with nature, spend quality time with your family or alone.

#### SUSTAINABILITY MODEL

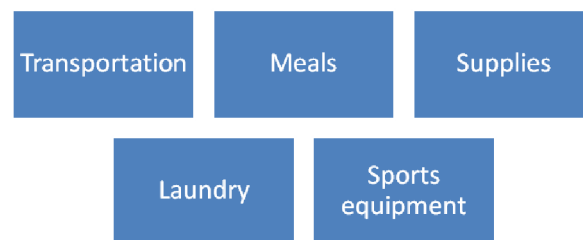


Figure 1.1: Sustainability Model of rural tourism experience

### Environment

**The location of this farm is in the lap of nature which** is totally based on the eco-friendly practices. It includes the farming of the main crops like coconuts, areca nuts and bananas; varieties of flower, trees and shrubs, the farm also has an collection of fruit bearing trees such as apple, avocados, litchis, orange, mango, guava, and custard apple. Tourists get the opportunity to explore the cultivation and harvesting of cardamom, cinnamon, cloves, and vanilla and pepper plants. The ancient wooden furniture and fixture, wooden floor, the mud-plastered walls and terracotta flooring which provide “old world” charm to this farm houses. The terrace of the farm house offers the scenic view all around the natural vegetation area in its purest form and is considered to be an ideal place for bird-watching in the morning hours and on the other side there is a lake where tourist can refresh their mind and soul. It offers the fresh milk, eggs, fresh farm grown organic vegetables to the guest. Vegetables are generally plucked from farm and remains free from chemical and pesticides.

Environment is one of the sustainability models which consist of following services. Services are illustrated in the figure no 1.2.



**Figure 1.2: Services offered by the farm house**

Services offered by the farm houses to the guest are as follows:-

- **Transportation:** It offers the pickup and drop facility from Bangalore with prior intimation of published Charges. These charges are solely depended on the type of vehicle required.
- **Meal:** The farm offers fresh vegetables, fresh milk, and eggs in abundance. The caretaker offers the customized meals as per the guest requirement to surprise loved ones..There is a provision available for the guest to prepare their palate as per their taste buds.
- **Supplies:** Sundry items like batteries, swimming suite, toiletries etc are available in limited quantities on chargeable basis. Guest can contact care taker for the items like Hot Water Bags, Cotton Mattress, Pillows, Extra Bed Sheets, and Blankets. Hair Dryer etc, Caretaker will provide all these items as per the availability. First aid kit and medicines for minor illnesses as well as minor accidents are available. For specific medicines guest need to visit the nearest chemist which is 10 km away from the the farm land
- **Laundry:** Laundry service is also available for the guest provided they hand over their clothes to the laundry services, which is non-chargeable( the service provider is not professional).
- **Sports Equipment:** Guest can find the adequate sports and games material to engage their family to enjoy their free time.

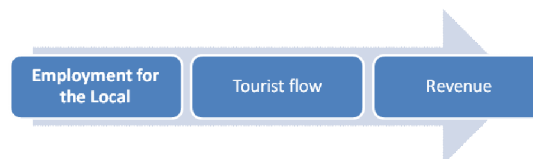
### Infrastructure



**Figure 1.3 Infrastructure Verticals**

- **Transportation:** The location of this farm from Bangalore is straight. According to the guest review, it is easily accessible.
- **Lodging:** The farm house provides the two air-conditioned bedrooms, in that rooms the first one is furnished in classy manner and the other one is in authentic Kerala Style including a four poster bed, and both offers comfortable accommodation. There is one dormitory with wooden floored for the children or for the extra person. Both the bed rooms and the dormitory have modern attached bath which provides the guest with round the clock hot and cold water and there is one children's room for indoor games, library, TV, radio etc. It also has an annexe within the compound away from the main farmhouse, slightly smaller but have two bedrooms. The rooms and bathrooms are neat and clean. To the one side of this room there is a cosy small bar counter and the other side is the dining hall with a royal dining table. Kitchen has stack of all the latest cooking equipment. Kitchen team occasionally invites the guest to cook the food as per their choice.

### Economy



**Figure 1.4: Economy Verticals**

- **Employment for the Local:** It offers the job opportunity to the local community in different sector like for preparing the meal for the guest, give pick up and drop services, housekeeping facilities, for farming, taking care of animals.
- **Tourist flow:** Best place for the family with children, corporate team like 10 to 15 person.
- **Revenue:** Generated Revenue is totally used by the local community, and the service provider.

### GUEST REVIEW

Positive reviews received from the Guest are as follows:

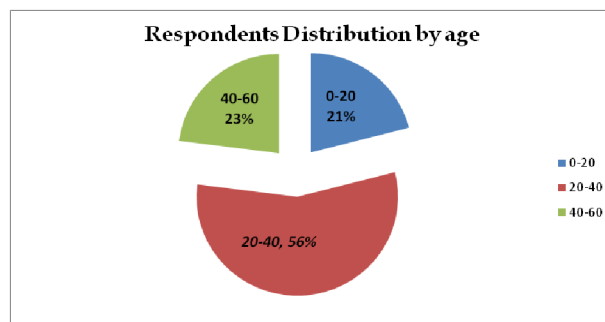
- Location is straight forward.
- Rooms are spacious.
- Good for team (10-15 persons.)

- Best for the family.
- Staff members are humble and co-operative.
- Foods are mostly based on Kerala cuisine.
- Calm and relaxing place.
- Awesome place for a short weekend break.

Negative reviews received from the Guest are as follows

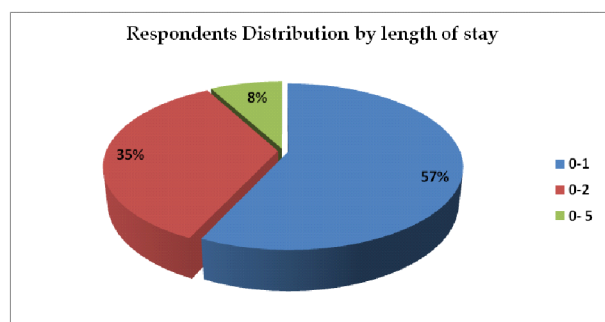
- Little expensive in the case of a personal break.
- Electricity problem.
- Need to improve hygiene and housekeeping services.

## DATA ANALYSIS



**Figure 1.5: Age Group of People Visiting Both Resorts**

Respondent's distribution by age represents that the 21% respondents below the age of 20 responded, 56% respondents were of 20-40 years of age. Only 23% respondents were in the age group of 40-60 years.



**Figure 1.6: Respondents Distribution by Length of Stay**

From the survey the length of stay was determined. 57% respondents preferred to stay at the destination for 0-1 day only. 35% respondents responded that they preferred to stay for 2 days only. Only 8% respondents were willing to stay for 3-5 days.

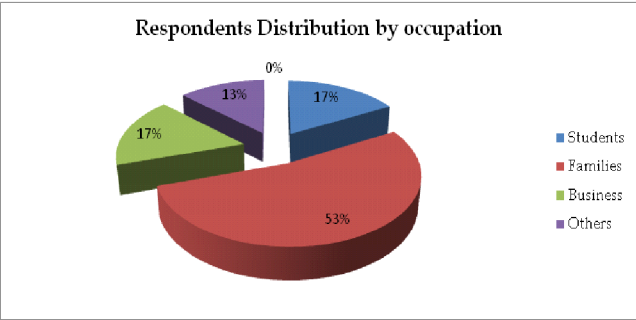


Figure 1.7: Respondents Distribution by Occupation

Figure 1.3 represents the occupation of respondents. The graph represents that 53% respondents consisted of family members.17% belonged to business group and 17% respondents were students. Only 13% respondents were not working.

Following are the statistical finding of the survey

With the help of the questionnaire following information was obtained

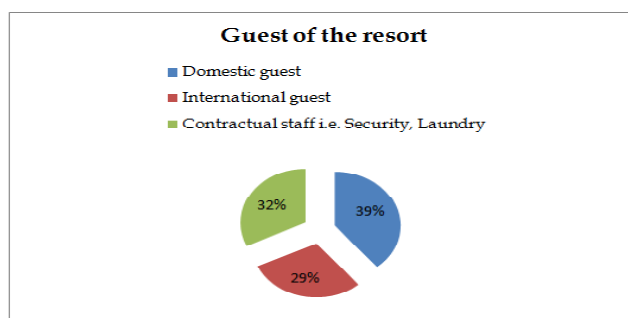


Figure 1.8 Resort Management

Table 1: Resort Management

Percentage of staff working in the Resort for more than an year	37%
People employed/working in neighbouring area	40%
Contractual staff I.E Security, Laundry	33%
Total	100%

From Fig 1.8 and Table no.1 it can be determined that the resort is fully functional and yielding the revenue for people employed in the reort as well as neighbouring areas.



**Figure 1.9 Guest of the resort**

**Table 2: Guests of the Resort**

Local guest	35%
Domestic guest	40%
International guest	30%
Total	100%

Figure no.1.9 and table no.02 reflects the different type of guest who prefer to stay in resort area provided all the facilities are provides and their demands are well catered.

Both the questionnaire together helped to gain information about the scope of Rural Tourism in today's world. From the above data we can see that the rural tourism has its own significance. Foreigners are the niche segment for the same . They look forward to stay at a place which offers serenity and beauty of flora and fauna. Needless to say these two destinations are preferred destination due to vegetation, agro farming and sustainability.

## FINDINGS

- After the complete study of both the models it was found that both the places are offering an amalgamation of rural tourism with urban facilities.
- The concept helps villagers by giving them opportunity to showcase their culture and food.
- This study was helpful to identify the factors that help rural communities to develop tourism and how the design and delivery of rural tourism creates multiple employment and entrepreneurship opportunities for the local communities.
- The findings demonstrate the significance of local community in supporting the rural tourism structures .It was observed that by not involving the local community, the root level problems and their old age belief system turns out to be hindrance in development of infrastructure.

## RECOMMENDATIONS

Such models should be replicated in other parts of India to develop a Sustainable Rural Tourism. This is a niche tourism segment ,which has the potential to flourish The farm house or Agro tourism in the rural areas can be developed to become a business model.

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## Innovative Trends Using Technology in Hospitality Industry

*Dr. Sharmila.C.\**

### ABSTRACT

New trends emerge at a rapid rate in the hospitality industry as every hotel strives to enhance the experience of their customers. The power of technology will play a huge role in shaping the hotels of the future. Seamless connectivity across platforms and devices are prominent to a great extent. Emerging technology trends in hotel are automating and simplifying many tasks in our day-to-day lives. According to Buhalis, D. (1998), Information Technology is gradually reshaping the fundamental structure of industry and society. The objective of this study is to identify various innovative technology trends in hospitality industry such as Near Field Communication Technology, Robotics, Infrared sensors, Keyless experiences, Cloud services, Social media, Virtual reality, Artificial Intelligence and Augmented Reality. The various ways in which technology usage can benefit the hotel industry in terms of security, sustainability, scalability, simplicity and efficiency are also discussed. The paper also suggests that it is important to understand how innovations have greater impact in hotel industry because of technology to sustain and create new forms of differentiation. The paper embraces the data and innovative trends used in the hospitality industry from the existing literature and various other reports. Hotels can integrate technology in all aspects as it is constantly unlocking new opportunities.

**Keywords:** Technology, Paradigm Shifts, Hospitality Industry, Innovations, Benefits.

### INTRODUCTION

To enhance the experience of the customers, new trends in the hospitality industry will be the key to maximize revenues of the hotel. Information technology is widely adopted in the Hotel industry to reduce the costs, to improve operational efficiency, service quality and enhance the customer experience. Every Hotel tries to integrate technology in all the areas. The future undoubtedly relies on the technologies for a smarter hotel with personalized experiences for every guest. The innovative trends using technology in the hotel industry play an instrumental role in enhancing the guest experience. Information Technology can be implemented in all the touch points for the guest experience. The various touch – points are:

1. Pre stay – Website/ Social, Booking Channels, arrival information
2. Hotel stay – check-in, room entry, In-room experience
3. Post stay – Reviews, connectivity through social media

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## REVIEW OF LITERATURE

**Connolly & Lee (2006)** study identified that Information Technology helps to meet the demands by the customers for timely and accurate information

**Buhalis (2003)** study explains that the fundamental structure of the industry is reshaped by Information Technology.

**Law and Jugurtha (2005)** in their research suggested that the nature of hospitality products, processes, businesses and competition can be transformed by information technology.

**Niininen, Buhalis, and March (2007)** studies demonstrated that Information Technology highly supports consumers enabling them to use technology to select, customize and personalize their experiences.

## OBJECTIVE

1. To identify various methods adopted by the hospitality industry using technology
2. To analyze the various innovative trends using technology in hospitality industry.
3. To highlight the various impact of technology on the guest experiences in hospitality industry.

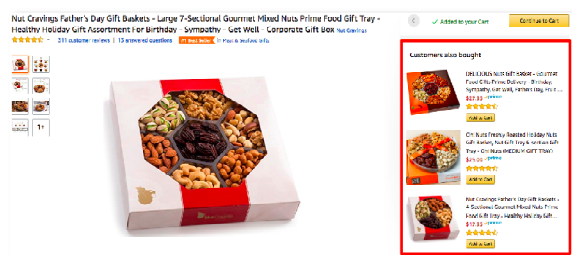
## RESEARCH DESIGN

Based on a thorough review of literature in the field of technology the investigator has selected the “Descriptive research” design, which befits for the present study. An attempt was made to collect the primary data from various hotels which have integrated technology. The secondary data have been collected from different books, articles and websites about unlocking new opportunities and examine the paradigm shifts in the hospitality industry.

## DATA ANALYSIS

Technology plays a major role in every aspect of hospitality industry. The various innovative trends using technology are explained.

### Predictive Analytics



**Figure 1: Predictive Analysis Retrieved September 24, 2018, from <https://www.amazon.com/7-Sectional-Assortment-Thanksgiving-Nut-Cravings/dp/B01LOZ311O>**

One of the most important ways to increase hotel revenue can be done through predictive analytics. Predictive analytics takes the data, analyzes the data and further uses it to predict future business levels, customer demand and behavior. Using technology, the guest preferences can be identified and relevant promotion, offers, and discounts can be offered. The holistic view about the customer's

requirements can be predicted using the data. This helps in enhancing the personalized service to the guests.

### Artificial Intelligence

The pursuit of developing computers that can simulate human intelligence such as learning, reasoning and self-correction is Artificial intelligence (AI). Identifying patterns and glean insights from data are possible with AI. Artificial intelligence can be used for in-destination activities, recommendations when guests are on-property and hotel properties can be recommended for the consumers who are in search of hotels. AI robot concierge which can talk with the guests to provide necessary information will be a new trend. AI will make a greater impact on hospitality industry. When a room is programmed with the automated room features such as opening the drapes and turning on preferred news, for the guest to wake up, artificial Intelligence can create unique and memorable customer experiences.

### Voice Recognition Technology

When voice recognition technology is used the systems are controlled by the voice of the humans. This technology can be used for lights, air conditioning, devices in the room, recognizing the guest and for various services of the hotel. Major functions of the hotel can be controlled by voice commands to enhance the guest experience.

### Virtual Reality

Virtual reality allows guests to have a view of the entire property virtually. This technology offers the newest in customer experience. Travel enthusiasts can see, hear and feel what it's like to be in destinations halfway across the globe through virtual technology. To create a virtual travel experience, The Marriott Hotels have introduced Teleporter. It has a phone booth-like structure with Oculus Rift DK2 virtual reality headset, wireless headphones and suite of onboard 4-D sensory elements. The way properties are advertised can have a massive change with the introduction of Virtual Reality which will grab the attention of the people in an easy way.



**Figure 2: Travel trends Retrieved September 24, 2018, from <https://www.siteminder.com/r/trends-advice/hotel-travel-industry-trends/10-worlds-high-tech-future-hotels/>**

***“Virtual reality allows marketers to deliver stories and richer content experiences that traditional forms of advertising can’t match.”***

***—Don Anderson***

### Mobile Technology

Mobile technology will be adopted in functioning of the hotel. Keyless entry into the rooms through mobile devices will be an enhancing experience to the guests. When the guests register

their mobile number, room number and other details will be received on their Smart phone's. The mobile app helps the guest for keyless entry into their rooms. Mobile check-ins and point of sale payments are also possible through mobile devices using the mobile app. This will be a new way to arrive at the hotel.

### Chatbots

To enhance communication and for quick response to online queries by the guests, chatbots are used. Automated responses are made possible through chatbots, which in-turn acts as the major communication channel between the guest and the hotel. The various common queries on the hotel websites can be easily answered by the chatbots.

### Robotics

To meet the people's demands on hotel experiences, technology creates a major change by introducing Robots. They can be used in various departments offering service 24X7.



**Figure 3: Pengheng Space Capsules Hotel, Shenzhen, China Retrieved September 24, 2018, from <https://www.siteminder.com/r/trends-advice/hotel-travel-industry-trends/10-worlds-high-tech-future-hotels/>**

To understand guests' preferences and to analyze their cognitive behavior, the hoteliers can get the assistance from the robot and the guest interaction.

### HOME SHARING CONCEPTS

Home sharing is one of the emerging hospitality concepts. It's the idea of sharing and collaboration. Home-rentals offer authentic, local experience opportunity for travelers to connect with the locals and receive firsthand recommendations on dining, shopping and entertainment. Hotel Hyatt has invested in Onefinestay, a company that matches with the homeowners who are looking to rent their high-end residences in London, New York, Los Angeles and Paris. Services of Airbnb allow the guests to enjoy the cities to which they travel in a more authentic way.

### Eudaimonia

In this world of technology, importance is given for healthy lifestyle. Food for taste and health has become the priority of the guests. It's a challenge to enhance fitness offerings to the guests. The fitness centers with video wall displays of cutting-edge technology with highly customizable workout solutions will give an engaging fitness center experience to the guests. Well-equipped fitness centers, pools and spas are given importance in the major hotels. Innovative wellness options are in the list of travelers. Lighting that energizes, air purification, yoga spaces, in-room exercise equipment and vitamin-infused shower water are the growing trends in the hospitality industry.



**Figure 4: Featured Project: Hotel Fitness Center Experience for Today's Guests**  
Retrieved September 24, 2018, from <https://sdgmag.com/news/featured-project-hotel-fitness-center-experience-today-s-guests>

### **Real-time Damage Control**

Complain can be done by the guests on Facebook, Twitter, Yelp or TripAdvisor if dissatisfied with the services of the hotel. Quick response can be expected from the respective hotel. These public forums will help to maintain positive guest relations and major drive for the future bookings of the hotel.

### **Integration of Cloud Services**

Different hotel operations can be integrated with cloud technology. Operational efficiencies can be improved using cloud services. From single dash board, the entire hotel operations can be run using cloud-based property management system. Security level becomes higher with different operations of the hotel. Cloud technologies will be a greater boost to the hospitality industry in near future.

### **Millennials**

Any one in the age group 18 to 34 will be called as millennium. They adopt technology to the full. At reasonable prices, easy check-in and good dining experiences will enhance the guest experience. The business will be easily promoted through social media by the satisfied millennial. Offers and promotions can be easily shared on social media pages and reach larger audience. Various media platforms such as Facebook, instagram, twitter can be used to have better connectivity with the millennials. The millennial travelers can have a personalized guest experience.

### **Smart Room Keys**

Finger print-activated room entry systems and retina scanning devices are the other innovative way to offer a keyless experience. The more accurate and secured will be retina scanning than fingerprint scans. Hence the standards of guest experience are redefined. The automation will help the hotel staffs to give an exceptional experience to the guests. Smart Mirrors, digital mirrors with touch screen capabilities are being developed for a digital experience.



**Figure 5:** Courtesy of Starwood Digital mirrors with touch screen Retrieved September 24, 2018, from <https://www.businessinsider.in/Heres-what-hotels-will-look-like-in-the-future/articleshow/47738897.cms>

### Augmented Reality

Using the camera on a Smartphone, digital elements can be added to a live view by **Augmented reality (AR)**. In the next few years more, adoption within the hospitality industry will occur with augmented reality. Hotel will be equipped with signage board powered with AR with the ability to route customers to specific locations, pickup or check-in points. Augmented Reality experience can be given to the guests just using their Smartphone's.

### Guest Apps

Guest apps for personal mobile devices are another major trend of the guest experience. A well-designed app can combine every aspect of the hotel. The app can be used to send every detail to guest thus enhancing the guest experience. With the integration of technology, the hotels will have empowered guests.

### Pod Hotels

For the travelers with budget trips, pod hotels give an awesome experience to the guests. The pod hotels are otherwise called capsule hotels. The pods contain Wi-Fi facility, double beds, lighting based on mood which is controlled by an application and audio services. An electronic wristband is given to the guests to unlock the door using technology. Luxurious experience is given by the pod hoteliers.



**Figure 6:** <https://www.newsstate.com/utilities/irctc-is-going-to-open-pod-hotels-very-soon-article-71051.html>

### Infrared Sensors

More futuristic experiences are offered in major hotels. Disruptions related to housekeeping are minimized using infrared scanners. Body heat can be detected by the infrared scanners within

a room and instructions can be given to the housekeeping staff accordingly for keeping the room clean. The stay of the guests is made easy and hassle free by the role of technology in the hospitality sector.

### Reaction in Real Time

One of the latest innovative trends in the hotel technology will be real time feedback. Throughout the property buttons can be placed to register reactions and impressions of the guests. When the button is pressed, feedback will be sent to digital boards throughout the hotel. This will allow being nimble and refining existing programs.



**Figure 7: Reinventing the Hotel Experience | Future Stay**from <https://www.marriott.com/hotel-info/cltcc-charlotte-marriott-city-center/m-beta/22umtoc/home-page.mi>

### CONCLUSION

Every year there is a tremendous growth in the hospitality industry with the help of technology. Various technology tools bring a great transformation to the customer experience in the hospitality. This paper critically analyses the prospects of the hospitality industry. The desire for customization and personalization has been streamlined by the advances in technology. The hotel experiences for travelers will drastically change with the help of various trends in technology, entertainment, energy and science. Adoption of technology will enhance the hospitality industry at its best. Every guest will be able to receive the personalized experience at just a touch of the screen thus eliminating the traditional functions. Technologies will redefine the hospitality industry to a greater extent in future for sure.

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## Paradigm Shift in Hospitality Sector: Innovations and Challenges Ahead

*Dr. Sumaira\*, Qazi Shabir\*\* & Qazi Ruban\*\*\**

### ABSTRACT

The hospitality industry is witnessing the paradigm shift and has developed a lot since the industry has started. The industry is going through a rapid growth and is improving the scope of employment opportunities for the skilled and trained hospitality professionals. The major developing countries have elevated their economy through the invaluable contribution of hospitality and tourism industry. Innovations are critically essential for viability and competitiveness of hotel enterprises. As the environment is getting highly competitive, the industry stalwarts and stakeholders have to find the new ways of development and to remain relevant in the competition. The paper aims to study and identify the paradigm shift in the hospitality industry. The paper also aims to study the innovations in the hospitality sector which the hoteliers are bringing so as to be the best service provider. Further the research paper discusses the challenges faced by the hospitality in bringing the innovations in the industry.

**Keywords:** Hospitality, Innovations, Trends, Challenges, Development.

### INTRODUCTION

The travel and tourism are emerging as one of the fastest growing industry in the world as it is evident that despite volatile economic conditions the international tourism grew by 6% in 2018 as per report of UNWTO. As the growth continues the hospitality industry have to come-up the changes and work in strategic manner to be ahead of the competitors. The strong nature of the hospitality industry has gained the attention of Government, cooperate organizations, budding entrepreneurs towards the hospitality industry. This led to major change in industry from the first motel in California to elite and luxury hotels. The hospitality industry is going through the paradigm shift and has grown a lot since the industry has started. The industry is going through a rapid growth and is creating the scope of employment opportunities for the skilled and trained hospitality professionals. The major developing countries have elevated their economy through the invaluable contribution of hospitality and tourism industry.

Tourism and hospitality have gone through the significant changes in past decade, Go and Pine (1995) and Guerrier et al. (1998) claims that the reason for the change is because of the globalization.

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Apart from globalization the more and more hoteliers emerged in later part of 19<sup>th</sup> century and beginning of 20<sup>th</sup> century and also strong brands emerged in the market which effected the hospitality sector to greater extent. The industry is one of the largest service sectors in contributing the Indian Economy, it is an essential source of foreign exchange earnings. According to Department of Industrial Policy and Promotion report (2011) the total market size composed by tourism and hospitality is US\$ 117.7 and this is expected to US\$ 418.9 by the year 2022. The hospitality sector in India is growing exponentially at an annual growth of 15%, the Government of India has been instrumental in extending the support for infrastructural development and the promotion of the industry at international level. The tourism policy in the country is not only to develop the hospitality industry but also nourish the skilled and professional labor for the industry, the ministry has framed various courses and schemes in collaboration with National Council of Hotel Management to produce the professional service providers to cater the guests. The Government also aims to implement various tourism and hospitality projects, develop tourism circuits, organize various capacity building programs and continuously frame new marketing strategies. The industry has potential of high employment with approximately 90 jobs for per 10 lakh rupees.

The hospitality industrialists are in continuous effort for creating a positive image by providing best of the services to the guests as quality of services is the key to success for this industry. As per Jonsson and Devonish (2009) the hotels that put more emphasis on quality and guest satisfaction are the leaders in this industry. There has been new philosophy emerging in the field of hospitality that the managers give the authorities and resources to their associates that “Do whatever it takes” is an important factor for success, Walker (2010)

## REVIEW OF LITERATURE

The concept of innovation in terms of economics was first developed by Schumpeter in 1934 and explains the process of innovation as emergence of new products, new process, enhanced form of raw materials so that a products or services of an industry get a new shape. The theories of economics used to neglect the innovations in service industry as theories of innovations in this industry are adopted observations. The main aim of innovation is visible by the modification in an existing product or service to make it better. The improvements may include use of new techniques, technologies or enhancing the existing characteristics. As per Nelson (1982) the importance of innovation in economic upliftment attracted the attention of various authors in the present era. European Commission (2004) stated their arguments on innovation as recycling of variety of products and services in the industry; new methods of production; change in management setup, workplace and skills of worker.

Hospitality industry emerged as one of the most employment generation industry , as there is significant increase in travel and tourism activities which creates employment opportunities in hotels, restaurants, airlines etc. According to the analysis by the retail consultancy Technopak the worth of Indian Hospitality industry was around 17 billion US dollars of the total revenue. The hospitality industry is predicted to grow at the CAGR (Compound Annual Growth Rate) of 15% in next 5 years. The average annual growth in hotel and restaurant sector has been 8.8% during 2005-2010, but then the period of 2011-2013 has not been that pleasant as the growth faded.

**Annual growth rate (in per cent)**

Year	2005-06	2006-07	2007-08	2008-09	2009-10
Hotels & Restaurants	17.5	14.4	13.1	-3.1	2.2

Annual growth rate Source: Economic Survey 2010-11

**• Paradigm Shift to Services Orientation**

The thought revaluation of social and political welfare began after the economic crisis of 1929. The government started to increase in role by implementing the more rules and regulations in the business. The process of marketing during the 1930's developed to further level and there was a visible change seen in economic and social environment. The new towns and cities were developed and importance was given to customer rights and the traditional business activities shifted to customer-oriented activities. The main objective of any such marketing activity was to get well aware of interests of customers and it also helped them to grow their market. The advent in technology and improvements in business has changes the hospitality and tourism industry to larger extent various such innovative examples are phone-as-key-cards, mobile bookings, kiosks check-in, electronic check-in etc. the innovations in the services can be visible or may be invisible which may operate in back-end.

Keeping in view the concept of competitive advantage, productivity is often related with quality production efficiency by virtue of which hospitality and tourism firms started to invest more in quality and product/service innovations to be up in the line of competition. The concept of innovation is more crucial to reduce the production cost, provide product value and strengthen the marketing channels, Weiermair, (2006).

**Table 1: Conceptual Perspective for Innovation in Services**

Theoretical Perspective	Assimilation	Demarcation	Integration
Type of innovation	technological	non-technological	complex
Characteristics of innovation	equates or reduces innovation in services to the adoption and use of technology	leads to new typologies for innovation in services: non-technological types of innovation such	shows convergence between manufactured goods and services in regards of innovation
	considers technological or visible modes of product and process innovation	organizational innovation, ad-hoc innovation, and marketing innovation	· includes technological and non-technological innovation
Innovation framework	attempts to assimilate services within the consolidated framework used for manufacturing sectors and manufactured products	· attempts to develop a specific framework for service innovation, while attempting to highlight all the specificities in service product and production processes	· attempts to develop a common conceptual framework, able to account for an enlarged view of innovation that is applicable to any tangible or intangible product
			· proposes a new taxonomy of innovation in services based on a new definition of product

(Gallouj & Weinstein, 1997)

Innovations and new forms of service developments are vital strategic features to guarantee the sustainable wealth and growth for any industry. The hospitality industry refers to a large group

of hotels that are known for providing basic services in travel and tourism to the travelers, Walker (1996). The benefits of this change can be financial or increase in quality by nature. The process of bringing change and developing something new refers to innovation, it is re-generating, re-organizing, cutting costs, enhancing the existing system and etc. In business the change, shift or innovation means developing or introducing something new in the market or in the organization, Schumpeter (1934). Hotels can be directly benefited from service innovation, Reid and Sandler (1992). The innovations can be at international level and are usually implemented after thoroughly studying and analyzing the current scenario. The findings of the study by Fernandez and Suarez (1996) revealed that hospitality industry can achieve the competitive advantage by investing in trainings, education, innovation and creativity programs. Amablile (1996) explains innovation as best way of implementing the new ideas, change in trends and stresses that creativity within the individual or group of individuals is from where innovation begins. Amablile (1996) further states the implementation of new ideas and developing new innovations is vital because the lifestyle is changing globally and people are search of new trends, and also says that the innovations manage the flexibility and keep an open scope of creativity. Hjalager (2002) states that innovation determinants can be allocated outside tourism industry, which means it is necessary to develop changes by interacting with other agents who are not directly part of tourism industry.

As per karmarkar (2004) the hotel managers are required to be proactive and focus on changes more efficiently in context to wants and preferences of customers to keep their position maintained in competitive environment. As there is the paradigm shift in hospitality, now many research studies are conducted regarding what best organizational innovations can be developed but the research is still at the nascent or inception phase, Puccio et al., (2006); Huhtala and Parzefall, (2007). Hall and Williams (2008) came up with the model that distinguishes innovation on three lines (I) Incremental: which suggests that this kind of innovation doesn't require change in market or technology but aims at improvement of business growth, e.g. acquisition of more sophisticated cars for rent; (ii) distinctive: it's the change that organization is terms of demand and getting the following changes done, e.g. improvements in online booking of air tickets; (iii) breakthrough: it includes implementation of new technologies, making an effort in easing the work for customers e.g. self-check-in at airport. The significant initiatives for innovations in hospitality industry are being constructed in relation to technology; organizational and human capital development, Repnik (2008). However, Iivenkove & Kuznetsov (2009) writes if a hotel or whole of hospitality is not active in process of innovation, the performance of hotel will diminish and it won't be competitive anymore. According to Prester (2010:14) innovations means the change existing product or service for the improvement of service or product. It was also found that the innovations have helped in raising the revenue management, Paco and Perez (2013). In hospitality industry changing trends are exhibited through potential to bring different innovations, that will bring a positive development in the hotel, Zaitseva (2013). The changes in hospitality industry follow a track of service innovation modes, which usually differs from product innovation, Gremyr et al. (2014). This type of innovations has advanced operational efficiency and at the same time has created more value for customers. Since innovation is a continues process and it has led to improvement in the service quality, Sorescu et al. (2011). The service quality improvement is experienced by forecasting needs and wants of customers, reduction in used capacities and a gradual increase in efficiency and productivity. The innovation in service is the way of creating more value and offering new services to the customers. Incase of tourism and travel examples are like introduction of luxury suites of aircraft A380, new augmented tours, new forms of

tourism, newly introduced distribution channels and etc. The scenario of hospitality and tourism industry nowadays is totally different and better from decades ago.

As per the report of Industry News, (2015) the present millennial is search of new innovations, trends and creativity to utilize the technology available in the best possible way so as make experience better. The present generation travelers preferring online reservation systems and the online booking system is growing quickly as there are huge technological advancements, Gehrels (2015). At present customers are becoming more self driven and prefer using mobile technology, be more engaged with social networking and other media thus creating a need for adapting new models and approaches to develop experience of the customers, McGuire (2015). These innovations are important as these develop incremental change in the hotels. According to c most of the guests prefer hotels that provide special offers because of their budgetary constraints, similarly findings of some more studies concluded the creativity, development or innovations help in reducing the costs, provides enhanced services and gives a better value of money to the guests.

## RESEARCH METHODOLOGY

This paper attempts to theoretically review studies conducted by researchers and practices followed by organizations. Secondary data was the main source for data collection. The secondary data was collected from reports, journals and magazines. Data was also collected by surfing the net and the relevant websites.

## OBJECTIVES OF THE STUDY

The study has been conducted to achieve the following objectives:

- To study the paradigm shift in hospitality industry.
- To examine the current scenario of Indian Hospitality industry.
- To find the innovations and changing trends in the hospitality.
- To study the challenges faced by the hospitality in bringing the innovations in the industry.

## INNOVATIONS AND RECENT TRENDS

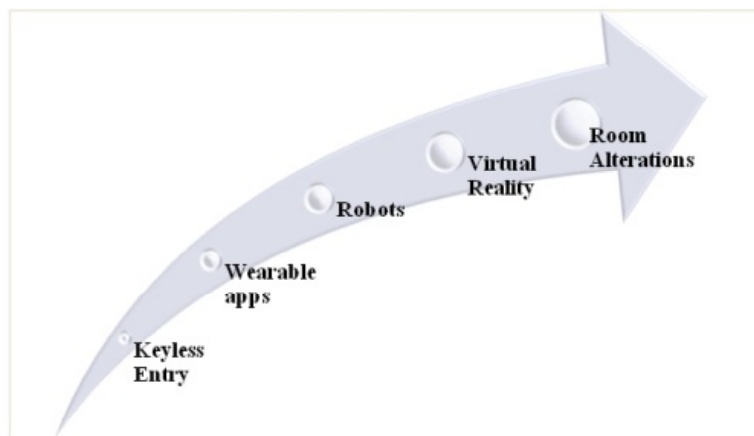
**Safety and security:** One of the major concerns of the hospitality industry is the safety and security of the guests and the industry is to a large extent is overcoming the challenges with the latest and innovative security systems. The personal safety of the guests must be the priority of hotel management, Waker (2010). International hotel chains, airport authorities and airline companies have enhanced their security systems by adopting to latest security techniques and are investing huge amounts in advancing their security. The property security programs must certainly include the ways and procedures to tackle, discourage and prevent the incidents, Ellis and Stipanuk (1999).

Thermal imaging cameras that work through the smoke are now a days installed by the most of hotel chains, use of retina and fingerprint biometric identification, wireless-transmission of in room smoke detectors, credit-card/ electronic accesses are few latest and innovative technological developments used by the hoteliers to advance and better their security. Although the cost of implementing these devices is hampering the process but the insurance companies are providing the cover. As per the latest court verdict in Florida, Texas and Wisconsin have suggested that just the standard key-in-knob lock system is not sufficient security for a hotel room.

Innovations can be seen in adopting safety against the fire incidents, e.g. new wireless transmission system where smoke detector alarms, the detectors were officially launched by the National Fire Protection Association in January 2018 and these can help in fire safety effectively.

**Technology:** The advent of technology has played a huge role in diversifying the behaviour of tourists. At present it is very difficult to accept the lifestyle without technology and the hospitality industry is no exception, various innovations in technology have changed the scenario of operations in hotels. The innovations like hassle free check-in, I-Concierge app and other software's has eased in the guest handling procedures. There is regular research in enhancing the technology to ensure that guest stays in ease and with convenience. The innovations have utilized smart phone to replace of hotel key card. Hotels at present are widely invested in technology to reduce the costs, add to productivity and enhance service quality, Bilgihan et al. (2011). Hoteliers across the globe are very much dedicated to the sustainability of the environment and are conducting various programs in this regard. The industry is taking full use of technology in order to reduce the energy and resources. The environmental goals were launched by Starwood's in the year 2009 and focused to reduce energy by 30%, and reduction in water usage by 20% across the world by 2020. One of latest technology adopted by the hotels to save power is the motion sensor technology which helps in turning off the lights and reduction in room temperature automatically, the amount of reduction in light is depends upon the light coming from natural sources and reduction in temperature is depend upon the if the room is occupied or unoccupied.

#### Evolution of new technologies in hotels since 2014



**Figure 1**

*(adapted from Euromonitor, 2015)*

There has been an exponential increase in emergence of travel sites and these platforms are giving a convenient experience and with the advent of technology the role of traditional travel and tour operators is getting less as online booking of tickets or reservation of hotels is providing customers with a bundle of opportunities with a click. In a process of innovation through technology the hotels are exploring different options like automated check-in/check-out. Now the concept of wearable technology is being adopted by the top hotels where guests have more access to the technology to enhance their experience. It is a sort of room automation to make the guest more comfortable so as to avoid unnecessary human interaction. The various types of wearable technology used in the hotels are smart watches, robots, smart TVs, and etc.

**Boutique Hotels:** The innovation is very famous in hospitality industry, it's a unique with featured hotel having 50-100 rooms with customized decoration and beautification. The growth and emergence of lifestyle and boutique hotels is one of the most trending and new development in the hospitality industry. The world famous hotel chains like Marriott, Holiday Inn, Hilton and etc. are regularly providing guests with innovative lodging products and services across the globe. It has been seen that more people are showing interest in these boutique/ customized or theme based hotels. According to Mintell, (2011) from Dubai to Las Vegas the boutique hotels are rising as the emerging segment of hospitality market. Leading hotel chains such as Morgan's hotel group; Starwood; joie de Vivre, Hyatt and etc. are in race of developing these lifestyle hotels. Following the trends seen in behavior of guest who were in search of properties having unique features with sophisticated and innovative environment this paradigm shift was seen in hotel development. The uniqueness or differential elements in the hotel makes the stay memorable for the guest, Forsgen& Franchetti (2004). The basic aim of this innovation was the separation of competition. There are many concepts related to boutique hotels that created bit of confusions in the market, to overcome the confusion, BBLA (Boutique & Lifestyle lodging Association) came up with a typology.'

**Revenue Management:** The process of revenue management is the sequential and step by step actions taken by the revenue managers of a hotel in tactical, strategical and operational manner to manage the revenue. Its one of the important areas of innovative development, Sanjeev and Jauhari (2012). Hotel revenue management binds various matrices that support to reveal the options for enhancement of revenue. If the dynamics of process is well managed and is based on the sound data drawn from the internal sources of hotel, it will be supportive in decision making, Ivanov (2012). Hotel chains like Hilton, InterContinental, Starwood and Marriott Sheraton are the early adopters of the effective techniques and approaches like Revenue Management, Jiang (2014). The adaptation of best techniques like revenue management is crucial for overall management of hotel operations. However there is paradigm shift in innovative approaches and there is a room of further development in bringing innovative mechanism for leveraging optimization of revenue. The hoteliers need to put focus on optimizing per room revenue by managing the costs of guest acquisition or leveraging inventory control methods.

#### **CHALLENGES FACED BY THE HOSPITALITY IN BRINGING THE INNOVATIONS IN THE INDUSTRY**

The hospitality industry is showing immense contribution in socio-economic developments, the industry is doing excellent in adopting new technology, enhancing security system and etc., but then industry is confronted with various challenges that act as a barrier in development and implementing the innovations. As per the reports given by International Society of Hospitality Consultants (ISHS), the major challenges faced by the hospitality industry are as follows.

**Escalating operating cost:** The operating expenses are on rise because of the advent and sophisticated path industry is leading to. The cost for labor, construction, innovative ideas, renovation, construction, maintenance and etc. are classified as major expenses for the smooth and effective running of hospitality industry. Various international and well-established local brands are changing the standards of their brands and are lifting the bar of their hotels by providing enhanced services, amenities in order to gain the competitive edge in the market over others which results in high operating costs the hoteliers. At times it is challenging for hoteliers to bring changes and innovations due the hike in implementing costs.

**Evolving Customer Expectations:** The top most priority of any player of the hospitality industry is to satisfy and foresee the customer/guest needs. The behavior and to understand what rightly satisfy the customer is never an easy task; the customers now a days are more sophisticated users of technology and also believe in self research while buying or selling the hospitality products. The customers are no more blindly following the chain mentality and this gives rise in creating the customized and unique experiences while maintaining the bottom line. This resulted in adaptation of more sophisticated market approach in order to reach customer more effectively and efficiently. The true form of differentiation is quite challenging to achieve in hospitality as the luxury market is becoming more mainstream because of increasing competition.

**Natural disasters:** The confrontation of natural disasters are major challenges to industry across the globe and studies have that shows most of the prime tourist attraction are in disaster prone areas, Be it the trending global warming or cyclones or earthquakes or floods, the cycle of natural disasters have significantly increased. The travelers are seen preferring the destinations that have less perceived level of risk. The post disaster situation and consequences put the destinations in a challenging position to come back or revive. The resources and reserves are utilized in renovation of local infrastructure drain out the funds that could have been used in enhancing the industry or that could had led to innovations and economic development.

## CONCLUSION

The global hospitality and tourism are rapidly increasing which means there is a significant level of rise in expenses of both tourists and also the service providers. The tourism and hospitality industry have been the important pillars in creating the employment across the globe that create a special bond among the people from different places and backgrounds breaking the stereotypes, which helps in standing against the fear and distrust, Rifai (2016). The trends that are most impactful on the hospitality are the increased concerns regarding the safety and security of guests; the change in the technology which plays an important role in contributing towards improved and enhanced guest services; the variety in workforce composition and etc. The emerging trends in hospitality are leading to an obvious change in their delivery. The process of change maybe expressed as innovation in technology, enhancement of services or products. Innovations in hospitality target the satisfaction of customer needs and also increases in the competitiveness of hotels. Furthermore, the hospitality analysts need to look for more productive option to tackle the challenges and issues faced in adapting or implementing the innovations. The future trends in hospitality is making its way towards introduction of new technology, more focus on boutique hotels, more satisfying service to guests and etc. The future trends in the hospitality industry include more attention towards green and eco-lodgings; emphasis on mega hotels; boutique/theme hotels; intelligent hotels with advanced technology; and guests' virtual and physical social networks to be the best distribution channels. In general, it can be concluded there is a scope of improvement in all fields of innovation, mostly in organizational innovations. The innovations and emerging new trends are the most important drivers of competitiveness.

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## Impact of Emotional Intelligence (EI) Upon Problem Solving in Hospitality Business

*Jahiruddin Halder\* & Bonophool Banerjee\*\**

### ABSTRACT

Emotions impact our decision making, problem solving and performance at work. Individuals who are able to harness their Emotional Intelligence (EI) in the workplace are more likely to be more effective leaders, be more resilient and consistently perform at a higher level. Individuals differ in many ways from one another on the basis of their ability to understand complex ideas, effectively adapt as per the environment, ability to learn from their experience, the ability for reasoning correctly and efficiently overcome the obstacles by channelizing their thought process efficiently and effectively. The concept of application of EI in problem solving is the attempt to clarify and organise these complex set of phenomena. The objective of the study is to reveal the effects of emotional intelligence upon problem solving for business challenges that an employee meets at any time in business life. Two key elements which appear to correlate with increasing and sustaining employee performance are the factors of worker satisfaction and commitment. As emotional intelligence is the ability to perceive, understand and regulate emotions in self and other to promote and intelligence growth; EI is necessary in problem solving in business specially in hospitality as the guest dealing and manpower management is the main criteria. In the study EI in problem solving in hospitality business is closely judged and verified with various methods like ability based approach, performance based approach (Goleman, 1998), personality based approach (R. Bar-On, 1997), mixed approach etc. The present study also based on emotional identification, perception and expression, emotional facilitation of thoughts, emotional understanding, emotional management in the field of hospitality. As hospitality business directly associated with human beings and hence with their emotions – guests and service providers, employee – employers, external and internal factors related to business which deals with emotions and hence the research focussed on emotional literacy, emotional self-awareness, emotional awareness of others, emotional expression, emotional competencies, emotional values – beliefs and above all emotional impact.

This research also speaks if the manager in the hospitality industry, who knows how to stay motivated under the stressed situation, can motivate others and also will be empowered naturally to navigate complex interpersonal relationships which ultimately supports in team building by inspiring others to get superior results in the hospitality industry.

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Organizations and individuals may benefit from the development and utilization of behaviours attributed to emotional intelligence. The practical application of emotional intelligence skills can enhance individual and group complex management problem solving skills and outcomes.

**Keywords:** Emotional Intelligence, E.I., Emotional Expression, emotional impact, interpersonal relationship, team building, self-awareness, emotional competencies

## INTRODUCTION

“You can buy people’s time; you can buy their physical presence at a given place; you can even buy a measured number of muscular motions per hour. But you cannot buy enthusiasm...you cannot buy loyalty...you cannot buy the devotion of their hearts. This you must earn.”— Clarence Francis.

The above quote has very in-depth meaning in the field of performance management in service based industry. Now a days there are many organizations face many obstacles in sustaining worker performance. The key elements of this performance problem include employee turnover, social loafing, worker absenteeism, low performance and worker malaise. These give the birth of many questions in the mind of top management whether it is because of simply the organization is hiring poor workers or there might be some other factors in the so called work environment which is influencing workers towards these negative outcomes. If the answer is yes then might the organization must predetermine their level of influence.

It is not out of context to accept that most of the professionals, managers and executives are immensely smart people generally but there is the possibility of having a huge difference in how well they handle people especially with the colleagues and customers. Surely the departmental managers may be genius in their technical, product or service knowledge but they fail in one area that is to utilize their EMOTIONAL INTELLIGENCE (EI) in problem solving. It is quite evident that most of the time people become unsuccessful or derail due to lack of emotional feelings, not because there is a dearth of technical skills. An organization can generate more productive and profitable outcome only when the Emotional Intelligence is well taken care.

The behaviours of service providers are crucial to customer evaluations of service (e.g. Hartline, Maxham, and McKee 2000). Accordingly, the quality of the service encounter has been recognized as a key strategic competitive weapon (e.g. Kelley 1992; B.Mittal and Lassar 1996).

Hotel Industry or in broad Hospitality is the act of kindness in welcoming and looking after the basic needs of customers or strangers, mainly in relation to food, drink and accommodation. A contemporary explanation of Hospitality refers to the relationship process between a customer and a host. When we talk about the “Hospitality Industry”, we are referring to the companies or organizations which provide food and/or drink and/or accommodation to people who are “away from home”. The word hotel is derived from the French word “hot’e” meaning host. A hotel is an establishment that provides paid lodging on a short term basis. Hotel operations vary in size, function, cost etc. But the basic service is same everywhere. And therefore, problems are there in the hospitality business in regards to provide service. Research gives us knowledge that problem relating to service and to solve the same vary on three basic dimensions: temporal duration of the interaction, emotional content and the spatial proximity of service provider and customer (Price, Amould and Deibler 1995). In the present study or research we have tried to high light the impact of emotional intelligence in problem solving in hospitality business. There are discussions and analytics on the crucial role of emotions and in particular explaining in problem solving in the hospitality business.

## LITERATURE REVIEW

The role of emotion is gaining attention as a central element in understanding the consumption experience (Oliver, 1997). The popular press is filled with documentations of outraged customers and their emotional displays. Despite the importance of the topic for service organizations (Brown & Kirmani 1999; Knowles, Groove & Pickett 1999). As we know organizations are “a structured social system consisting of groups and individuals working together to meet some agreed – upon objectives” (Greenberg, 2011, pp.33); so it’s very essential for the retention of the employees. Karatepe (2008) examined the effects of negative affectivity (NA) and positive affectivity (PA) on work family conflict and family work conflict and the effects of both directions of conflict on marital satisfaction and job satisfaction and problem solving in hospitality. And recent studies showed that a participative (democratic) management style was mostly preferred by today’s managers to increase their employees’ problem solving which also affects the job satisfaction (Dogan & Ibicioglu, 2004; Knoop, 1991). Moreover the relationships between EI and many variables such as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level; - emotional intelligence are still being analyzed in different fields as an attractive and important subject of management literature (Ross & Reskin, 1992; Agho et al., 1993; Stordeur et al., 2001; Chu et al., 2003; Kafetsios & Zampetakis, 2008). “When managers fail, it is usually due to poor emotional intelligence - by Freda Turner”

The unique part of the present study has many folds. Bosses and leaders, in particular, need high EQ because they represent the organization to the public, they interact with the highest number of people within and outside the organization and they set the tone for employee morale, says Goleman Emotional Intelligence is very important for managers as it is one of the important deciding factor for relationship management resulting in: Motivation, Retention, Self management, Managing others.

This study may indicate which EI skills the managers should possess. If guest is the main focus then the employees are also our internal customers of the respective companies and accordingly one of the primary commitments of Hospitality Leaders is to lead in such a way that both the internal and external customers can find satisfaction (Lewis, 2000; Sosik & Megerian, 1999; Wong & Law, 2002)

On this context to ascertain the quality and service excellence effective and responsible leadership is necessary. The latest analysis revealed that there is a strong relationship between service quality and EI (Kernbach & Schutte, 2005; Langhorn, 2004; Varca, 2004; Winsted, 2000). Varca (2004) and Winsted (2000) which ultimately leads to customer satisfaction. Mayer and Salovey (1997), who created the term emotional intelligence, define it as “the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings, and to reflectively regulate emotions in ways that promote emotional and intellectual growth” (p. 22).

EI is all about how any individual relate and react to the world around them. A successful manager must know his strength, weaknesses and limitations. They must be adaptable, conscientious, persuasive, collaborative, high performing, and possess the ability to see things from others’ perspectives (Goleman, 1995). Leaders who possess high levels of EI are able to communicate vision and enthusiasm effectively (Bagshaw, 2000; Brownell & Jameson, 2004; Dearborn, 2002; Dess & Picken, 2000; Graetz, 2000).

They are able to minimize unnecessary conflict (Bagshaw, 2000) while empathizing with subordinates and guests (Abraham, 1999; N. M. Ashkanasy & Tse, 2000; Kellett, Humphrey, & Sleeth, 2002). They can also accurately assess their own and others' emotions in an effort to choose the best strategies to both maximize results and satisfy the parties involved (Cooper, 1997; Sosik & Megerian, 1999; Voola, Carlson, & West, 2004).

Leaders with high EI can create constructive relationships with followers and motivate themselves and their employees to not only do their job, but also to do it well (N. M. Ashkanasy, Hartel, & Daus, 2002; George, 2000; Goleman, 1998; Wong & Law, 2002). Dulewicz, Higgs, and Slaski (2003) found that EI accounts for 30% of the variance in management performance. The Major components of EI are self awareness, self management, social awareness and relationship management. Self Awareness is the ability to understand one's own emotions and how use it to guide one's behaviour. It also helps in finding one's strengths, weaknesses and competencies and thus possesses the self confidence for success. The dimension of self-awareness is further divided into three categories: emotional self-awareness, accurate self-assessment, and self-confidence (Boyatzis & Goleman, 1999). Hamacheck (2000) asserted: "People seldom fail as bosses, workers, parents, teachers, or in relationships generally because they know too little about the world outside the self. More often they stumble because of what they do not know or fail to understand about their intrapersonal feelings and motives, the world inside the self. (p. 239)" High performing managers were significantly found with higher level of self awareness. Self-awareness is very important to achieving success at work. Not being in touch with your own feelings in sufficient degree can handicap your overall effectiveness. Self Management: It is the ability to understand your emotions and then use that understanding to turn situations to your benefit. While dealing with dissatisfied employees or guest, the manager must assess the situation without being influenced by internal negative feelings and also it is very important to maintain emotional control while defusing the situation. The subcategories of self-management are self-control, trust worthiness, conscientiousness, adaptability, achievement orientation, and initiative (Boyatzis & Goleman, 1999).

Many of these sub-categories can affect the individual's satisfaction, desire to continue employment, and organizational commitment, as well as have a strong influence on the actions of one's subordinates (Bagshaw, 2000; Carmeli, 2003; Langhorn, 2004; Pirola-Merlo, Hartel, Mann, & Hirst, 2002; Sivanathan & Fekken, 2002; H. M. Weiss & Cropanzano, 1996). Self-management is important because when people are able to better managing their emotions, they do better in life. The more people allow emotions to control and direct their behavior, the worse they do in life. People who are good managers of their emotions are open to change, effective in mood management, consistent in stress management, they are intentional, productive, and behave in a reasonable and rational way.

The Self-Management cluster contains six basic competencies or subcategories: Emotional self-control, Trustworthiness, Conscientiousness, Adaptability, Optimism, Initiative. Social Awareness is another one important component of EI which includes empathy, organizational awareness and orientation of service. Organizational awareness is being aware of the environment around one-self, including political undertones, while service orientation is meeting the needs of those to whom one has a responsibility, including employees and customers (Boyatzis & Goleman, 1999). Langhorn (2004) found "The restaurant general managers' ability to identify with their place of work, the team within the outlet, its role in the local community and possibly the brand itself are important factors in delivering good performance." Social awareness refers to how

people handle relationships and awareness of others' feelings, needs, and concerns. It is the ability to recognize and appropriately respond to the emotions and feelings of others. The Social Awareness cluster contains three basic competencies or subcategories: Empathy, Organizational awareness, Service orientation. Relationship management, as the fourth identified dimension of EI, encompasses the traits of being an inspirational leader, being persuasive, as well as, leading and nurturing subordinates appropriately. Boyatzis & Goleman (1999) identified the fourth dimension as social skills, with the sub-categories of developing others, leadership, influence, communication, change catalyst, conflict management, building bonds, and teamwork and collaboration. "In today's more service-oriented industries, leadership roles are also to motivate and inspire others, to foster positive attitudes at work, and to create a sense of contribution and importance with and among team members and stakeholders" (Leban & Zulauf, 2004, p. 561). Social Skills which contains eight basic competencies

A detailed review of academic literature, reference books, journals articles, review of the secondary literature from the library, review of materials available on the internet, companies data, data from various hotels for comparative studies, other information from various sources regarding people management are used for the research.

### **Need for this Study**

"When managers fail, it is usually due to poor emotional intelligence - by Freda Turner"

The unique part of the present study has many folds. Bosses and leaders, in particular, need high EQ because they represent the organization to the public, they interact with the highest number of people within and outside the organization and they set the tone for employee morale, says Goleman

Emotional Intelligence is very important for managers as it is one of the important deciding factor for relationship management resulting in: Motivation, Retention, Self management, Managing others. This study may indicate which EI skills the managers should possess since their graduation time so that they can be more successful in their Hospitality Management career. The basic the need of this article is to address the gap between influence of EI AND effective performance outcome. As this study aimed to examine the impact of Emotional Intelligence on problem solving in Hospitality Business, therefore for the interest of the industry; it is necessary to examine the topic with proper research works in the context of Hotel and Hospitality Industries.

### **Scope of Research**

The scopes of this research are to examine how the independent variables are affecting by the dependent variable in hospitality industry. This report attempts to present a snapshot of organizational activities and what are the effecting reasons towards problem solving in Hospitality industries. The scope of this research is broad and attempts to address all issues involved in most influential factors related to Emotional Intelligence for employees' performance.

### **RESEARCH PROBLEM**

- Employees performances increases the productivity of the organization in long run and which subsequently brings a positive impact towards overall employees performance as a group keeping in mind the Emotional Intelligence both from the employee and employer point of view.

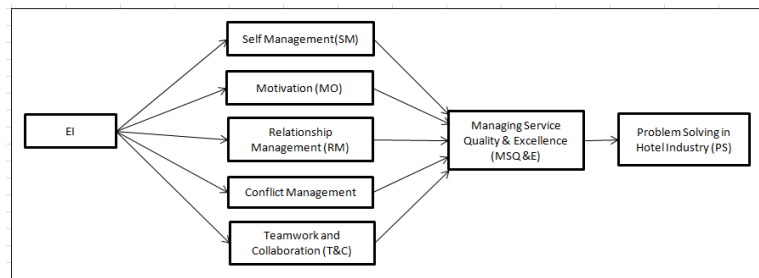
- Problem solving through E.I. keeping in mind the employee welfare both internal workplace and external areas also and CSR activities which directly or indirectly affect them and help the organization in broader point.
- Managing Service Quality and Excellence helps the problem solving in hospitality business with the help of various components like Self Management, motivation, Relationship management, conflict management, team work and collaboration. And to find out whether managers with high emotional intelligence (EI) are more likely to effectively interact with socio-economic, multicultural, and educationally dissimilar populations and provide excellent guest service solving the problems.

### RESEARCH OBJECTIVE

The purpose of this research is to identify and examine the relationship between the organizational factors of Emotional Intelligence which is directly dealt with Self Management, motivation, Relationship management, conflict management, team work and collaboration which directly influences the Service Quality and Excellence in resultant Problem Solving in Hospitality Business; therefore the maximum performance in hospitality industry and an attempt to find solutions and provide recommendations for the research issues keeping in view Hotel and Hospitality industries.

### RESEARCH HYPOTHESES

- H<sub>1a</sub>:** Emotional Intelligence (EI) has positive influence on the self management (SM).
- H<sub>1b</sub>:** Self management (SM) has positive influence on the managing service quality and excellence (MSQ&E).
- H<sub>2a</sub>:** Emotional Intelligence (EI) has positive influence on the motivation (MO).
- H<sub>2b</sub>:** Motivation (MO) has positive influence on the managing service quality and excellence (MSQ&E).
- H<sub>3a</sub>:** Emotional Intelligence (EI) is positively associated with the relationship management (RM).
- H<sub>3b</sub>:** Relationship Management (RM) is positively associated with the managing service quality and excellence (MSQ&E).
- H<sub>4a</sub>:** Emotional Intelligence (EI) helps in the managing Conflict Management (CM).
- H<sub>4b</sub>:** Conflict Management (CM) helps in the managing service quality and excellence (MSQ&E).
- H<sub>5a</sub>:** Emotional Intelligence (EI) is positively associated with the teamwork and collaboration (T&C).
- H<sub>5a</sub>:** Teamwork and collaboration (T&C) leads to managing service quality and excellence (MSQ&E).
- H<sub>6</sub>:** Teamwork and collaboration (T&C) leads to problem solving abilities in hotel industry.



**Figure 1: Conceptual Model**

*Source:* Authors own

## RESEARCH METHODOLOGY

The research employs both the qualitative and quantitative methods. The qualitative approach, and data collected by using document study technique (the document study/analysis is the form of qualitative research in which document is interpreted by researcher to give meaning around assessment topic). The questionnaires in this research are in both close-ended and open format. The Likert scale format is a choice from strongly disagree to strongly agree of the statement. It is a pleasant simple way in order to get the specific opinion as well as easy to construct the multiple- item measures. In addition, it is also quick, easy and efficient to obtain the information from the respondent. Open ended gives the broad spectrum of the subject title. Questionnaire will be one of the best and convenient tools in order to obtain information from respondents. Hence, intensity questions were designed so that the quantitative data that will be collected are more reliable and related. Besides, for this survey, non-probability sampling has been used. It means the selections of the respondents are not choosing with the aim of being statistically representatives of the population. Remembering at the time of research that “Research is a process of steps used to collect and analyze information to increase our understanding of a topic or issue” - Creswell. So the methodology is a systematic investigation into existing or new knowledge. It is used to establish or confirm facts, reaffirm the results of previous work, solve new existing problems.

### Population and Sample Size

The sample unit consists of all types of hospitality professionals from various sectors of hospitality in various units/ hotels or hospitality sectors. In this study, total 415 responses were received and the respondents were from the different departments.

### Research Instrument

The survey instrument (questionnaire) developed based on an extensive review of the literature and studied definitions; questioned were anchored 5-point likert scale. Thus for empirical data, web-based and paper – pencil questionnaires have been distributed to all hierarchical levels. A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from the respondents. These are often designed for statistical analysis of the responses. It was invented by Sir Francis Galton. The questionnaire consisted of three sections. The first section contained questions regarding demographic characteristics of the respondents such as gender, age, education, and job profile and department affiliation. Main



survey questions, comprising 20 items, were asked in second and third sections. In the second section, questions were related to Emotional Intelligence, Self Management, Motivation, Relationship Management, Conflict Management, Team work & Collaboration. Questions related to Service Quality & Excellence and Problem solving were asked in the last section.

#### Techniques used for Data Analysis

To examine the reliability of the empirical data, consistency analysis was done using Cronbach's alpha method. And to test the hypothesis, structural equation modelling is used. According to Hair et al. (2011) and Rezaei (2015) using the SEM technique for parameter assessment and hypothesis testing for causal model is an advantage over other techniques like Regression.

#### ANALYSIS AND RESULTS

The conceptual model of the study was tested using SEM approach with analysis of moment structures (AMOS) 22.0 software. It is a comprehensive statistical tool for examining relations between observed and latent variables (Bollen, 1989). It was also used for concurrent assessment of both reliability and validity.

The measurement scales were refined and validated by exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). Before applying of factor analysis, it was confirmed that the assumptions of normality, linearity and homoscedasticity were not violated using the Kaiser-Meyer-Olkin (KMO) index accompanied by the Bartlett's test (Hair et al., 2009). It was found that KMO index is 0.817 with Bartlett's test (Chi-square=1.056; the degree of freedom=310;  $p=0.000$ ) indicating that the sample size was adequate for applying factor analysis (Hair et al., 1998). After that, an exploratory factor analysis has been conducted using principal components analysis with varimax rotation on the all 30 items of four measurement scales in the study, under the restriction that the Eigenvalues of each generated factor were more than one. Of the 27 original items, two items were excluded due to low factor loading (0.50). After identifying 25 clear factors, a confirmatory factor analysis (CFA) was conducted to assess the construct validity of each latent construct of the measurement model. Construct validity is examined through convergent validity and discriminant validity (Bagozzi and Edwards, 1998). Convergent validity gets established through three ways including factor loadings, average variance extracted (AVE) and composite reliability (Lin and Ding, 2006). As shown in Table 2, factor loadings range from 0.601 to 0.783 and AVE ranges from 0.640 to 0.810, both exceed the recommended threshold criterion of 0.50 (Hair et al., 2006). Composite reliability (CR) of all the latent variables is greater than the acceptable limit of 0.70 (Carmines and Zeller, 1988).

**Table 1: Results of KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.817
Bartlett's Test of Sphericity	Approx. Chi-Square	1.056
	df	310
	Sig.	.000

**Table 2: Measurement Model Summary**

Construct	Scale Item	Factor Loading	AVE	CR	Cronbach's $\alpha$
EI	EI1	0.601	0.79	0.86	0.71
	EI2	0.71			
	EI3	0.755			
SM	SM1	0.752	0.78 0.78	0.82	0.75
	SM2	0.751			
	SM3	0.670			
MO	MO1	0.653	0.76 0.78	0.81	0.77
	MO2	0.784			
	MO3	0.753			
RM	RM1	0.681	0.76	0.83	0.71
	RM2	0.677			
	RM3	0.693			
CM	CM1	0.618	0.64	0.83	0.83
	CM2	0.671			
	CM3	0.783			
T&C	T&C1	0.781	0.81	0.85	0.84
	T&C2	0.762			
	T&C3	0.631			
MSQ&E1	MSQ&E1	0.697	0.81	0.87	0.88
	MSQ&E2	0.682			
	MSQ&E3	0.763			
	MSQ&E4	0.711			
PS	PS1	0.690	0.74	0.81	0.80
	PS2	0.611			
	PS3	0.729			

The fitness indexes are as follows: Chi square index, goodness of fit index (GFI), comparative fit index (CFI), normed fit index (NFI), non-normed fit index (NNFI), incremental fit index (IFI), adjusted goodness of fit index (AGFI), root mean square error of approximation (RMSEA)

and root mean square residual (RMR). However, if CFI, GFI, NFI, NNFI, IFI, RFI and AGFI are higher than 0.90, and RMSEA and RMR are less than 0.50, it proves a desirable and appropriate fitness (Alexopoulos and Kalaitzidis, 2004). All the fit indices found to be well within the cut-off values.

Results of SEM shows that all path coefficient positive and significant at p-value less than 0.05. This, indicate that Self Management, Motivation, Relationship Management, Conflict Management, Teamwork & Collaboration influence positively on Managing Service Quality & Excellence and this improves problem solving ability in the hotel industry. Therefore, all six hypotheses (H1 to H6) are supported.

**Table 3: Regression Weights: (Path coefficient)**

			Estimate	S.E.	C.R.	P
Managing Service Quality & Excellence	<---	Self Management	.401	.042	13.35	0.01
Managing Service Quality & Excellence	<---	Motivation	.314	.049	8.45	0.04
Managing Service Quality & Excellence	<---	Relationship Management	.535	.016	33.06	***
Managing Service Quality & Excellence	<---	Conflict Management	.563	.041	19.06	***
Managing Service Quality & Excellence	<---	Teamwork & Collaboration	.602	.258	2.34	0.02
Problem Solving	<---	Managing Service Quality & Excellence	.418	.0401	12.08	***

## FINDINGS & CONCLUSION

The hotel and hospitality industry has a well-document problem with emotions and problem solving whether be it is with guests or in between the employees or with employers. The results of the test of this model found that the described parameters relating to E.I. e.g. Self Management, Motivation, Relationship Management, Conflict Management, Team work & Collaboration have roles to play on Service Quality & Excellence resulting Problem solving in Hospitality Business. The mentioned parameters directly impact on E.I. and Problem Solving whether be it organizational commitment among non-managerial hotel workers as well as managers or the guests. E.I. are most likely to have a direct impact on the overall satisfaction in and around the organization and loyalty which is an important contributor to profitability in the hospitality industry.

## RECOMMENDATIONS

1. Positive and prompt action should be taken for the areas found in employee feedback that need to be analyzed and proper steps should be taken.
2. One to one relationship should be improved keeping in mind the Emotional Intelligence factors.
3. Further analysis and remedial measures are to be taken for the Work Life Balance if there is found any single grievance.
4. It should be assessed the weakness to convert them into strengths by motivating and increasing the Emotional Intelligence level.

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## **Digital Transformation and its Influence on the Hotel Industry: A Futuristic Approach for Phenomenal Customer Experience with Digital Advances: A Study**

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### **ABSTRACT**

This research is to focus on the digital advances and innovative hi-tech achievements towards green initiative and their effects on the hotel industry. Customers' budding comfort with emerging technology enhances the overall experience. Digital era which can have disruptive trends will have an impact on traditional hospitality business. It's a strategic business model of hotel service providers to redefine customers experience through emerging technology. The adoption of Digital transformation in the hotel industry is to experience a considered very human-endeavour touch with leading brands developing technology to satisfy their guests. The important concept of digital transformation in the hospitality industry are implementing green initiatives, to offer valuable service towards customer and reduce the time and cost. Nowadays international chain of hotels as well as domestic hotel companies are adopting digital technologies that includes Robotic process automation (RPA), Chatbot services, Biometrics will keep us more secure, robots will serve us breakfast, Drones will bring us hamburgers and another factor is Employee-fewer hotels can make use of these digital technologies for travellers preferring to be independent and reduce human resource and operating related costs also. The result of this study recommended that the Luxury Hotels are adopting digital transformation for showcasing an incredible ambience for guest experience and implementing innovative market techniques to their guests for sustainability and responsible growth strategies.

**Keywords:** Innovation, Digital Era, Strategy, Hospitality, Sustainability, Customer.

### **INTRODUCTION**

UNWTO said it "sees digital advances and innovation as part of the solution to the challenge of marrying continued growth with a more sustainable and responsible tourism sector. According to UNWTO Tourism highlights, (2016) international tourism represents 10% of world GDP. The number of international tourist arrivals has reached 1186 million for 2015. Many factors contribute for these results, one of them being the development and implementation of new

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technologies. They can be found in almost every aspect of tourism, including hospitality services. Their role for the development of the hotel operators is indisputable. On the one hand the use of technologies increases the tourist's satisfaction, by providing faster and more personalized service, on the other technologies provide customer data much needed by the owners and contributes to gain more profits and recognition for the operators in hospitality industry.

As the travel and tourism industry grows, the global luxury hotel market is expected to reach \$232 billion by the end of 2025, according to QY Research Group. As one of the major customer service industries globally, luxury hotel brands are expected to offer the highest grade of service. With this in mind, hotels are adopting technology that helps them meet the expectation of a seamless, luxury stay. Technology is a brand's greatest ally in delivering extraordinary customer service and gaining a sizeable share of the market. When determining which technology-based solution to invest in, luxury hotels looking to ensure a competitive edge should keep the entire customer experience in mind. Brands can produce impactful results by using booking software specifically designed for adding luxury services, technology platforms that create a more personalized experience, and communication tools to continue the conversation after a guest's stay ends.

“Hotels already understand how to create incremental value across several aspects of a guest experience—upgrade to a water view, get a morning paper, order the breakfast package, etc. Bringing technology to hotel food and beverage programs would have a compounding effect, giving hotels a greater digital advantage, creating a better guest experience, and ultimately bringing guests back,” . Technological innovations have a significant impact on the traditional hotel service process, on the one hand by changing the role of the customers in it, and on the other by modifying the behaviour, functions and tasks of hotel managers and service staff. The requirements for the level of service and the quality of the experience during the stay are increased. Their satisfaction is determined to a considerable extent by the management decisions about the type and ways of application of technology in the process of providing hotel services.

Hotels are exploring innovative technologies to better serve guests throughout their stay and help them remain top of mind with consumers. Chains, in particular, are making large-scale technology investments to enhance their own competitive advantage. With the promise of creating a more digital, efficient, and customized guest experience, hotels are testing or rolling out these technologies across properties in hopes of enhancing value for both hoteliers and guests.

### **EMERGING DIGITAL TECHNOLOGY TRENDS AND FACILITIES IN LUXURY HOTELS 2025**

In 2025, conversational software bots could be answering these basic inquiries. Chat bots simulate intelligent conversation through text and voice, enabling humans to converse with computers through their native language.

Following the hospitality industry's widespread adoption of in-house apps and instant messaging – and the prevalence of text messages in everyday life – chat bots are expected to flourish in hotels, winning out over phone and e-mail communications. Dealing with a chat bot feels familiar and convenient to customers. Guests can explore options at their own pace, and chat bots are on duty 24x7, ready to be quizzed whenever the need strikes

Conversational AI is already hard at work in hospitality, taking fast food orders and helping travellers plan trips. While still in its infancy in the hotel sector, robotics holds enormous potential

in several areas of booking and purchasing. For one thing, it lowers the cost of service via automation. Coupled with the industry's growing operational costs, that potential will drive hotels to adopt bots aggressively during the next decade.

Equally important is chat bots' potential to integrate with booking. By 2025, chat bots are likely to form a new reservation and notification channel for guests. Modelled on text conversations with call centre agents and website navigation paths, booking bots may be able to not only fulfil reservations but also upsell rooms and promotions in line with customer preferences.

Instead of the automated e-mails that hotels typically send guests to suggest amenities – such as spa treatments, airport transfers and dinner reservations – chat bots in 2025 might suggest these offers themselves, increasing offer relevance by asking guests questions.

Providers of hotel reservation systems will need to integrate with chat bots software to ensure bots' responses are accurate and the offers they make are relevant and welcome. It's important to make sure guests can opt out easily and connect with contact centre staff.

Not every customer experience requires the human touch to be exceptional. For independent-minded travellers, staff-fewer hotels can offer a better on-site experience. It may seem contrary to the people-centric business of hospitality, but reducing hotel staff does not necessarily correlate with lower service quality. In the digital era, many travellers even prefer staff-less properties

Rooms and food and beverage departments are the most expensive to manage – and the best candidates for self-service and outsourcing. Staff-less hotels also save costs in administration, recruitment and training.

By 2025, hotels will increasingly leverage IoT to connect to and upsell customers. Equally important is IoT's potential for growing revenue streams.

### **1. Guest Tracking and Security**

These systems track whereabouts of guests and provide real-time information, direction, roll call, and communication in the case of an emergency. These systems could help owners keep people safe and give travellers peace of mind during their stay.

### **2. Keyless Technology**

Room key technology is evolving to digital, near field and keyless entry is not limited to magnetic control of locks but allows guests or hoteliers to open a door via an app from any location. This technology allows guests to open doors for other guests, room service, deliveries, or others without having to leave their couch or bed. Digital keys also allow front desk staffs to time doors to open upon a guest's arrival and track that has accessed a room at what time, providing additional insights into a guest's stay and habits. Hotel chains like Marriott, Hilton and Wyndham are deploying this across their portfolios.

### **3. Next Generation Entertainment System (ES)**

Modern entertainment systems sync the room's TV with a guest's devices, remembering the connections later. That means a guest can access their Netflix, cable service, or pictures from their phone, tablet, or laptop automatically on the room's TV screen. As consumers' entertainment demands shift, hotels will need to support them. It is safe to assume that guests will become frustrated with the inability to watch their normal entertainment content when travelling. Changing

consumer preferences at home will translate to entertainment demands during travel. Marriott and Hyatt are two big brands rolling out in-room streaming across properties.

#### **4. BYOD Telephony**

This technology, guests can use their own devices rather than the hotel phone to call airlines from the pool or text family members, for example. This is especially useful for International Travellers who typically would pay international fees for phone service. Now, guests can connect to the hotel's Wi-Fi to communicate without tapping into their own roaming cellular service. More boutique luxury hotels have adopted this capability and while many chain hotels have not explicitly marketed BYOD Telephony capabilities, they have rolled out the ability for guests to use it to communicate with front desk or other hotel staff.

#### **5. Digital Room Control**

This smart room technology enables guests to customize their experience by controlling lights, temperature, entertainment, room service, requests, and other settings from a tablet or the guests' own device. While this functionality may be seen as a gimmick to some, the greater value stems from pairing this hardware and software with smart room technology to store guests' preferences and provide data for insights. Many hotels in popular leisure and resort destinations like Las Vegas are making this technology available to guests.

#### **6. Automated Lost and Found Returns Technology**

Automating and digitizing lost and found can provide guests with peace of mind and make returning lost items easier for hotel staff. Guests can be notified automatically of items left in the room and items can be sent to guests' home or pre-specified address. Automating this process is an opportunity for the hotel to create goodwill in the mind of the guest.

#### **7. Beacon Tracking and Pushing Notifications Based on Location & Preferences**

This technology tracks guests throughout a property and sends direct offers, activity updates, and recommendations to the guest customized to fit the time of day, location on property, and a guest's preferences. For example, a guest leaving the gym may be offered a deal on a protein shake, or a guest sitting at the pool may be recommended a pina colada and notified of an upcoming music performance nearby. Hilton is one company on the forefront of rolling this out at locations including Hilton Waikiki and Hilton Dallas resorts. In the cruise ship industry, Carnival has found success using beacon tracking through bracelets rather than smart phones. Disney Resorts is another example of a company using bracelets to track guests and enable payment across the resort.

#### **8. Digital Menus**

Digital menus represent an opportunity to streamline processes, to engage, and to provide information for guests. At hotels, there is the added ability to track guests' orders digitally for future order recommendations across properties, saving their preferences on a profile. For example, a guest who orders local fare in one city may be recommended local fare in another.



**9. Housekeeping Tracking Technology**

These capabilities enable flexible check-in and check-out. The systems track cleaning staff, monitor room turnover progress, and notify front desk staff the moment a room is prepared for check-in. The systems analyze requested arrival and departure times and completion of cleaning to allow hotels to accept as many early check-in requests as possible.

**10. Smart Room and Smart Hotel Technology**

This technology enables all options and settings to be controlled, manipulated and stored for guests' current and future stays. For example, a morning alarm can be set to a play specific song, turn on the T.V. to a certain channel, slowly brighten the lights, draw the shades, or even turn on the shower. Rooms can be automated to adjust the temperature based on guests' locations and areas can be heated or cooled depending on the number of occupying guests. In addition to personalizing a guest experience and cutting energy costs, this technology can help make a building more environmentally friendly.

**REVIEW OF LITERATURE**

According to the Ko et al., (2016), the service process is transformed in response to changes in consumer behaviour, their new requirements and needs of modern technology before, during and after the hotel stay. Adaptation of technological innovation to the specifics of hotel services is a source of opportunities and challenges both for hotel managers and employees as well as for customers themselves. Barriers and difficulties might hinder successful implementation of information technology in a hotel organization. Such barriers include employees' willingness, ability and managers' support, customers' attitude and expectation.

According to the Bilgihan et al., (2015), the cost of innovation, resistance from owners, resistance to change, training issues, pace of advances in new technology, time and budget constraints are some of the other barriers.

According to the Oltean et al., (2014), the strength of competitive environment wherein operate suppliers of touristic services - and implicitly hotels - is related to a strong axis regarding policy and strategy developed through the process of service supply that requires introduction of the new information technologies.

According to the Bilgihan et al., (2011), Technological innovations have a significant impact on the traditional hotel service process, on the one hand by changing the role of the customers in it, and on the other by modifying the behaviour, functions and tasks of hotel managers and service staff. The requirements for the level of service and the quality of the experience during the stay are increased. Their satisfaction is determined to a considerable extent by the management decisions about the type and ways of application of technology in the process of providing hotel services. Technological innovations are becoming more and more widely used in the hotel industry. It is evident that information technology investments will increase hotels' productivity, reduce their costs, and at the same time add value to the services and products offered to their customers.

According to the Aldebert et al., (2010), presenting the technologies in hospitality that are relevant and used most often; defining the impacts of applying the technologies, as well as the effects on the behaviour of staff and clients. Innovation in tourism is a multifaceted phenomenon, particularly in terms of information and communication technology and the internet.

### OBJECTIVES OF THE STUDY

- To identify the awareness level of digital transformation facilities in hotel industries.
- To analyse the impact of digital technology in luxury hotels.
- To study advance technology is necessary for sustainable and responsible business development.
- To know customer involvement by social media boost business opportunities in luxury hotels.
- To implement modern trends in luxury hotels for guest unique experience.

### SCOPE OF THE STUDY

The scope of this research is to initiate these technology innovations, the modern trends and the most significant technological achievements and their benefits to the hotels for strategic business development.

### MATERIALS AND METHODOLOGY

#### Data Collection

The study conducted and adopted through purposive sampling technique. A structured questionnaire has used to collected data from various level of managers, employees and guests at luxury hotels in Chennai the sample size is 100. Questionnaire relevant to digital transformation innovation, implementation and quality of service then customer satisfaction were gathered from the respondents to achieve the objective of the research as well as for this study secondary data is built on referred academic journals, recently published articles, reports, books, website, videos and own experiences.

#### Sample

The target populations integrated luxury hotel guest, Top level manager, supervisor, guest associates, which comprised of 100 respondents, who were taken for the present study. The awareness level regarding Digital technology facilities and its importance and value among the guests and staffs were to be studied and recommended to upgrade for sustainable and responsible business development in hotel industry.

**Table 1: Frequency of Demographic Variables for Importance of Digital Technology Facilities in Luxury Hotel in Chennai**

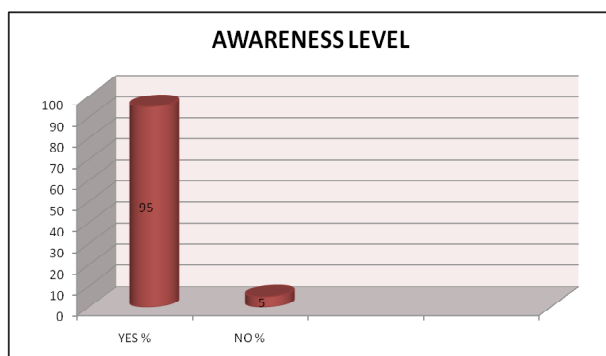
Variable	Categories	Frequency	Percentage
Gender	Male	82	82.0%
	Female	18	18.0%
Age Group	Below 20 yrs	26	26.0%
	20-35	31	31.0%
	35-50	25	25.0%
	Above 50 yrs	18	18.0%

Residence	Urban	65	65.0%
	Semi Urban	28	28.0%
	Rural	07	07.0%
Education Level	School level	05	05.0%
	Diploma	23	23.0%
	Graduate	40	40.0%
	Post graduate	32	32.0%
Type of Guest	Govt employee	05	05.0%
	Corporate staff	20	20.0%
	Business	10	10.0%
	Student	04	04.0%
	Retired	03	03.0%
	Others	08	08.0%
Type of employees	Managers	20	20.0%
	Supervisors	15	15.0%
	Associate Staffs	15	15.0%
Citizenship	Indian	81	81.0%
	Foreigner	19	19.0%

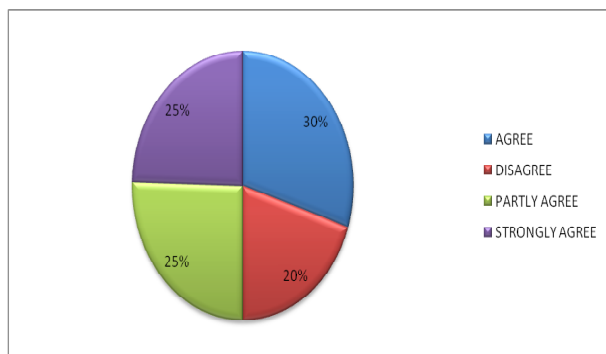
Sources: From Primary data

## RESULTS AND DISCUSSION

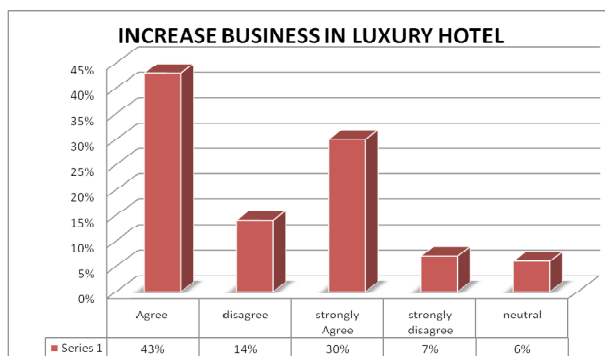
**Table 2: Awareness Level of Digital Transformation in Percentage**



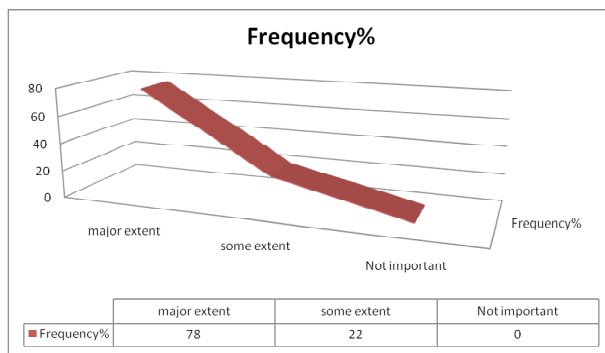
The above table 2 indicates that 95% of the respondents are aware of digital transformation facilities are available in their hotel. Only 5% of the respondents do not know about trends of digital transformation practices in their hotel.

**Table 3: Achivements of Technology Generate Inferior Communication**

The above Table 3 diagram shows that 25% respondents are agree, 20% respondents are disagree, 25% respondents are strongly agree and 25% respondents partly agree for that achievements of trends and technologies create a poorer quality in communication in the future.

**Table 4: Client Interest By Social Media Networking Boost Business in Luxury Hotels**

From the above table 4 it can conclude most of the respondent agrees on a different level that customer involvement by social media boost business opportunities in luxury hotels.

**Table 5: Development of Technology is Necessary for Luxury Hotels**

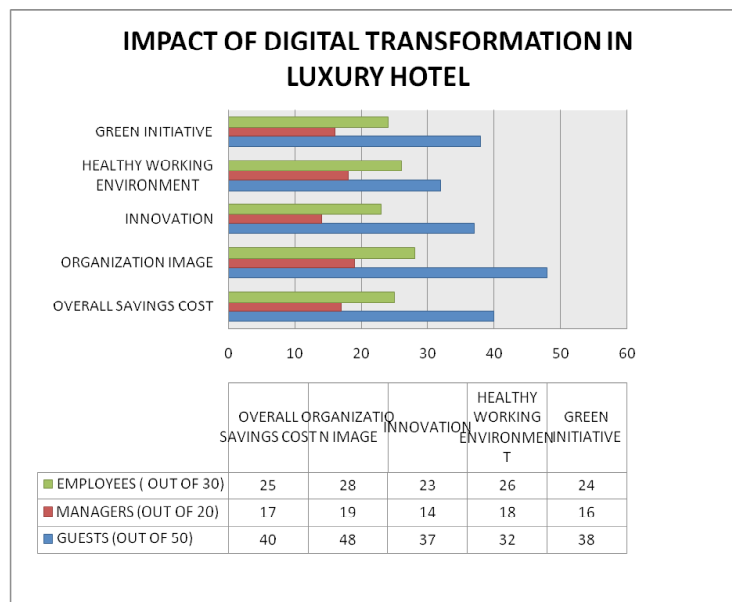
From the above table 5 indicates that the majority of the respondents are agreeing for the technology advancement is important for strategic business development towards customer satisfaction. Very few of the respondents said that technology is not important for hotels.

**Table 6: Digital Transformation Facilities Influence Customers Behaviour During Hotel Reservation**



From The above Table 6 indicates that the majority of the customer will demand for digital transformation facilities and trends for degree of service.

**Table 7: Positive Impact of Digital Transformation in Luxury Hotel**



From the table7 the impact of digital technology in the luxury hotels out of 100 respondents 95 informed that the maximum benefit is organization reputaion.82 respondents said that cost saving if technology enabled service satisfy the customer. 74 respondents said that innovation and 76 respondents agree for the healthy working environment and Green Initiative among the hotel staffs.

**FINDINGS OF THE STUDY**

- Maximum respondent pertains to knowledge and awareness of digital transformation services and facilities in the luxury hotels.
- A hotel brand's digital reputation and social media presence can have a large impact of customers have been influenced by an online customer service review when making a buying decision.
- They all agree that the technology plays a very important role for the hotel guests and the technological facilities highly influence the potential guests in making decision when they are about to book a hotel room.
- The power of the digital information for customers and companies, associated with the digital transformation of the business models is creating a new ecosystem and a new way of doing business.
- A positive impact of digital technology includes innovation, Green initiative, overall saving cost and time, healthy working environment, luxury hotel image and unforgettable guests experiences.

**SUGGESTIONS FROM THE STUDY FOR VISION 2025**

- New Technologies – including IoT, bots, biometrics and AI – hotels can begin to transition customers to self-serve digital check-ins and room-service orders. Hotels will increasingly leverage IoT to connect to and upsell customers. Beacons in lobbies and facilities will enable relevant offers based on customers' physical location. Customers' smart wearables will remove friction from the guest experience. Smart machines are already looking at similar data and providing recommendations by 2025.
- Robots - to begin automating guest services, this includes robot-driven poolside assistants that hand out towels to guests and sort wet towels for the laundry, mini-robots vacuuming guest rooms and room service delivered by robots.
- Block chain technology holds great potential for helping hospitality organizations manage the accrual and frictionless redemption of loyalty points.
- Promoting facial recognition as an experience enhancer during check-in should result in easier adoption of biometrics.
- The virtual concierge will become standard. Syncing guests' current and previous stay records will enable hotels to offer virtual assistants that, for example, deliver breakfast to the rooms of guests with early-morning departures.
- Digital Operation -Hotels' internal operations will also see major shifts for Workforce management, Staff support and development, Process automation and Smart sensors to streamline operations. The impact to hotel operations is far ranging – and positive: Automating back-office and other functions frees hotels to focus on providing differentiating experiences.
- Sustainable Initiatives- To begin managing more sustainable operations and promote a positive image, hospitality providers should reassess their organization's environmental priorities. To leverage digital to record and report green efforts, they could offer green incentives for loyalty members, opt-in green programs for guests and modern heating, cooling and water systems.

- The Management should keep an update of the future trends in the hospitality sector and put into practice those accordingly.

### **LIMITATION OF THIS STUDY**

This research work is the first base of a set of works developed by the researcher around the new era of Digital Transformation facilities and customer satisfaction as well as positive impact for luxury hotels. The Researcher result accomplished from luxury hotels in Chennai only.

### **CONCLUSION**

IoT will be a \$14.4 trillion market in the next decade and the number of connected “things” will grow to around 25 billion by 2020. Obviously this huge market has its impact on the hospitality industry. Digital transformation has huge and positive impacts on traditional businesses. It’s a great way of enhancing the experience of customers. Integrating mobile solutions helps businesses become customer-focused by delivering innovative solutions as bookings & reservations, payments, staff service enhancement, loyalty programs, etc. In the rapidly developing luxury hotel industry, promoting top-of-the-line consumer experiences is the paramount technique for a brand to preserve a greater share of the market. Technology is the catalyst for creating that exciting customer experiences and digital advances are transforming how guest inter connect and inform ourselves, transforming our behaviour and encouraging innovation and sustainable, responsible growth strategies.

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## The Role of Emotional Intelligence in Developing Future Managers for the Hospitality Industry

*Mathew Arockiaraj\* & R.M. Perumal\*\**

### ABSTRACT

Emotional intelligence is seen as a vital component in daily living. It will facilitate verify however you move and react in sure things. Emotional intelligence talents, traits or competencies have become social capital in the service industry. Tourism continues to be a growing and profitable sector, therefore, workers emotional management can become a necessary competitive quality. This paper aims to illustrate the relevance of the hotel manager's emotional intelligence in connection with performance and proposes research questions and a research model. Besides science and education, emotional intelligence has gained interest in professional life. Researchers have carried out studies to find connections between emotional intelligence, leadership behaviors, individual and organizational performance. Feelings cannot be neglected and excellent leaders have already recognized the benefits of the worth of emotions, and the importance to develop and manage individuals' behavior and attitudes. Emotional intelligence endorses work performance by facilitating staff to hunt useful relationship at add general and particularly in cooperation and also enables them to control emotion to manage stress well and perform even under pressure. Empathy and self-motivation play an important role in the development of future managers for the hotel industry. Tourism plays a vital role in the Indian economy. In order to take care of growth, a rustic should attract and keep guests by providing outstanding quality service. Hotels have a major role to completely advertise a rustic and keep regular guest additionally as attract new customers. Customers demand high-service, the price for cash recreation however what's a lot of vital every one of them needs to be treated as a distinguished guest. To sense, perceive and react to guests' feelings quickly and befittingly could be a competitive advantage to all or any businesses. In hotels, as in the other segments of the industry, there's an on the spot daily client interaction which needs physical and verbal alertness. Being Associate in nursing emotional work building workers' mental and emotional talents square measure equally vital for wonderful performance results.

**Keywords:** Empathy, Emotional Intelligence, Stress Management.

### INTRODUCTION

Emotional intelligence plays a vital role in the domain of psychology and is also expanding its influence to job and workplace in the global hospitality world. With the advancement of technology,

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privatization and globalization of Indian market is open to more tourist inflow around the year. In order to face the high inflow and retain the guest the managers, the job is highly stressful and demanding than ever before and the tasks cannot be simply accomplished separately or by operating with others in fastened or routine ways that. The jobs of managers in the hospitality industry need understanding, communicating and empathizing with the other members working in the organizations. Hence the focus of the organization has shifted towards understanding as well as developing the behavior of the employees so that they can really prove to be an asset for the organization. The challenges even get diversified when the managers face different work cultures from the international environment. Hence the Emotional Intelligence plays a vital role in the development of a manager in the hospitality industry. (Sheila A. Scott- Halsell, Shane C. Blum & Lynn H, cited in 2016, p.13)

Emotional intelligence endorses work performance by facilitating employee to seek beneficial relationship at work in general and especially in teamwork and also enables them to control emotion to manage stress well and perform even under pressure. In hotels, as in any other segments of the service industry, there is a direct daily customer interaction which requires physical and verbal alertness in the day to day activity. Being in emotional workplace workers mental and emotional abilities are equally important for excellent performance results. Managers or executives being intermediates between owners or general managers and subordinates or lower level staffs play essential roles (Carmeli, A cited in 2003). Besides operational and strategic duties such as communicating the directors or general managers vision to the subordinates and the workers feedback to the directors and handling behavioral, psychological and emotional phenomena. Managers with high Emotional intelligence can deal with these situations especially if it is coupled with long work hours, unpredictable weekend and holiday work schedule. Hospitality as a service industry has different segments and in the hotel segment, the managers are responsible for the sections such as front office, housekeeping, food and beverage, production, finance, human resource, sales, and marketing etc (Goleman D cited in 1995). A subtle harmony, a smooth operational work and excellent relationship between the sections result in the excellent outcome. The engine of this can be the section managers whose emotional intelligence levels, not just the sections but the whole hotel performance depends. Emotional intelligence is how individuals relate and react to the world around them. To be able and successful managers must know their strengths, weaknesses, and limitations. They must be adaptable, conscientious, persuasive, collaborative, high performing, and possess the ability to see things from others' perspectives. Leaders who possess high levels of Emotional intelligence are able to communicate vision and enthusiasm effectively. They are able to minimize unnecessary conflict while empathizing with subordinates and guests they can also accurately assess their own and others' emotions in an effort to choose the best methods to each to maximize results and satisfy the parties concerned. Emotional intelligence equips an employee to get in-depth knowledge and clarity about a particular situation. Emotions are an inseparable part of the organizational life (Varca P.E, cited in 2004).

Employees equipped with EQ skills do not require high job control, as they are self-motivated to work for the organization. Emotional intelligence helps in the regulation of the stress level of the employees which helps in coping with the demands and pressure of the work. An emotionally intelligent employee makes each and every effort to create an environment of mutual trust and understanding where employees can work in a cooperative and effective manner. Leaders' possessing Emotional quotient skills helps in enhancing the creativity level of employees besides giving them due to recognition for their work. Thus, emotional intelligence helps in building a climate

of trust, loyalty, co-operation where employees feel motivated to work for the accomplishment of group objectives. Emotional intelligence abilities, traits or competencies have become social capital in the service industry. Tourism continues to be a growing and profitable sector so employees' emotional management can become a vital competitive quality. This paper aims to illustrate the relevance of hotel managers' emotional intelligence in connection with performance and research questions (Goleman, Boyatzis, 2008)

### **OBJECTIVES OF THE STUDY**

1. To make viable recommendations for the best use of emotional intelligence techniques for the overall development and betterment of the organizations.
2. The present study is to measure the relevance of emotional intelligence competencies in manager's self-motivation and their potential to motivate others and examining their independent and joint influence on the effectiveness of the organization.
3. To identify the factors which lead to the organization's performance
4. To study the relationship and impact of Emotional Intelligence of managers on work attitudes, work behavior, and work outcomes.

### **METHODOLOGY**

#### **Sample**

The population of interest for the study was hospitality industry professionals in 5-star hotels at supervisory levels of management in Chennai. The professionals were identified through human resource contacts with specific hotels, online databases of hospitality professional organizations and internet searches of hospitality companies. The sample was limited to professionals who volunteered to participate after the receiving the questionnaire. A total of 50 emails were sent to hotel H.R. managers, Training managers and individuals requesting participation.

#### **Data Collection**

Data was collected over a month period (November 2018). An introductory letter was provided to the human resources departments to 5-star hotels by email, stating the purpose of the study and including a request for their participation. The human resources departments were asked to include managers from all segments and classifications in their organizations. Hospitality professionals were also contacted by phone.

#### **Instrument**

A questionnaire was requested to be answered by the hoteliers regarding their perception, thoughts, and opinion on Emotional Intelligence.

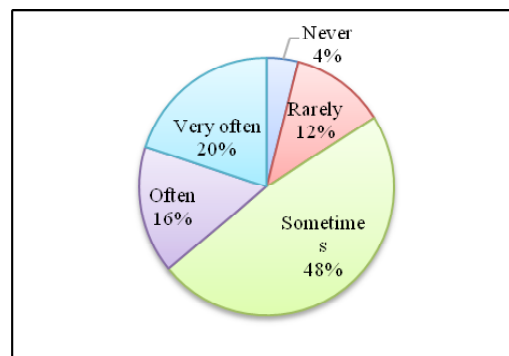
### **REVIEW OF LITERATURE**

Kets DE Vries and Miller (1984) illustrated that structure success and failure will be determined by the emotional tone set by the manager or probable leader of a firm. Structure leaders or managers with a high level of Emotional Intelligence could influence the link in work setting that successively affects the cluster and individual Emotional Intelligence and structure commitment. (Morey Editions, 2017).

Junk, H.Y. Mokopo (2010) conducted a study to grasp the results of Emotional Intelligence on job outcomes, examine the impacts of Emotional Intelligence on employee-related variables like job satisfaction, structure commitment, structure performance, and turnover intention and establish the abstract framework underlying Emotional Intelligence among food service managers. The four Emotional Intelligence dimensions related to considerably with age. The correlation between the four Emotional Intelligence factors was important with job satisfaction, structure commitment, structure performance, and turnover intention. (Komlosi, 2001)

Nikolaou. I. and Tsaousis, I. (2002) explored the link between Emotional intelligence and sources of activity-stress and outcomes and structure commitment to a sample of pros in psychological state establishments. The results showed a correlation between Emotional Intelligence and stress at work, indicating that prime scores in overall Emotional Intelligence suffered less stress associated with the activity setting. (EmliTatthi, 2016)

Velmurugan, V. and Zafar, M.S. (2010) conducted a study to explore the influence of demographic factors of executives operating within the welcome trade and their Emotional intelligence on structure commitment at Trichy city, Tamilnadu. results implicit that there was a positive and important correlation between demographic factors and Emotional Intelligence on structure commitment. This study suggests the welcome trade establish appropriate operating conditions so as to boost the structure commitment among the executives. (Ali Mamhoori)

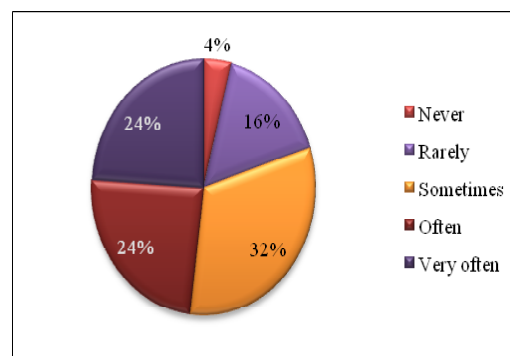


**Chart 1: Handling Oneself During Frustration**

careful examination of the abstract or theoretical dimension of leadership emotional intelligence, motivation and structure effectiveness constructs indicate that the chosen ideas are comparatively broader in nature. Over the decades, they have emerged as few of the foremost complicated and disputed problems in academe and management. Varied models and theoretical approaches are developed by varied researchers to grasp and assess these ideas. (Scott Halsell, Sheila, Huffman, 2018)

## DATA ANALYSIS

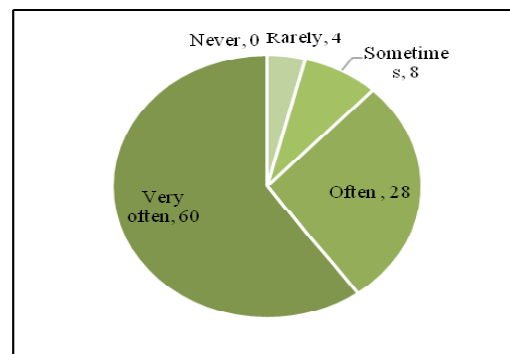
To find out the role of Emotional Intelligence in developing future managers for the Hospitality industry. Online-questionnaire was sent to the Human resource managers, Learning and development managers and department heads of major hotels in Chennai. Due to the limitation to tamper the brand image, the respondents wanted to hold the anonymity. The responses was collected from 25 managers and few of the responses are mentioned below based on the questionnaire sent to the managers



**Chart 2: Understand the Other Person's Emotion**

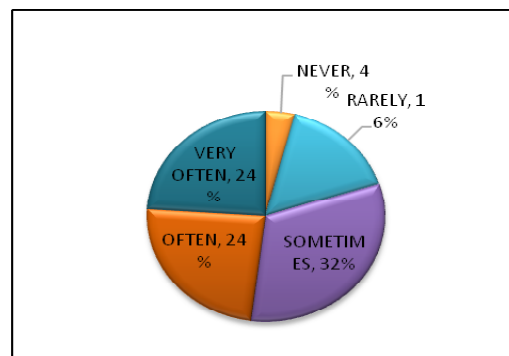
The respondents were asked if they knew how to calm themselves down when they are frustrated and among 25 respondents, 48% said they did calm at sometimes, 20% say very often, 16% say often, 12% says rarely and 4% says never (Chart 1). The managers were able to control their emotions and were ready to handle the situations.

The second scenario was if the managers are able to empathize and read the other or opposite person's emotions. 60% of the respondents says sometimes, 16% say often, 12% say rarely, 8% say very often and the rest says never (Chart 2). It is observed that managers were finding difficult to read other peoples mind.

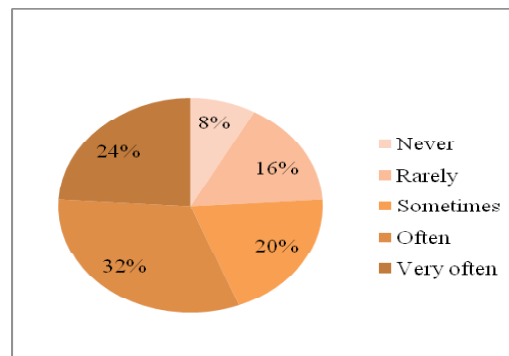


**Chart 3: Use of Active Listening Skills**

The manager were asked if they use active listening skills when people speak to them particularly the sub ordinates and colleagues about day to day operational and functional issues in the business. The majority of the managers about 60% use active listening whereas, 28% use often, 8% use sometimes and 4% use rarely and they are no respondents says never. It was found that most of the managers were very keen in listening to their subordinates (Chart 3) The managers were asked if the emotional intelligence vary according to the type of organization and Chart 4: Dependency on the organization practices. The majority of managers say sometimes i.e. 32% and often i.e. 24%. The rest say that it very often depends on the organization i.e. 24%, 16% says rarely and 4% say never. The managers felt that the organizational practices play a major role on their Emotional intelligence (Chart 4).



**Chart 4: Dependency on the organization**



**Chart 5: Empathizing the Situation**

The handling of grievances by empathizing the situation from the other person's point of view were analyzed from the manager's point of view and was found to that the majority of the managers empathize often sums upto 32% and 24% very often. The rest of the managers empathize sometimes i.e. 20%, about 16% empathize rarely and the rest never empathize the situation. It is observed in the patter that most of the managers try to analyze the grievance before coming to a solution of upto 76 % of the managers.

## RESULTS AND FINDINGS

The major findings from the research are that the managers are well aware of their staffs and increased competitive awareness and uncertainties have led to a drastic change in the working of the organizations. In order to compete in the market, organizations are required to adopt competitive strategies, models etc. to survive in the market or to gain a competitive edge. Hence, employees are required to be well equipped with Emotional Quotient skills in order to get success in their life and work. Promoting the culture of employees' participation and engagement proves to be successful in the long run. Earlier, it was a common belief that an employee is supposed to leave his/ her emotions at the door when they enter an organization. Thus, considering the emotional aspect of employees was given the least consideration. But nowadays, employees take their emotions, feelings to their work which has increased the importance of considering and managing their emotions so that they will prove to be productive to the organization. If the emotions are misaligned then it will lead to indecisiveness, bullying and unnecessary conflict in the workplace lead to chaos. Emotional stress leads to sleeplessness, sickness, and burnout

which negatively affect the productivity and efficiency of the employees. Hence, emotional competence helps employees in getting a competitive edge and maintaining a healthy work-life balance. Emotional intelligence helps in determining the potential for learning self-awareness, motivation, self-regulation, empathy, and adeptness in relationships. Employees high in EQ are healthier, happier and more successful in their relationships as they are better able to strike balance between emotions and reasons.

## **CONCLUSION**

Without Emotional intelligence, a frontrunner won't be able to influence and encourage others effectively. With changes and advancement in our international economy, managers are struggling to provide results. The managers with high Emotional intelligence competencies seem to supply their organizations with a correct operating atmosphere. Therefore, Emotional intelligence skills not solely facilitate the leaders to retort fitly to difficult things and build the correct selections, however additionally establish a robust relationship with others so as to secure their cooperation and support. Because of gift Emotional intelligence competencies of leaders considerably influence structure effectiveness. Structure effectiveness will be increased by developing the niche Emotional intelligence competencies among leaders that are essential for the welcome sector. Leaders Emotional intelligence influences Capability and possession at a better level whereas Trust and motivation at a lower level. Emotional Intelligence competencies like Coach and mentor, Conflict management, Influence, and cooperation absolutely increase overall structure effectiveness of the welcome industry; whereas, structure awareness and sacred leadership, Empathy, and Emotional awareness are the areas of structure concern as they negatively influence the structure effectiveness. Leader's motivation may be an important predictor of overall structure effectiveness. Leaders motivating others are that the extremely influencing issue for increasing overall structure effectiveness whereas the leader's self-motivation appears to be effective only if in addition to leader's motivating others. Leader's emotional intelligence, self-motivation, and team motivation absolutely increase structure effectiveness. Especially in welcome, we tend to get thus held within the task, we tend to don't continually see the person. By understanding what emotional intelligence suggests that you'll be able to hear the meaning behind what individuals are expressions Listening is a section we tend to struggle among the welcome trade. We facilitate folks acknowledge that it's not almost about the words popping out of someone's mouth. The words are simply 7 % and also the remainder of the message is outlined by all the opposite stuff – visual communication. Emotional intelligence helps you to grasp what's meant and the way to figure thereupon.

Leaders who are emotionally intelligent always foster safe working environments, where employees feel comfortable to take calculated risks and to voice their opinions which in turn will help in the organization to achieve its goals. Leaders with high Emotional Intelligence always acts as a leverage for the organizations and its goals, if the managers are aware of how others will react emotionally to changes they can anticipate this and plan the most appropriate ways to introduce and carry out the change. The managers who are emotionally intelligent don't take things personally and are able to move ahead with their objectives and plans without worrying about their impact on their egos.

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## Digitalisation to Automation: Changing Trends and Concepts in Hospitality

*Sangheetha. P\* & Jitendra Das\*\**

### ABSTRACT

The hospitality industry undoubtedly is an evergreen industry and a reliable source of revenue in most of the countries. The technology in the industry varies with the changing customer expectations and innovative ideas by the industry experts. Now a days guests are keener towards new experiences and the level of comfort offered by the hotel. Speaking about the future it will be the technology of automation which will rise up in the upcoming decade. Already there are hotels coming up with the automation technology in countries like China, Japan, USA and other developed countries. This study primarily aims to find the emerging trends, the new innovations proposed so far in the hospitality industry and figure out its practical applicability in the future. The new theoretical concepts proposed are taken into study and the success of implementation on those concepts as well as their limitations, practical difficulties are discussed in this paper. The study employed secondary data from various books, journals, opinions of the industry experts and articles published related to the topic to have a clear idea.

**Keywords:** Future Hotel Concepts, Automation, Degree of Effectiveness, New Innovations, Practical Limitations.

### INTRODUCTION

The landscape of tourism, hospitality sector, travel, and event management has gone through significant changes in the recent few decades. Tourism, the most preferred way of leisure and entertainment now a days, is spreading its wings across the world and has come up with diversifying forms such as space, ice, medicinal, leisure, business tourism and so on. Sustainable tourism development aims in creating a positive impact on the environment. Tourism with its economic benefits allows people to explore new places, gain new experiences, and enjoy nature. Now, technology has started playing a major role in the industry recently with the influence of automation. The Hotel industry is best known for its hospitality services offered around the globe. New innovations and upcoming trends are coming up to attract the guests with the rise of competition in the industry. In the beginning of 20<sup>th</sup> century, the industry started blooming with the concept of digitalisation that is use of computers, Property management system, centralised reservation

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system, and global distribution system. Now with further advancement comes the concept of robots, Artificial Intelligence, and automated services.

### OBJECTIVE

The main objective of the study is to analyse the evolution of the technology and analyse its future implementation.

- To know the role of arising technology in hospitality sector
- To study impact of the technology in the field
- To analyze its practical limitations and challenges faced on implementation

### RESEARCH METHODOLOGY

The study analyses the evolution of automation in different angles to spot the benefits as well as challenges. This is a research paper with mixed methodology. The study involves analysis of the concepts and its description based on the data collected. The study is based on both primary and secondary data collected from various sources.

#### Primary Data

- Direct data collection from various industry experts

#### Tools Used

- Structured Questionnaire was prepared and survey was taken

#### Secondary Data

- Data collection from various articles, magazines and internet

#### Sample Unit

Responses and samples are taken from various department heads of the hotels in Chennai and other hoteliers working with star hotels and retail companies related to hospitality industry.

**Sample size:** 29

### REVIEW OF LITERATURE

In the industrial age, science fiction books around 1800s, and street plays in the early 1900s deployed the base for the modern concept of robots. Later in 1921, the Czech Karel Čapek's play Rossum's Universal Robots coined the term 'robot'. Over three decades ago, Andrew challenged hospitality academics to consider robotics in their classes (Charles Hofacker, 2017, p. 105).

Burrus says that *“the ultra-intelligent agent is coming to us fast is the screen-less smartphone”* (CarikeLoretz, 2017).

Scientists say that “The intelligent Web” will exist between the years 2020 and 2030 and some believe it will be as intelligent as the human brain (Digital evolution, 2018).

Speaking with reference to hotel industry by 2030 we can see the hotels coming up with automation technologies and hotels without working employees. Human Robot Interaction is a discrete problem as stated by author Isaac Asimov, (Asimov, 1941) in his novel I, Robot. He states the Three

Laws of Robotics as,

1. A robot may not injure a human being or through inaction, allow a human being to come to harm.
2. A robot must obey any orders given to it by human beings, except where such orders would conflict with the First Law.
3. A robot must protect its own existence as long as such protection does not conflict with the First or Second Law.

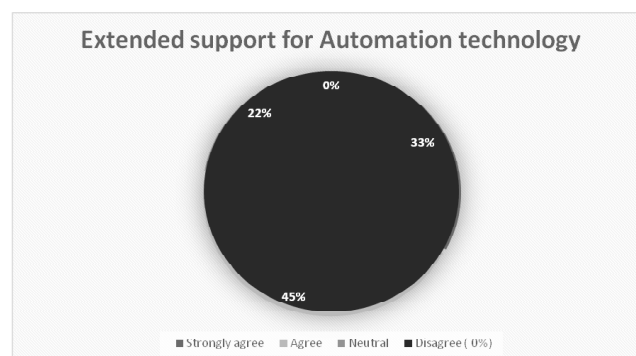
A study was conducted in 2017, not less than 60% of the respondents said that they will be comfortable being attended by a robot at a hotel (Verma, 2018). This is because of lack of human touch, interactions, emotions and situation handling. This challenge can also be fixed by the trending concepts coming up with the technology of imparting emotional intelligence in robots which will enable them to interact with guests and handle people. The limitation which is slowing down the process of automation can also be fixed by the technology.

## DATA ANALYSIS AND DISCUSSIONS

The data analysis and the discussions are based on the survey of hoteliers from different departments like the Food production, Housekeeping, Food & Beverage service, and front office. The responses from the questionnaire are interpreted and discussed below.

### Extended support for the automation by the industry experts:

With the evolution of automation technology, though it is costly and difficult to implement, it is observed that 90% of the people support this technology coming up in the industry.



**Figure 1: Extended Support for the Automation by the Industry Experts**

### Positive Promotions Achievable with the Automation Technology

Implementation of a new strategy with technology will always promote business. A survey was taken based on the view of the management on the automation technology. The reasons are, it promotes business, technology development, and less manual work.

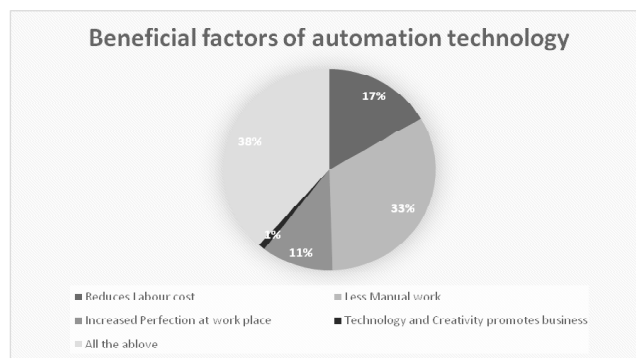
### Benefits of Automation

**Reduces labour cost:** Use of machines instead of humans reduces the labour cost in the company in the long run. The Wages, employee salary, accommodation, and other fringe benefits are reduced which in turn is a profit to the organisation.

**Less manual work:** In hotel operations, there are some heavy duty works performed by the staffs such as pot wash, lifting heavy objects, and other cleaning works.

**Increased perfection in work:** “Machines are more perfect than humans” says the modern era of development. Thus machines work faster, more perfect and with increased efficiency in work.

**Technology and creativity promote business:** In reference to the arising competition in the market at recent times, it becomes necessary for a new concept, creativity and a piece of technology to attract people for business. For example, a robot theme restaurant was opened in Semmencheri (a place in Chennai). There are many new restaurants coming up in Chennai but this particular restaurant attracted customers and was mostly spoken amongst the local people due to its unique service of food done by the robots. Thus to withstand the competition in the market, a new innovation or creativity becomes necessary to mesmerize people for promoting the business.



**Figure 2: Positive Promotions Achievable with the Automation Technology**

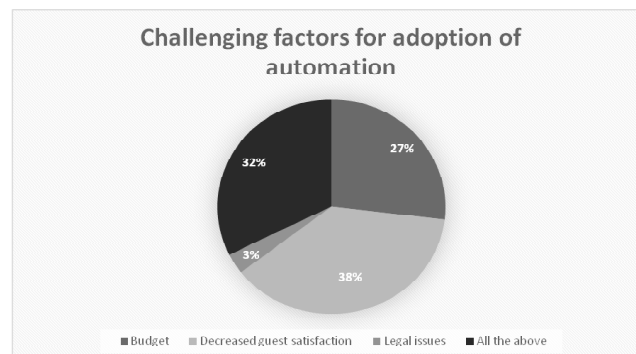
### Challenges Faced in Implementing Automation

There are three main factors which affect the practical implementation of the arising technology.

**Budget:** Automated systems and usage of robots in the hotel industry instead of humans will require a lot of capital investment at the initial stage. Thus some hotels might see this factor as a state of risk in investing such a large amount of money in a technology and if the systems fail, they might face a huge sum of money loss.

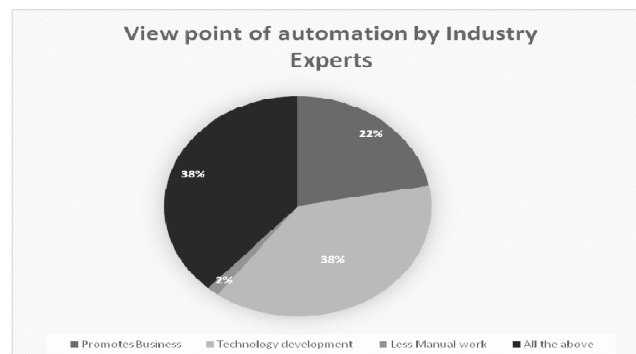
**Decreased guest satisfaction:** One of the essential skills required for working in a hotel is communication and interaction skills. Thus guest handling, situation tackling, interaction forms the basic bond between the guest and the hotel. But with the concept of automation, the interaction goes invisible. Since the main aim of the hotel is to attain guest satisfaction, there is a disturbance factor faced in the implementation of this technology.

**Legal issues:** Consider an example where a new upcoming restaurant has the idea of utilisation of robots for handling service departments. The management can't get all the robots and operating parts manufactured in Chennai. They have to import it from the developed countries. Thus, in this phase arises the legal issues of bringing robots into the site. Thus the government norms and acts also play a major role in the implementation.



**Figure 3: Challenges Faced in Implementing Automation**

**Impact of technology on hotel profit:** Most of the respondents have agreed that automation concept on its implementation will increase the hotel's profit and business.



**Figure 4: Impact of Technology on Hotel Profit**

**Human-robot interaction:** Human robot interaction is the level of communication between human and the machine/robot. Human Robot Interaction research on the acceptance of personal service robots, the robot category with social interaction, shows mixed and complex relationships with socio-demographics such as age, gender and education. (Charles Hofacker, 2017, p. 107).

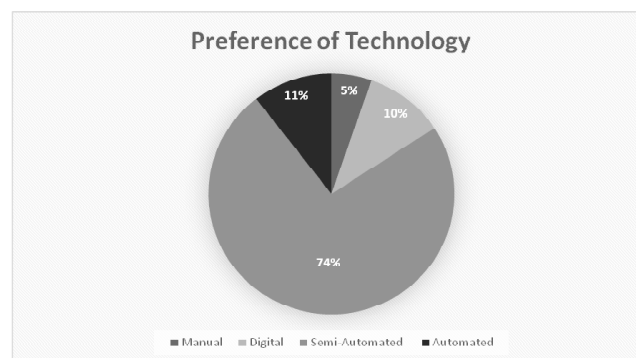
**Guest experience vs. automation:** Guest experience and guest satisfaction has a wide range of differences. Guest satisfaction is the degree of happiness of a guest based on the service provided by the hotel and guest experience is a small element of it. Robots at utilisation can provide good facilities and experience under a normal scenario. But in case of a guest with visual or hearing impairment, an elderly guest with physical issues, and emergency situations at a hotel, a robot might fail at situation handling and immediate decision-making skills. As a human people crave emotional connections with other humans, particularly at times of high-stress situations that will lead us to deal with customer service and which turns out at customer satisfaction. This may not work properly on the employment of robots. (Sentance, 2018)

Factors on which a fully automated system with robots might fail:

- Fire at the hotel
- Bomb Threat
- Medical emergency

- Guests who speak the local language
- Visual and hearing impairment guests
- Interacting with and handling guest problems

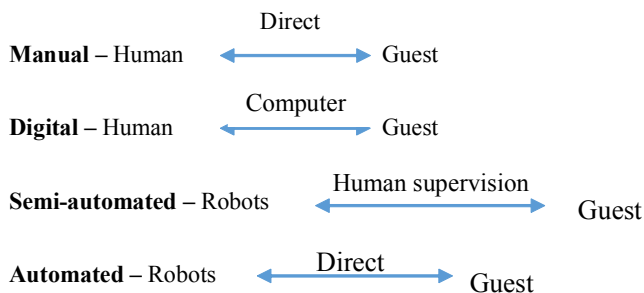
**Preference of technology in hotels:** In the past history of the hotel industry, there have been changes of technology from manual to digital and now from digital to automation. Manual is the process where everything was paper pen based records and reservations. Then came the evolution of computers which changed everything with computer based records and Property management system for the reservations and centralised reservation system for guest convenience. At present comes the use of robots for the entire replacement of human and computers in the industry.



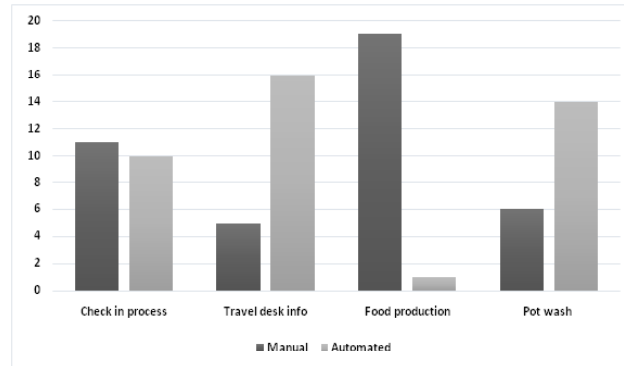
**Figure 5: Preference of Technology in Hotels**

With reference to figure 5, the response forms the industry expert's clearly state that as of now semi-automated concept is well preferred in the industry that is robots in service on the monitoring of managers and supervisors. The hotel and restaurant industry needs to take a proactive stance in the implementation of technological advancements, while continually striving to build levels of service quality and guest loyalty (Magnini, Honeycutt, & Hodge, 2003). In the future fully automated systems will be preferred in the hotels but as of now the industry is at the initial stage of automation concept development. Thus at this early stage robots on the supervision of humans will pave the way for betterment. Observation should be made on the challenges and limitations of the technology and it should be rectified in the future. Staff less hotels can be gradually seen with the technology development in the next few decades and this will also attract travellers for a calm experience. (Micah Friedman, June 2017, p. 14).

#### Stages of development:



### Influence of Technology at Various Services Offered in the Hotel



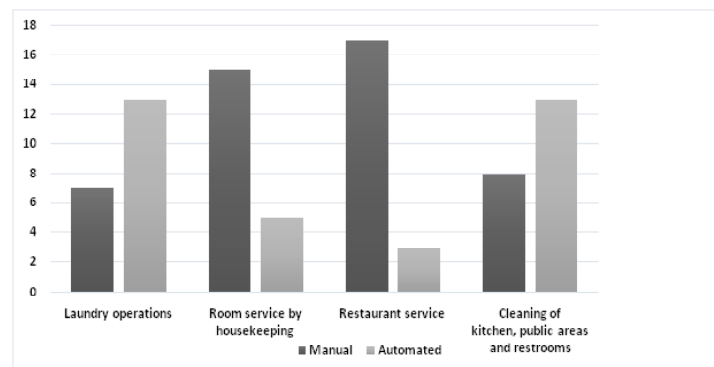
**Figure 6: Influence of Technology at Various Services Offered in the Hotel**

**Check-in process:** This process requires situation handling and proper guest interaction at the reception. This process can be automated at some business class hotels where guest expectations are very less and they have their own commitments to their job. This might not be applicable in holiday resorts and luxury hotels at the initial stages. Trained robots for interaction under control of back office personnel can be a possible solution.

**Travel desk info:** Travel desk information can be automated with tablet screens with installed applications in it provided at the office so that the guest can plan according to his work instead of a person employed for that particular job. In case of any assistance the guest can interact with online agents for further information.

**Food production:** Food production plays an important role in the hotel industry. Many restaurants, café and also in five star hotels kitchen is an important element. Preparation of food is always preferred by a chef for a perfect taste and blend of ingredients which altogether makes a delicious dish served to a guest. Automated kitchen concepts are also applicable with industries having the model for automated kitchens. Moley Robotics Kitchen (A company which has developed robotic kitchen models and has started selling automated kitchen for hotels) is the world's first automated kitchen with fully automatic system installed. A pair of completely articulated robotic hands is now designed to reproduce the entire function of human hands with the same speed, sensitivity and movement. The cooking skills and techniques of Master Chef Tim Anderson, the winner of BBC Master Chef title are being recorded on the system and then it is replayed as exact movements of him through the robotic hands (Oleynik, 2017).

**Pot wash:** Pot wash, heavy lifting and other manual work can be automated to reduce human work load at workplace. This will reduce unwanted accidents, physical stress and increase safety for employers and employees.



**Figure 7: Influence of Technology at Various Services Offered in the Hotel**

**Laundry operations:** Laundry operations include guest laundry and other linens used in guest rooms. An automated system for the whole process of laundry from washing till ironing will be of a great use and reduce of labour cost in that department. At times a human supervision is necessary for the track of counts and proper guest laundry delivery.

**Room service:** Room service is preferred being done manually since it includes direct guest interaction at rooms. In case of any query or instructions given by the guest a robot might cause confusions at work. Thus it is advisable to have a housekeeper for room service of in-house guests.

**Restaurant service:** Restaurant service is preferred personally for proper flow of service and guest satisfaction. But at times use of robots of service also attracts customers for a new experience.

**Cleaning of kitchen, public areas and restrooms:** Cleaning of kitchen and public areas involve heavy manual work. So this can be done using machines and trained automated systems on the standard operating procedures, frequency schedule, and level of sanity to be maintained.

**Recent technology development at hospitality industry seen by the hoteliers:**

- Introducing robots for service
- Room service with robot
- Robot waiters
- RFID (Radio Frequency Identification), Billing
- Tablets in rooms for the room service order
- Automated check in and check out
- Biometric authentication
- Remote Control in the room with free companion apps, it is now possible to control your room remotely through your phone or tablet to turn on the TV, browse and order for food, and so on. Concierge Apps available for both Android and iOS can now allow guests to access a range of services including booking appointments for spas, set wake up calls, ordering a taxi, etc.
- Key handling
- Systemized monitoring & control



- Smart rooms
- The concept of IP based TVs in Guestrooms. No need to have an inventory of VCD players and VCD library. Guest can just watch movies on TV on demand through the internet.

#### SWOT Analysis on digitalisation to automation:

Based on the primary and secondary data collected SWOT Analysis is prepared for the concept of hotels changing from digitalization to automation in a better manner.(Alamdari, 2017)(Craig Webster, October 2017)(Sentance, 2018)

<b>Strength</b> <ul style="list-style-type: none"> <li>• Technology development</li> <li>• Reduced labor cost</li> <li>• Increased profit</li> <li>• Improves standard</li> </ul>	<b>Weakness</b> <ul style="list-style-type: none"> <li>• High initial investment</li> <li>• System failure can cause losses</li> <li>• Licenses and government policy</li> </ul>
<b>Opportunities</b> <ul style="list-style-type: none"> <li>• Increases business</li> <li>• Attracts business</li> <li>• New innovation and creativity</li> <li>• Next era of hospitality industry</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Might affect guest satisfaction (lack of human touch)</li> <li>• Technology may not work at all the situations</li> <li>• Competitive</li> </ul>

#### CONCLUSION

Hospitality is not a single element industry. It is a mixture of accommodation, food, spa and other services offered by the hotel. This advancement in technology is always welcomed in the business. **A change of labour force will be seen** with a higher degree of automation in the field, where fewer workers will be needed such as low skilled workers, such as drivers and cleaners, will face redundancy. In the contrasting manner, there will be a superior employment of high skilled workers especially software engineers and programmers. But the technology should be developed in such a way that it reduces risks and solves other limitations and challenges faced by the hotel industry. Web developments like 5.0 which aims at imparting emotional intelligence into robots can be a solution to the problems faced by the AI (Artificial intelligence) robots should be trained for situation handling, emergencies and must be able to handle human emotions properly to connect with guests in an efficient manner. Another possible option will be the usage of semi-automated systems in the hotel that is service by robots on supervision of humans so that robots work on the directions given by the managers so that in case of an emergency they can resolve the same.

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**Section VII**  
**NEW SERVICES AND PRODUCT OFFERINGS**



## Catering to Millennial: Perceptive and Awareness of Hotels in Amritsar

*Dilraj Singh\**

### ABSTRACT

The Millennial Guest may be defined by a birth years between 1980 and 2000, which makes one third of total world hotel guest. As the hotel industry prepares for the biggest commotion in years, greater knowledge of their behaviour is essential not only to engage them as guest, but to enhance their abilities as employees to deliver better guest service. To better understand how millennial want to use technology, traits and habits of millennial guests are to be studied and accordingly the design, services, technology and amenities should be incorporated among the hotel infrastructure. Such traits influence their behaviours as tech-savvy guest. For the hospitality industry, it's a significant question that needs obvious answers.

In order to attract and cater to the millennial guest, hotels are now preparing themselves to provide services through various technological up gradations and authentic local experiences. This study will emphasise on understanding the preparedness and awareness of hotels in Amritsar in order to cater millennial guest. Understanding the millennial and their demands will help put hotels in the forefront of the industry. The result of this study is expected to help hotels to understand the millennial guest in much better perspective in terms of their demands and behaviour, so that the staff and services are re moulded according to the millennial.

**Keywords:** Millennial, Guest Demands, Traits, Demographic, Behaviours, Smart Features.

### INTRODUCTION

“Millennial, instead of a danger, are really a reflection of the society in which they grew up in, and in which all of us now live.”

Crystal Kadakia, *The Millennial Myth: Transforming Misunderstanding Into Workplace Breakthroughs*

There are two wings of “Millennial” that are often at odds with each other: Generation Y (people born between 1981-1991) and Generation Z (born between 1991-2001). Generation Y and Generation Z can be called “Millennials,” The main difference between the two is of technology. Generation Y grew-up on personal computers, cell phones, and video game systems, while Generation Z has grown up on tablets, smart phones, and apps. Yet, the common ground

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between both generations is that both have been transforming and altering communication and identity—not just in the United States but globally.....(by Rosebud)

Millennials are commonly thought of as being entitled, perhaps lazy, digital-only, living with their parents, unwilling to spend money, and upending traditional media, entertainment, and brands with their fickle preferences and taste. Journalist Larissa Faw, who writes about Millennials for *Media Post* and *Forbes*, describes the misconceptions about Millennials as stemming from poor data analysis. “The Millennial Generation,” formerly referred to as Generation Y, was a term coined by authors William Strauss and Neil Howe in their book *Generations: The History of America’s Future, 1584 to 2069* to define the children born between 1982 and 2004..... (Erin L. Cox)

Millennials has been given many different labels, including (or Generation Y generation), Generation Dot-Com, Echo Boomers, Bridgers, NeXters, NetGeneration, First Digitals, Trophy Generation and C-Generation (Ballone, 2007)

The Millennials (also known as the Millennial Generation or Generation Y) are the demographics force that follows Generation X. This group has birth years ranging from the early 1980s to the early 2000s.

## OBJECTIVES

The objectives specifically can be underlined as follows:

1. To get familiar with the awareness level of the hotels regarding millennial guest.
2. To analyse the preparedness of hotels for the millennial guest.

## REVIEW OF LITERATURE

Future of hospitality industry is being shaped by millennial guest.

### Smart Technology

User experience has never been more important for the truly connected millennial traveller, with high expectations in discovery, payments and mobile experience prior to and during their stay.

### On-Demand Generation

Smart hotel brands are integrating the right on-demand services, making them seamless for guests to access and use, whether it is quick access to prices, amenities or room service via their own branded-apps or messaging tools like WhatsApp.

### The Sharing Economy

Driven by Airbnb becoming one of the world’s largest hotel groups without having to own a single hotel, traditional hotels are increasingly having to apply Sharing Economy features to the hotel experience. These features include communities, value, trust and social connections.

### Meaningful Experiences

It has never been more important to deliver deeper experiences to travellers by focus on inspiration, personalisation and local experiences.

### Hotel Design

Hotel design is being transformed to cater for the millennial traveller through the evolution of lobby design, common social spaces and the more efficient use of space in hotel rooms.

### Price Sensitive

Let's face it, even though millennials require all these additional features from their hotels, they are still price sensitive, wanting more for less. The future of hotels will likely see the unbundling of hotel amenities, as the airline industry has successfully done in the last few decades.

From boutique hotels to large hotel groups, the millennial traveller is most certainly redefining the hospitality industry's definition of a hotel..... (Rupa Ganatra)

Millennials are regarded as the techno generation; this is because technologies such as personal computers, cell phones and social media have significantly shaped the way this generation interrelates with others and with information. These technological developments have also impacted on their perspectives, attitudes and visions for the future.... (Nimon, 2007)

### TRANSLATION FOR THE HOSPITALITY INDUSTRY

Bottom line: If you want to communicate with these folks – and you do –you need to go where they are: on mobile devices and social media. Don't see. Mobile marketing tactics such as SMS texting programs allow you to interact with your customers in a way that will actually get their attention.

You also can't ignore their need to give and receive feedback. After all, it takes only one negative review to cast a shadow of doubt on your establishment.

Businesses in the hospitality industry can avoid negative reviews by keeping a close – and by close, we mean real-time – watch on service and identifying and resolving issues on the spot, before a customer even walks out the door. Technology such as digital survey tablets is a proven way to gather instant feedback in a technological package Millennials already love. Restaurant or hotel employees can customize survey questions to target each aspect of the customer experience.

Tablet software can alert a manager if anyone records a negative to correct the problem. This solution allows the patron to leave happy and the business owner to prevent similar negative experiences from happening in the future (and avoid the backlash from a nasty review)..... (LRS millennial E- book)

### OPPORTUNITIES FOR THE SCOTTISH INDUSTRY

Although most Millennials are just now beginning to develop their travel preferences, the window of opportunity to win their business – and their mindshare – is limited. Forward looking companies are taking actions now. The payoff may not be immediate, but smart, with investment that can be capitalized upon in the years to come.

- 1) **How you can capitalize on millennial:** To identify the priorities of millennial in terms of services they may need.
- 2) **Be unique but authentic:** Providing the authentic local cultural experience in terms of accommodation, food, handicrafts, dance etc.

- 3) **Bring everyone together:** Millennials prefer to interact among other guest during their stay and also like to mingle around with local people to enhance their overall experience.
- 4) **Online booking is a must:** Online booking is preferred by millennial as it gives them better understanding of local area and needs, it also somewhere initiates the bonding for the hotel.
- 5) **Accommodate to groups:** Preparedness for groups handling at all stages of the hotel stay is must for millennial guest as they prefer to travel in groups.
- 6) **Start with mobile website first:** Having a mobile friendly website by a hotel can boost interaction with guest in much better way as millennial guest are always connected online.
- 7) **Create inspiring content:** Including the traits and habits of millennial guest in the marketing strategies enables the hotels to connect with them and inspire guest to use the services of a hotel.
- 8) **Identify their deep dreams and they will be your ambassadors:** Identifying with the millennial guest aspirations and their personal content through the website can promote the hotels in much positive ways among millennial guest.
- 9) **Inspire with influencers:** sharing personals experience of previous guest through blogs and giving genuine stories about local areas inspire millennial guest in a long way.
- 10) **How to make them loyal:** Introducing the loyalty reward system specifically for millennial guest with easy to earn and redeem procedure can make guest loyal to the hotel. (Millennial travelers topic paper Jan 2017)

## A GUIDE TO WINNING THE MILLENNIAL CUSTOMER

**Responding to millennials expectations’** :- Millennial today have a short attention span with a constant need to connect online. The rising affinity towards mobile wallets and digital platforms has become an ideal marketing medium to target millennial consumers.

**Understanding how the millennial needs:-** the foremost reason to choose one brand over the other is based on perception and experience. In this regard, millennial are no different their interactions and experience with the brand heavily contribute to the decision making process. This new demographic who are driven by factors such as quick service and delivery, peer reviews and strong brand voice.

**Standing out amongst competition:-** CEOs who want to win over the millennial consumer must design their strategies in a manner that covers the key elements of convenience, flexibility and personalisation. (Write up in ht career guide by Unmesh Pawar is partner and head, people, performance and culture, KPMG in India on September 13<sup>th</sup> 2018)

## RESEARCH METHODOLOGY

The writing content of this research paper involves two distinct types of data collection: primary data and secondary data.

As secondary research, the write ups, blogs and website related to hospitality industry were mainly used to determine what the already recognized characteristics of the millennial generation are, and the trends that are emerging with this generation’s guests, as regards the hotel industry.

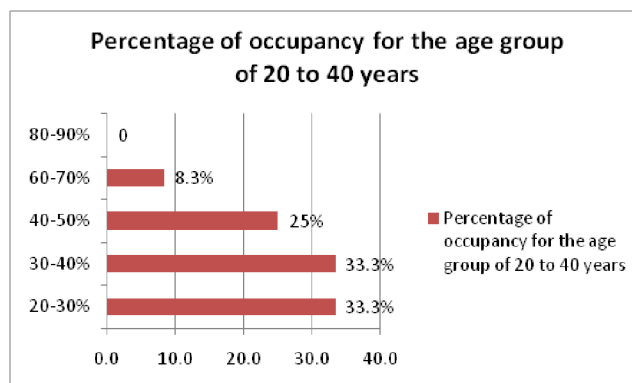


As primary research, a survey was conducted through well designed questionnaire filled by the managers from 12 distinct hotels in Amritsar, to assess if there is preparedness and Consensual agreement regarding the trends that are arising in the hotel industry; and to Understand how they are adapting or planning to adapt their hotels in order to address the millennial generation's requirements

## DATA ANALYSIS

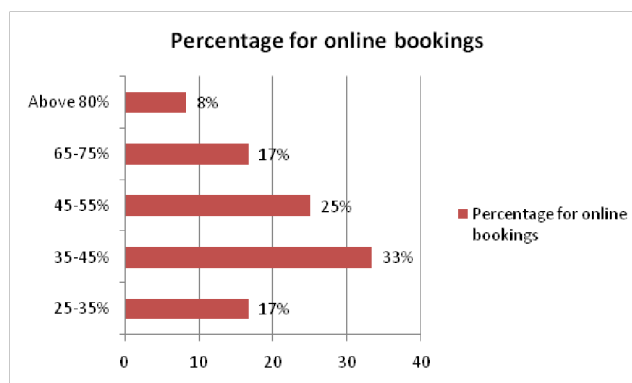
### 1. Percentage of occupancy for the age group 20 to 40 years in respondent hotels.

Options	Percentage	Response
20-30%	33.3%	4
30-40%	33.3%	4
40-50%	25%	3
60-70%	8.3%	1
80-90%	0%	0



### 2. Please tick the approximate percentage range of bookings received through online resources.

Options	Percentage	Response
25-35%	17%	2
35-45%	33%	4
45-55%	25%	3
65-75%	17%	2
Above 80%	8%	1

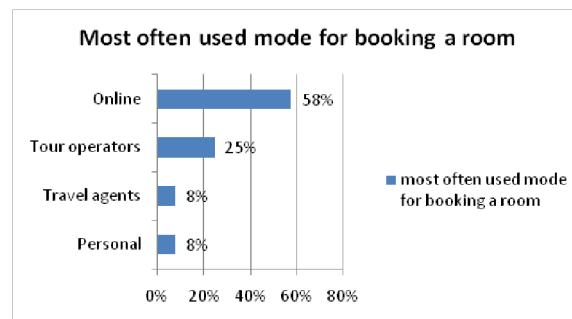


### 3. Kindly tick frequency for the major request received from the guest regarding technology usage

Request	Often	Sometimes	Rarely	Never
Connect personal device to TV/speakers	67%	17%	8%	8%
Wi-Fi improvement (availability, speed and cost)	17%	0%	58%	17%
Play games	50%	17%	33%	0%
Book external activities	25%	25%	17%	33%
Improvements to payment systems	17%	8%	42%	33%
Leave feedback on service	17%	25%	0%	58%
Information regarding menus and prices	25%	33%	17%	42%
Leave a tip through device or app	67%	8%	25%	0%
Order room service	58%	17%	8%	17%
Use device to access the room	17%	17%	25%	42%

### 4. Most often used mode for booking a room in respondent hotel?( kindly give percentage breakup)

Modes	Percentage	Response
Personal	8%	1
Travel agents	8%	1
Tour operators	25%	3
Online	58%	7



### 5. Facilities, Areas & Activities linked or being linked in respondent hotels through technology usage (you can tick more than one options)

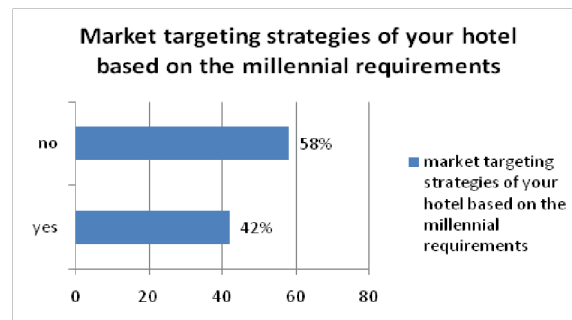
Areas/Activities	Already linked	Would be linked in future
Interact with other guests through technology	17%	83%
Download information apps about the hotel	25%	75%
Automatic alarms/wakeup call	75%	25%
Allow guests to customize their orders	42%	58%
Order food and drink at a stadium/ concert venue	8%	92%
Use interactive menu	17%	83%
Track food and drink orders	17%	83%
Watch TV/movies supplied by hotel	33%	50%
Enable guests to pre-order food	25%	75%
Access promotions/ discounts	33%	67%

**6. Please tick the levels of increase in effectiveness in your business in following area if they are linked with a use of technology, in order of 1 to 5 (1 being most effective and 5 being a No effect for your hotel)**

Areas	Most Effective	Effective	Occasionally effective	Less effective	No effect
Install new or updated hardware/software	9	3	0	0	0
Wi-Fi improvement	7	4	1	0	0
Guest feedback	8	4	0	0	0
Introduction of marketing/CRM	8	3	1	0	0
Install devices/apps for ordering	6	4	1	1	0
System for scheduling rotas/shifts	7	3	1	1	0
Promotion via social media	8	3	0	1	0
Introduction of an app	8	4	0	0	0
Updates to ordering systems	5	3	2	2	0
Check in/check out	8	4	0	0	0

**7. Market targeting strategies based on the millennial requirements in respondent hotels**

Yes	No
42	58
5	7

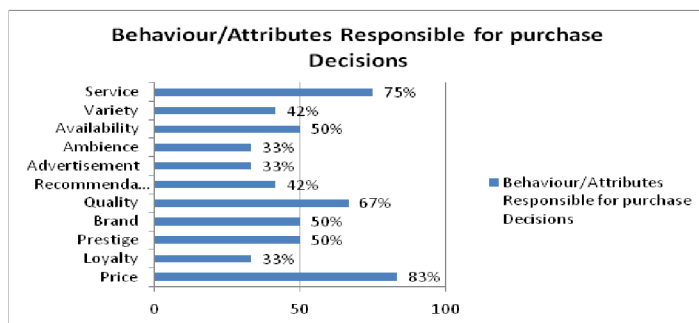


**8. If your answer to previous question is yes then which of the following points are considered in your hotel while formulating marketing strategies for millennial Guest .Please tick, in order of 1 to 5 (1 being most considered and 5 being Never considered for your hotel)**

Options	Most Considered	Considered	Occasionally Considered	Least Considered	Never Considered
Guest demands	5	0	0	0	0
Traits	4	1	0	0	0
Behaviours	5	0	0	0	0
Smart features	5	0	0	0	0

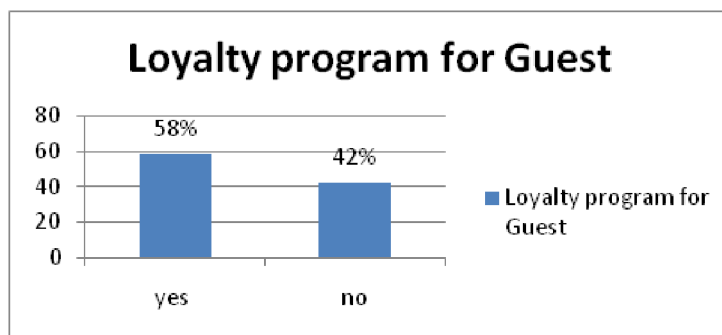
9. Please tick possible Guest behaviour/Attributes you think are Responsible for purchase decisions in your Hotel by millennial guests.

Options	Response %	Responses
Price	83	10
Loyalty	33	4
Prestige	50	6
Brand	50	6
Quality	67	8
Recommendations	42	5
Advertisement	33	4
Ambience	33	4
Availability	50	6
Variety	42	5
Service	75	9



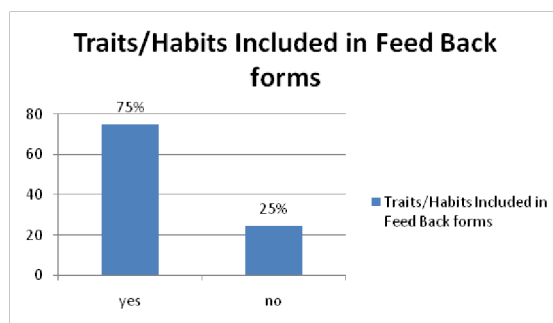
10. Guest loyalty program being offered to millennial guest by respondent hotels

Yes	No
7	5
58%	42%



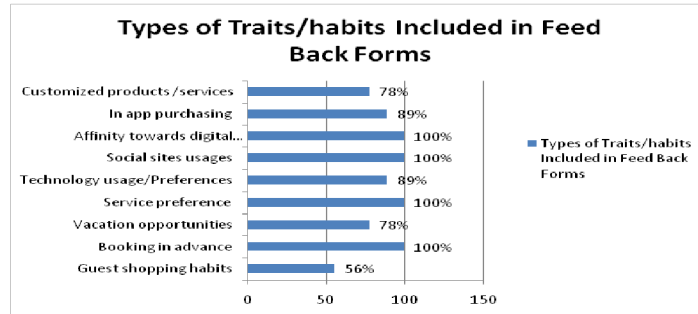
11. Hotels using feedback forms which including traits/ habits related to millennial guest

Yes	No
9	3
75%	25%



12. If your answer to previous question is yes then (please tick) which of the following traits /habits related to millennial guests are included in feedback form.

Options	Response%	Response
Guest shopping habits	56%	5
Booking in advance	100%	9
Vacation opportunities	78%	7
Service preference	100%	9
Technology usage/Preferences	89%	8
Social sites usages	100%	9
Affinity towards digital payments	100%	9
In app purchasing	89%	8
Customized products /services	78%	7



## RESEARCH FINDINGS

1. It is observed that the respondent's hotels occupancy percentage between the age Group of 20 to 40 years is coming out to be (33%) for 30% to 40 % bracket which shows there is fairly good influx of millennial guest.
2. Percentage of online booking in respondent hotels for 35% to 45% bracket is (33%) followed by next higher bracket of 45% to 55% (25 %) this data indicates that the online bookings are having intermediate level of share for bookings.
3. Frequency for technology usage request are received by the respondent hotels are found to be most for connecting personnel devices to T.V and leaving tips through devices and applications (67%) whereas using device to access the room and Wi Fi improvements and payment options are less request (17%) which shows that the respondent hotels are well aware for millennial guest.

4. Online Mode (58%) for booking rooms for the respondent hotels is found to be highest followed by tour operators(25%) which gives a clear indication that the hotels are receiving booking request which is largely used by millennial guest.
5. Facilities, Areas & Activities linked or being linked in respondent hotels through technology usage is found to be varying through hotels this shows that lot of facilities and activities are still to be linked with technology backup for example use of interactive menus and tracking food order are linked only by 17% of hotels.
6. Most effective areas which are linked with technology which increase business for respondent hotels are found to be Installation of new or updated hardware/software, guest feedback, promotion through social media and introduction of application. The response clearly shows that the willingness and awareness for millennial guest is there in hotels.
7. Surprisingly many of the respondent hotels do not have marketing strategies being based on millennial guest (58 % with negative response), there is a clear need by the hotels to start their planning with millennial guest in mind.
8. Out of those hotels which consider millennial guest while (42%) planning marketing strategies guest demands, behaviours and smart features are most considered while framing marketing strategies.
9. Guest behaviour/Attributes which are Responsible for purchase decisions according to the respondent hotels are price (83%), service (75%) and quality (67%) this information gives the insight of expectations of millennial guest from the hotels.
10. Loyalty programs for millennial guest are being followed by only (58%) of respondent hotels which again shows an average level of preparedness towards millennial guest.
11. Respondent hotels which are including traits/habits into their feedback forms are found to be 75% which shows the willingness of hotels to understand the millennial guest.
12. Traits/habits which are commonly included in feedback forms by hotels are booking in advance, services provided, social sites usages and affinity towards digital payments(all 100%) such traits have proved to be beneficial for respondent hotels in order to prepare their services according to millennial guests.

## CONCLUSION

Giving the attention towards the preparedness and awareness levels of the Amritsar hotels is the objective of this research work. In general millennial guest espouse work values and are brand oriented. Managing millennial requires a complete understanding of their habits, values and attitude by the hotel industry. The hospitality industry leaders are functioning to get inside the minds of Millennials and bridging technology to ensure Speed, sensitivity, economy and constant connection.

The research has clearly showed that awareness level is of intermediate level which needs to be increased both at strategies planning level and operational level. The responses to know the awareness level included the frequency of request for technology usage and guest feedback forms has given a clear picture of respondent hotels awareness levels. Whereas the preparedness was accessed through various responses regarding facilities being linked by hotels to technologies,

loyalty program for millennial guest, habits/traits used in feedback forms gives a insight of willingness to prepare for millennial guest

Finally, it is important to mention that hotels normally are well prepared for all kinds of guest but it is also true that targeting a market like millennial require a specific approach towards them as they play a major role in the hospitality and tourism industry. This is a savvy group that want better value when they travel and expect premium services. Their customer service demands are high and recognizing and responding to those demands will help create a stronger foothold with the hospitality industry.

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## Sleep Concierge: A Study of Services Provided to Guests for Sound Sleep in Hotels

*Ishroop Kaur Sachdev\*, Shalini Sachdeva\* & Savita\*\**

### ABSTRACT

It is a medically proven and widely known fact that all human beings require a good quality sleep to recuperate the body from the everyday stress. Poor sleep, even for few days can cause loss of concentration, lack of energy, lack of productivity and poses various health risks. However, many travelers find it difficult to slumber into a peaceful sleep even in the most luxurious of hotels with all the amenities. Many hotels worldwide are now stepping towards creating a full fledged sleep concierge which can guide the guests and provide needful assistance by various means such as special pillow/mattress menus, blackout curtains, specially designed beds, herbal teas and even lullabies. The concept is fast moving from research to practice and more and more means of promoting sleep quality are being added on to amenities provided by hotels for a comfortable stay of the guest. Four Seasons hotels, J W Marriott and Starwood are few names of luxury hotels that are already offering special services for sleep quality enhancement in their selected properties. Many other national and international hotels are also taking on the cue and developing a complete S.O.P. and menu for sleep concierge taking help from the medical experts and finding natural therapies for difficulty in sleep. Also, few hotels are providing counseling sessions of guests with sleep experts who can help them in having a good night sleep. True to the definition of 'Home away from home', hotels are now thriving to provide a sound sleep to its guests. In this study, data has been collected and analyzed as to what all measures are being taken by the hotels in providing a comfortable sleep to the guest. It also reflects the importance and training being provided to the employees to evaluate the awareness amongst them about the importance of sound sleep of guests. The primary data is collected through the questionnaires filled by employees of various high end hotels of North India. Likert scale is used to scale responses and graphical representation is used to analyze the data. The research also compares the nascent stage at which the concept of Sleep concierge is at present in India as compared to the rest of the world.

**Keywords:** Aromatic Essential Oils, Bedtime Snack, Blackout Curtains, Pillow Menu, Sleep Concierge, Sleep Hygiene, Types of Mattresses.

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## INTRODUCTION

In hotels or resorts, a *concierge* assists guests by performing various tasks such as making restaurant reservations, booking hotels, arranging for spa services, recommending night life hot spots, booking transportation (like taxi, limousines, airplanes, boats, etc.), coordinating porter service (luggage assistance etc). A sleep concierge specifically deals with providing assistance to guests who have trouble falling into a peaceful sleep. Sound sleep is as important to human being as any other body function. The long term effects of sleep loss have been associated with a wide range of deleterious health consequences including an increased risk of hypertension, diabetes, obesity, depression, heart attack and stroke. There are many sleep related psychiatric disorders as well. (Colten and Altevogt, 2006). In general an uncomfortable night sleep makes one feel tired and irritable the next day. Factors that can cause sleep problems include:

- Physical disturbances (pain from ulcers, headache)
- Medical issues (Asthma)
- Psychiatric disorder (Anxiety, life stresses, depression)
- Environmental issues (light, temperature variations)
- Other factors that can interfere with sleep are Genetics, Night shift work, Medications, Aging etc ("Causes of Sleep Problems", 2017)

Keeping this in mind many hotels are now providing a variety of services related to a sound sleep. From sleep menus to breathing exercises, hotels are going all out to make sure that the guest gets a good night's rest. Sweet dreams are truly made of these (Aleem, 2015). Keeping all the factors affecting the sound sleep, the hotels now concentrate on pleasing the five senses of the guest so that he can have a peaceful night easily. This includes:

- Touch means a cool room, the right mattress firmness and cool fabrics
- Sight denotes a sufficiently dark room and relaxing colour scheme
- Hearing points to a quiet room and the use of masking noises
- Smell indicates the need for allergy-free rooms and the use of aromas
- Taste refers to the fact that fat-rich food, caffeine and alcohol interfere with sleep, while foods such as eggs and turkey (which contain tryptophan) may help induce sleep. (Net, 2017)

One of the leading hotels providing a full fledged sleep concierge with expert medical advice for sleep to its guest is Hotel Benjamin, New York. (Nytimes.com, 2015) Now the Benjamin features several pillows, including a plush cloud pillow, a music-playing lullaby pillow and a maternity pillow, which supports the bellies of pregnant guests. But the push for a good night's sleep does not end there. Services include a menu intended to help relax the body and digestive system for late-night arrivals, blackout curtains in the rooms and a new work-down call service from the front desk in which guests can be told to start wrapping things up and hitting the sack. A trained consultant is also available to guests for custom sleep consultations. (Huffington, 2016)

## OBJECTIVES

- To list the measures being taken by the hotels in providing comfortable sleep to the guest in the five star hotels in Northern India.

- To identify the emphasis given by hotels for training its employees towards the concept of sleep concierge.
- To compare the measures already being taken by hotels in Northern India with those of prominent hotels in other countries recognized for making an effort to create sleep concierge of their guests.

## METHODOLOGY

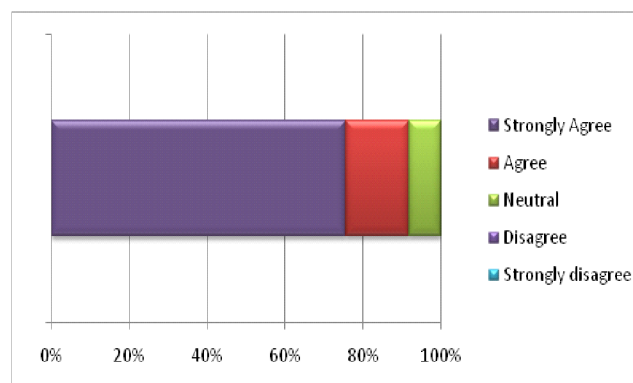
This study adopted a quantitative and qualitative research design. A semi-structured questionnaire was developed based on an extensive review of literature. The questionnaire consisted of details of name, organization and position of the employees filling the questionnaire. It consisted of 18 questions which were aimed at gathering information meeting the objectives of the research paper. Statistical analysis was done using Likert Scale and graphical representations.

This study was done through questionnaires filled by supervisory / management level employees of various high end hotels in North India. Random Sampling method was followed to get the questionnaire filled. The questionnaires were completed within 3 months. Altogether 50 questionnaires were distributed and 36 were collected, representing a response rate of 72%. A total of 36 usable questionnaires were obtained by simple random sampling in Jammu, New Delhi and NCR, Jaipur, Udaipur and Chandigarh.

## RESULTS AND DISCUSSION

The research represents qualitative and quantitative findings and the results are analyzed below:

- 1.

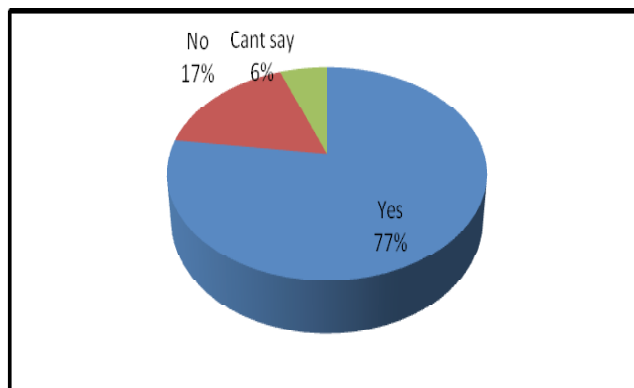


**Figure 1: Importance of sound sleep for guests**

77.8% hoteliers strongly agreed that guest comfort during sleep is extremely important while another 13.8% agreed to the fact. Another 8.4% hoteliers remained neutral. However, no one disagreed. Thus, this study clearly states that hoteliers agree that a sound sleep is very important for the guests.

It has been rightly said by the great Dalai Lama that “Sleep is the best meditation.” Sleep induces calmness and composure of the entire mind and body. If proper sleep is not taken it can lead to various health problems like depression, obesity, high blood pressure and even more. (Colten and Altevogt, 2006) This fact is also proven scientifically. Therefore, many hotels are now realizing this importance of guest sleep as we can see in the graph above.

2.

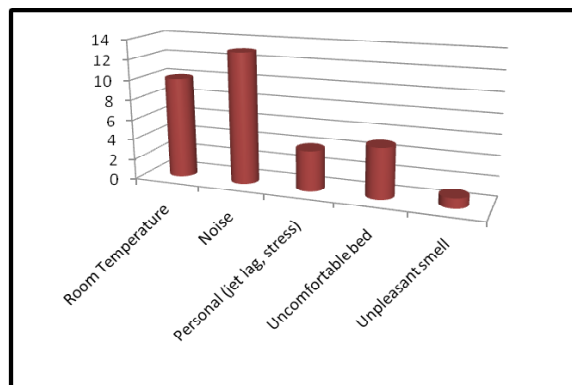


**Figure 2: Complaints Received From Guest Regarding Disturbed Sleep**

77% of hoteliers agreed that they have received guest complaints regarding disturbed sleep in the hotel while 17% affirmatively reply that no such complaints have surfaced. At the same time 6% of the employees were unsure whether any such complaints have arisen in the past or not. This clearly indicates that disturbance in sleep is one of the major causes of guest complaints. No matter how superior a hotel is, it is important to realize that a guest who is tired after travelling needs a peaceful sleep. If it is not happening, the guest might end up grumpy in the morning and complaint of anything and everything being unsuitable. For a hotel, the worst scenario would be if the guest does not complain directly but instead gives an average or bad review online or by word of mouth. Fifty-five percent of travelers said they look for reviews that specifically address sleep quality in a TripAdvisor survey and a good night's rest impacts everyone. Although one can't cater to everyone's sleeping quirks, all hotels can work toward providing a restful stay. (Pokora, 2018)

This clearly shows that guest's special wants for a sound sleep need to be catered to specifically to make their experience a memorable one. Moreover, every individual has specific needs which are different from the other. Hence, is the requirement for sleep concierge services in the hotel.

3.



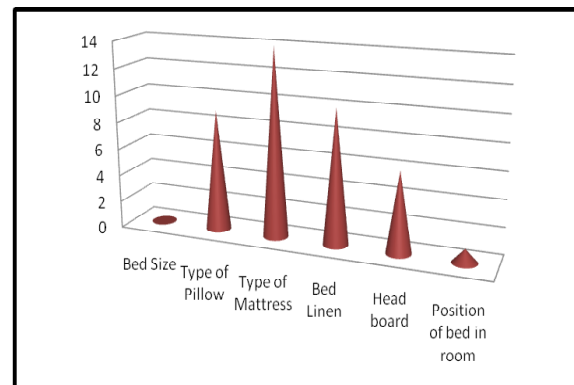
**Figure 3: Major reasons for disturbed sleep of guests**

Major reason for disturbed sleep for guests was noise. Two of the hotels specifically indicated that the noise is mostly from outdoor banquet halls. Room temperature was another area affecting comfortable sleep. 13.9% guests cited jet lag or stress as the reason to not be able to slumber in a peaceful sleep while another 16.7% cited uncomfortable bed as the reason. 5.5% complained of unpleasant odour in the room.

One of the most common problems that people encounter is when the neighbours in adjacent rooms are noisy or the room is near elevator or pantry. The noise could be from heavy snoring, guest in neighbouring room who are up till late night, loud music or T.V. or returning from a night out and talking noisily. The other situation is when the guest room is above or next to the hotel's bar or banquet hall. The noise from these places too can be a problem (Hodson, 2018). Thus, noise is the major cause of disturbed sleep in hotels. Apart from it appropriate room temperature also disturbs sound sleep of the guests to a large extent.

Not surprisingly, the complaints about room temperature vary widely from guest to guest but the most reported ones involve room temperature at check-in and ability to adjust heating/cooling settings. At 3:00 P.M. on a hot, humid summer day, nobody wants to step into their room for the first time to find the air-conditioning turned off and the room stuffy and warm. This is not only uncomfortable for the guest, but it gives the impression that hotel management is too cheap to keep the room cool between guests or can't be bothered to properly prepare it for incoming guests. Furthermore, guests want the ability to control their heating and cooling settings. ("Hotel Guests' Most Common Complaints", 2018)

4.

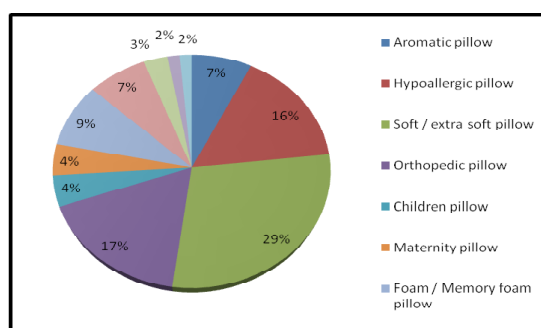


**Figure 4: Causes for an Uncomfortable Bed**

35 % hoteliers expressed that an uncomfortable mattress the cause of uncomfortable bed. 25 % cited bed linen and 22% cited type of pillow as the next major reasons for an uncomfortable feeling on bed for the guest. 15 % of hoteliers cited that the design and make of bed headboards influence the comfort of guest on bed. While 3% cited that some guests complained regarding position of bed in room as cause of a disturbed sleep. However, none of the hoteliers reported that bed size was found uncomfortable by the guest. The research shows that a major reason for uncomfortable bed was unsuitable mattress.

Despite the mattress being one major cause of disturbed sleep for guest, only 54.5% hotels offer a choice of mattress while in 40.9% hotels the guest does not have a choice of mattress. 4.6% hotels registered no response for the availability of choice of mattress. The hotels invest a lot of money as capital investment in placing mattresses in the rooms. There is a huge variety of mattresses that are renowned internationally and also boast of being most comfortable. Some hotels also enable purchase of the mattresses in their hotel beds (Springer, 2018). Despite the capital investment and care from hotels, if the guest is not comfortable in the bed due to mattress (may be too soft or too hard), the hotel must work upon ways to offer solution in the form of an alternate mattress to suit individual guest requirement better.

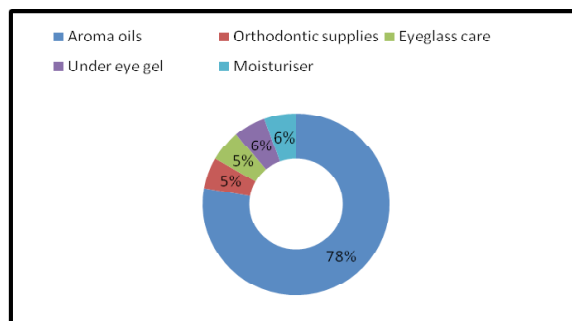
5.



**Figure 5: Variety of Pillows Available in Pillow Menus**

95.45% hotels participating in the study are providing a pillow menu to the guest while 4.55% hotels do not have a pillow menu. The variety of pillows included in the pillow menu is vast comprising of Soft / Extra soft pillows, Orthopaedic pillows and Hypo allergic pillows most often. Others included are children pillow, maternity pillow, aromatic pillow, foam pillow, cotton pillow, dual zone pillow and feather touch cotton pillow. The list is quite big but if compared with other high end hotels in country or internationally, many variety of pillows such as down pillow, water pillow, snore no-more, magnetic therapy, lullaby pillow, buckwheat pillow are missing from the list altogether. Though all major common variety of pillows expected are available, the greater options are unavailable. Hotels can work on improving the pillow menus to those comparable with elite Indian and International hotels. (Stancu, 2017)

6. 50 % hotels provide slumber kits to the guests. The contents of slumber kit are as follows:



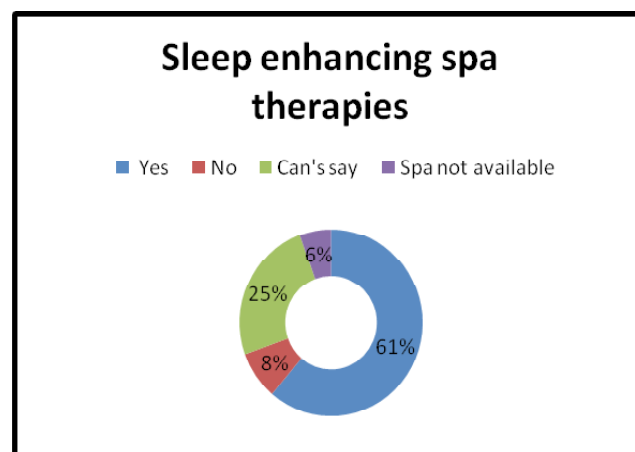
**Figure 6: Contents of Slumber Kit**

Aroma oils are the most prominent feature of slumber kit. This is in the form of spray, diffuser or pillow mist. Most common aromas include Lemon grass, Lavender and Jasmine. Other aromas available are Mandarin, Elemis spray (tea tree) and Neroli (a Himalayan herb). 63.9% hotels provide a choice of aroma in the room while 30.5% do not provide a choice. Another 5.6% are not sure about whether there is a choice available or not. 5 to 6% of the hotels surveyed also provided orthodontic supplies, eyeglass care, under-eye gel and moisturizer in their slumber kits. Also, 80.6% hotels do not provide bed time snack / drink / food to the guest at turndown service. 13.9% hotels provide chocolates, 5.6% provide tisanes while 2.8% keep nuts.

This research shows that the number of hotels providing slumber kit is just 50%. This indicates that though hotel agrees that peaceful sleep is an important part of guest stay, provision of slumber kits has taken a backseat. Among those who provide slumber kits, maximum hotels have provision of aroma oils / fragrances as the best solution to sleep difficulties. However, compared to the hotels internationally, slumber kits include music (channel or headphones) that enhances sleep (nature sounds, lullaby or any ambient music), eye / sleep mask to omit blue light from electronics, ear plugs to omit unnecessary sounds, pajamas for comfort and even special melatonin chocolates to help guest slumber in a sound sleep. (How some hotels are trying to help their guests sleep better, 2014). Thus hotels need to enhance their slumber kits to match the international standards and thrive to add more relevant content in them.

7. 91.6% hotels have black out curtains in the guest rooms while 8.4% hotels lack total blackout curtains to prevent outside light. Blackout curtains are essential to block out light from outside the room to come inside the guest room. Most hotels already have these curtains as their room furnishing and this is an important part of having a peaceful sleep.

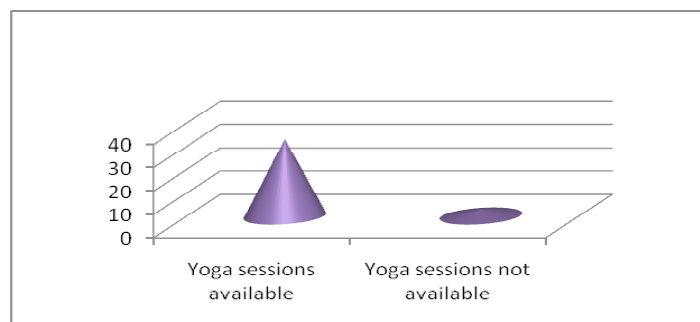
8.



**Figure 7: Availability of Sleep Enhancing Spa Therapies**

61% hotels have relaxing spa therapies to enable sound sleep while 8% do not have any such special provisions. 25% hotel employees were not sure if the service was available in spa while 6% hotels did not have spa facility at all. The importance of massage to relax the body is a proven fact. (Top 10 Health Benefits of Foot Massage and Reflexology - Renaissance College, 2018) Foot massage or body massage helps to improve blood circulation and relaxes the muscles. This in turn helps a guest to have a peaceful sleep. Hence, it is important to have sleep enhancing massage in the spa menus of hotels.

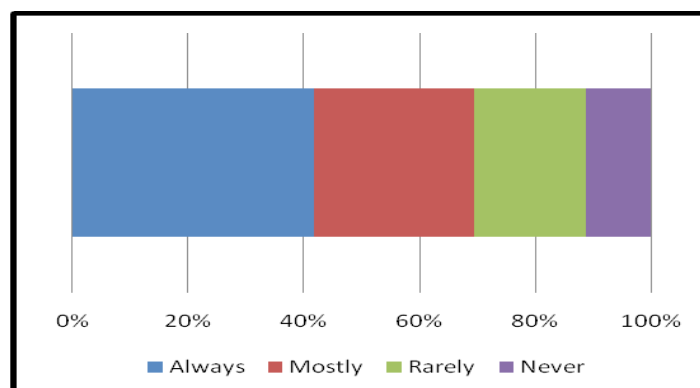
9.



**Figure 8: Availability of Yoga Sessions for Guests**

91.7% of hotels provide yoga sessions for physical and mental relaxation of guests which help them in having a calm sleep. (Khalsa, 2004). Thus, a majority of hotels have accepted and provide a facility of yoga sessions as a good option to guest for maintain physical, mental and spiritual health. This also helps to reduce stress, promotes meditation and in turn help guest to have a peaceful sleep.

10.



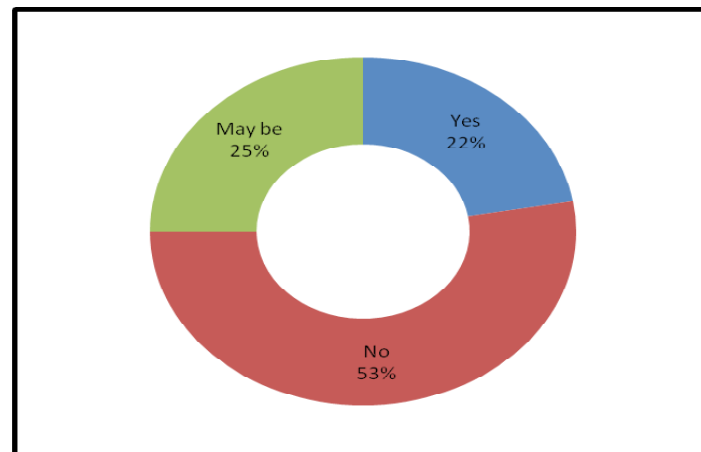
**Figure 9: Guests are made aware of pillow menu, slumber kit and sleep enhancers at the time of check-in**

41.7% of the hotels claim that they always make the guest aware about the various sleep enhancement facilities provided by them during his check-in while 27.8% and 19.4% mostly and rarely respectively inform the guest about these services. However, 11.1% hotels do not imperatively inform the guest of various sleep enhancement facilities available in hotel. This clearly indicates that hoteliers do understand the significance of making the guests aware about the services and amenities being provided for them to make their sleep comfortable. This helps the guest to ask for specific requirements such as may be a special pillow, drink or aroma and can make their stay a comfortable one.

11. 52.8% hotels provide inputs and discuss sleep enhancement techniques with rooms division employees regularly to inculcate in them the importance of sleep of guests to them while another 33.3% have had the discussion some times in training. 13.9% hotels have never covered the topic during any rooms division employee trainings. The study shows that even today there is

a lack of importance given to the training of employees in the field of Sleep enhancement for guests. Unless and until employees are trained and are aware of the facilities of sleep enhancement available in hotel, the guest will not benefit. Hence, Sleep enhancement should be included as a compulsory part of employee training.

12.



**Figure 10: If the Hotels are Working Upon Setting a Sleep Concierge Service**

Majority (53%) of the hoteliers said that they are not thinking about opening any sleep concierge services for guest while only 22% of the hotels are working upon providing these services to guest as they understand its importance. 25% employees were not sure if this was being worked upon or not.

This is therefore apparent that majority of hoteliers strongly agreed that guest comfort during sleep is extremely important. Though most hotels have made an effort to include and slumber kits and enhance guest comfort by various means such as Yoga sessions, Aroma therapy etc still surprisingly most of them are not working on providing a full fledged sleep concierge services to the guest. This is an area that still awaits hoteliers due attention.

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