be proud of as it has much to be so. The real success story of the Indian Hotel Industry was due to the fact that it took on the global chains on its own terms and it won.\textsuperscript{ccxcii}

**Hotels and investments**

India’s enlarging cities like Bangalore have a different trend altogether. In spite of an overall slowdown in the industrial sector and sluggish financial markets, hotel industry in India is looking adding up more hotels to the landscape of Bangalore.

The decision is partially led by the ultimate scarcity of the hotel accommodation in 2007-08 when accommodation prices rose up to Rs 20,000 a night.\textsuperscript{ccxciii} Investors know that this is the best time to invest.\textsuperscript{ccxciv} The performance of the hotel industry is directly connected with global and local economic growth and investor confidence. A strong underlying economy is a pre-requisite for sustained recovery. Unfortunately, the year 2011 has not been a year of economic recovery either in India or globally.

After two exceptionally bad years, the global hospitality industry was expected to recover in 2011. Despite encouraging signs in the first half of 2011, there was growing uncertainty during the latter part of the year. As a result, recovery has been fragile during 2011. The situation in India mirrors this overall global trend.\textsuperscript{ccxcv} FHRAI helps the Hospitality Industry to grow, prosper and keep in pace with the development in the International scenario.\textsuperscript{ccxcvi}

**NOTES AND REFERENCES**

**CHAPTER – V**

**MODEL HOSPITALITY UNIT FOR MODERN TOURISM**
This Chapter brings out all requirements of a model hospitality unit, keeping in mind the requirements of a well-informed and eco-friendly international tourist. A model hospitality unit has the obvious and much more. The scenery against which the unit is set up might change; but, the original concept will remain the same. Let us take the most obvious into consideration, for example, a unit near a coast, or one on the slope of a mountain range, overseeing a fantastic, unending rain forest.

The most preferred hospitality units are near coasts with stunning sunsets, with possibilities of elaborate, deserted sunning beaches, run with professional efficiency, more so, in a tropical country, can be an unparalleled attraction to tourists world over. Or, a high spot on the mountains with ethereal sunrises could be another such atmosphere. These units can have tropical gardens, pools, spa, bed rooms with at least two-side views, musicians, classical music for nights, to complete the atmosphere.

Excellent food, friendly service-oriented staff, fresh fruits and vegetables can complement the scene. In addition to these almost unbelievable set ups, for any hospitality sector to run efficiently, there is a great need of complete strategic management, without which, it will not run like a well-oiled machinery and produce results. Strategic planning provides an immensely competitive edge that is needed for internationalisation of any unit.
**Service-oriented**

Hospitality refers to the relationship process between a guest and a host, and it also refers to the act or practice of being hospitable, that is, the reception and entertainment of guests, visitors, or strangers, with liberality and goodwill. Hospitality frequently refers to the hospitality industry jobs for hotels, restaurants, casinos, catering, resorts, clubs and any other service position that deals with tourists. Hospitality is also known as the act of generously providing care and kindness to whomever is in need. Basically, it is a service oriented industry, selling various kinds of services to its customers.

**A Service Industry**

It is one of the greatest service provider industry in the world, perhaps one of its kind with no parallel. It has been that over centuries and will only enhance itself in future with more branches being added. Today’s hospitality sector has all the more enhanced itself into an unmatched service industry that includes restaurants, event planning, theme parks, lodging, transportation availability, cruise liners wherever necessary. These were not required in the earlier days, and accordingly now, staff has to include bartenders, cooks, servers, housekeepers, gardeners, swimmers, marking section, human resources, management, buying and food planning etc.

Quality management has come into existence in recent decades with constantly assessing entertainment, food, seating, service delivery, field tour guiding, planning events with brief notice. It should be remembered that Hospitality sector does not have middlemen. It only has the service provider and service consumer and blame cannot be shifted anywhere else. This is an industry where personal relationships and personalities play a strong role that results in any organization’s performance. Hence, while recruitment, it is necessary to do personality testing and it should be a fundamental process of
recruitment, because the unit’s organisational skills and effectiveness depend on personal decisions and behaviour. It is a costly affair to hire people and later realise that their personalities are unmatched for the jobs given to them. Even through the best training and guidance, it is extremely difficult to develop needed personality skills in any employee, at least not to the extent of the hospitality perfection requirement. It is impossible to say that personality traits and competency are the only criteria that should be considered as the main requirements that would lead to high performance in hospitality personnel. There are many more areas where the top officers are expected to perform exemplarily.

“Specifically, customer orientation and ability to handle stress stimulated high performance behaviors in employees. Having said that, personality traits alone should not be the means on which to base selection decisions, instead, hospitality organizations can utilize personality testing to complement the traditional methods of screening job applicants, such as interviews and job applications, thereby increasing their employee performance while minimizing costs. Human experiences and day-to-day work teach the organizations to remain unbuckled under difficult circumstances, according to their kinds of units and their responsibilities.

**Broad category**

Over the centuries, hospitality sectors have changed beyond recognition. What was a quite, unassuming provider of food and roof at nights for any traveller from distant lands, hospitality has evolved itself into perhaps one of the biggest industries in the world, spreading itself across thousands of categories. The hospitality industry is a broad category of fields within the service industry that includes lodging, restaurants, event planning, theme parks, transportation, cruise line and additional fields within the tourism industry.
The hospitality industry is a several billion dollar industry that mostly depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant, hotel, or even an amusement park consists of multiple groups such as facility maintenance, direct operations (servers, housekeepers, porters, kitchen workers, bartenders, etc.), management, marketing, and human resources. These are fast-evolving times with unlimited requirements and hospitality strives hard to meet the connected requirements.

**Changing times**

Today, the hospitality sector is one of the great earners almost everywhere in the world. Travelling cannot flourish without hospitality booming. The most important of all the dependant factors of tourism is hospitality and its perfection. Requirements change with changing times and this has resulted in the industry changing colours according to these requirements.

With further imagination, it is not difficult for it to foresee future requirements that would meet the desiresments of future tourists. “This is a boom time for Hospitality Industry worldwide. India as well is reaping the benefit. There has been transition in the image of the Industry from being old fashioned to modern in outlook. For achieving perfection as a unit, it has to meet all requirements and go beyond them. This does not mean that achieving perfection in hospitality is not easy. All owners and workers want to be perfect in their field and gain reputation; but, there are many difficulties in this area.

**Difficulties**
It is, no doubt, exciting and glamorous to work in the industry, but, as stated earlier, there are many difficult areas here and these tasks have to be faced on daily basis.

Double shifts and weekend work and unprepared work loads are distressful. Unplanned long working hours could create stress in health and family surroundings. All people cannot acquire an immediate service oriented outlook. Needed skills are very difficult to master and need long time dedication. Untiring pleasantness and communication skills are not easy to maintain throughout 24 hours. To take correct decisions at the spur of the moment or keep professional composure against disaster are very tough requirements. The unperturbed presence of mind to meet the expectations of tourists sometimes could be almost impossible.

"For managerial positions, one needs additional skills that include financial and business management skills, marketing and public relations skills, etc. Strong human resource management skills are a must in an industry where the staff turnover is high. Recruiting the right staff and managing them well is the key to providing excellent customer service. Although these qualities may seem simple, they are constantly put to test by customers. The industry is very demanding. Many employees fail against these tough requirements and opt for easier 9 to 5 jobs.

**A large workforce**

Nearly eight per cent of the global workforce is employed in the tourism sector. However, endemic poverty, lack of opportunity, a heavy dependence on tourism to generate income plus weak adherence to international labour standards creates fertile ground for the exploitation of workers at the bottom of the tourism supply chain in countries all over the world. Children and women are particularly vulnerable to abuse, including sexual exploitation and harassment. “The hospitality industry is a notoriously difficult industry to survive in.
It is judged by people who are using their disposable income and free time to do something they seek pleasure from, so they are definitely less forgiving.

As a several billion pound industry encompassing everything from restaurants and bars, to hotels, amusement parks, cinemas and transportation, there is no "one size fits all" method of find success.\textsuperscript{ccci}

\textbf{Attracting tourists:}

When the unit is in glory, naturally, tourists flood in. With perfection, expectations too soar high and the unit should be aware of that possibility. Creating a believable atmosphere is easier than maintaining the same level day after day and year after year. Even the best unit in the world can momentarily ignore its highest place. All that said, it is necessary to point out that in the face of best facilities, it is the humans, who make the difference, not the facilities. These are people who have concern, affection and kindness towards their guests and without those basic human qualities in the staff, no hospitable unit can touch its peak.

“\textit{In such a competitive industry, it is very difficult to make him a loyal customer and a satisfied customer. Loyal customers come back again and again which promotes the business through of word of mouth, all goes with a good and strong customer support. By building a long term customer base, we can reduce the cost of looking new customers. Good service helps to turn customer into ambassador of our business. They will buy our product and service regularly and will give valuable feedback which will generate more revenue to the supplier in his good or bad time.}”\textsuperscript{ccci}

\textbf{Problems usually faced:}

All problems faced by the employees of hospitality cannot be similar. They depend on the situation, circumstances, location, variety
of unit, guests, remoteness, security and health provisions of the Unit. Still, generally most problems that may occur in any hospitality unit can be divided into two:

1. Expected problems that might occur in any similar organization.
2. Unpredictable difficulties that might materialize from nowhere.

Most fall under the wide arms of the above two categories. This does not mean that problems, sometimes overwhelmingly individualistic, do not occur without coming under the above. Many tourists expect all their problems, personal, emotional and otherwise to be solved by hospitality units, which is a tall order. Still, sincere efforts could be made to help the tourists, because they are away from their homelands and honestly are in need of assistance. Rudeness and arrogance might be just a way of covering their helplessness.

**Employee fluctuation**

Another difficulty that plagues this industry is the employee movement that could momentarily paralyze the unit throwing its functioning out of gear with disastrous results. It is a common feature of the world hospitality industry and the research therein shows clearly that employees, who come in touch with business leaders, owning their own hospitality ventures, are always keen to make offers to excellently trained employees.

“Worldwide researches have suggested that employee turnover is among the highest in the hospitality industry. But what exactly is employee turnover? Generally speaking it is the rate at which an employer gains and loses employees. Many hoteliers are familiar with this costly problem. When employees leave, valuable knowledge is lost and even guests may follow the departing employee. Moreover, getting a new employee ramped up to performance levels similar to the one you’ve lost takes time and money. Hoteliers who actively find ways to retain employees gain a sustainable competitive advantage,” says
According to him, many wise steps can save the employer from this costly situation, although total eradication of the problem is not possible.

1. Building a positive employer image.
2. Employee development plans.
3. Making employees more responsible.
4. More training with new working regions.
5. Constantly improving leadership quality.
6. Respecting employees and their views.
7. Performance reviews, feedbacks go a long way.
8. Good salaries and benefits.
10. Trying not to overburden with duties.

Leaders of hospitality industry should create excellent working conditions and improve employee satisfaction with good salary that leaves no room to complain. Soon, a positive reputation will build up to attract employees and stealing them will not work easily. Careful and continuous working with systems can create outstanding performance leading to package incentives. Employee satisfaction is one of the most significant necessities for any hospitality unit to come up and establish itself without frequently giving way to employee disturbances that might lead to customer dissatisfaction.

Monetary factor definitely counts; but, respect and recognition also go far in the job satisfaction. In the words of PORTEL, level of job satisfaction and the level of efficiency are inversely proportional to each other. “In other words, the level of job satisfaction among hotel workers determine the level of efficiency among them. It was found out that, those who had high level of job satisfaction do have high level of efficiency in their work and those who have an average level of
satisfaction do have average level of efficiency. Likewise, the hotel workers that have low level of job satisfaction do have low level of efficiency in their work.\textsuperscript{cccvi}

So, working and planning employee satisfaction is in favour of every unit and it any unit has a desire to attain perfection, it should start with its own employees. Despite all these arguments many researchers have found that the increase in efficiency can be influenced by the esteem accorded to them. Usually, the workers in the hospitality units are positive in their attitude towards their work. “... most hotel workers have a favourable attitude to their work.

A very negligible number of them have an unfavourable attitude to their work. What is important is that the favourable or moderate attitude the hotel workers on their job and the level of efficiency\textsuperscript{cccvi}.” This favourable mindset and willingness to excel in their field are the assets of hospitality unit, which should be careful not to upset this balance.

\textbf{Difference of cultures:}

As the hospitality units deal with individuals of diverse background, country, language, culture, outlook, health, fears, stereotyped beliefs, bias, influence of heard stories, their demands and expectations too are as diverse as the number of individuals themselves.

In addition, the weather they have left behind in their home countries dictates timings of arrival and return, their tastes could be very alien, their comfort levels highly sensitive, etc add further to the unpredictability that they bring with them and this needs strategic planning to meet any kind of unplanned issues. “The importance of weather and climate as a facilitation and resource of tourism and, thus, its influence on seasonality and demand patterns in mind, the body of
literature exploring tourists’ preferences, expectations, perceptions and experiences of climate and weather at destinations, has grown steadily.

**Careers**

The majority of the jobs in the industry (more than 60 percent) are in service and administrative support. Large hotel and motel chains offer better opportunities for advancement than small, independently owned establishments and offer transfers to other hotels or motels in the chain. Hotel personnel are encouraged (and are in some cases required) to move around to different hotels several times in their careers. “The hospitality industry is a rapidly expanding part of the service sector, and one which provides significant employment opportunities” says Verghese. Some hotels gladly take raw candidates and train them, while more established hotels look for already trained suitability.

It is difficult for them to train people and overlook their mistakes. Huge establishments do not have that kind of elbow rooms. “The hospitality management colleges play a vital role in providing trained manpower which is the most important resource for the industry,” says Verghese. Kashmira Umrigar, former principal, Rizvi College of Hotel Management and Don Bosco College of Hotel Management agrees, “People looking to break into the hospitality industry could start with entry level craft and vocational courses or move straight to degree programmes in hospitality management,” Hospitality industry will always remain trendy because “Eating and drinking never goes out of fashion – so the hospitality industry just keeps on growing, says Patricia Mascarenhas.

**Difficulties**

It is not easy working in the hospitality industry -- guests can be rude, the holiday rush is nightmarish and employees work seven days
a week. Hotel workers must put the needs of their guests first and maintain a sunny and accommodating disposition at all times -- not easy when you have been working for 12 hours on Christmas Day without a break. However, the perks in the business are such that hospitality workers put up with the disadvantages of the industry. It takes an entire team to fulfil a dream.

**Late working**

Although hotel staff and managers in particular officially work eight-hour days, the jobs almost invariably require overtime. And since hotels require 24-hour service, shifts can vary and sometimes be very hectic. In the hospitality industry, details are of the utmost importance and last-minute preparations and crisis aversion are par for the course.

As compensation, however, hotel employees get paid sick leave and vacation, as well as full benefits (especially if they work for large corporations) and discounted or free food. Many hotels also offer free or cheap housing within the hotel itself to some employees, such as the resident manager.

**Satisfaction of customers**

After enthusing the employees to work at their best, the Unit should aim at Customer satisfaction. This will evoke customer loyalty, which will be helpful for the prosperity of the hospitality unit. In reality, main goal of the unit is for customer satisfaction and not employee wellness. But, without the latter, it is impossible to achieve the former and hence, employee satisfaction gains precedence over the customer satisfaction.

What are the dimensions of customer loyalty?

“There are two dimensions to customer loyalty: Behavioural and attitudinal.”
1. Behavioral

“The behavior dimension refers to a customer's behavior on repeat purchases, indicating a preference for a brand or a service over time, (Bowen and shoemaker, 1998). Attitudinal dimensions, on the other hand, refer to a customer's intention to repurchase and recommend, which are good indicators of a loyal customer”, according to Getty and Thompson, (1994).

Hence, both these angles are very important for the unit. Image of the hotel is very important in building a reputation. Naturally it goes with the customer satisfaction and many other facets of hospitality sector and the way demands are being met in various areas. “When hotel image and customer satisfaction with reception, housekeeping, food and beverage, and price were tested, hotel image and customer satisfaction with housekeeping was the only significant factors identified.

This finding indicates that hotel image and customer satisfaction with housekeeping are the most important factors considered by customers in their discussion to repurchase, recommend and exhibit loyalty. The smallest dent anywhere to the image can spoil the entire picture the Unit likes to build for itself.

Even though the main goal is the customer satisfaction, it is necessary to acknowledge that it is very difficult to understand every person’s needs and preferences and suitably act on all demands according to the degrees of personal likes and dislikes.

It is suggested that one way of finding out is to listen to the conversations of the guests with each other. They might not be ready
to divulge their preferences to the hotel staff, unless they are complaining about lack of something or other.

Listening to them talking about the amenities they want in their hotels and the hotel staff should mark on the ready-made chart of amenities, available and yet to be available. A Required Amenities Chart should be one of the necessaries that a staff member should carry with him when he is near the guests. Such a chart will eventually yield a wealth of information about the needs and preferences of the guests. “Listen to the guests talking about the amenities they want in their hotels. The first time you listen. Circle any of the amenities you here the guests talk about then listen again and complete the chart by listing what each guest wants and thinks is important in the space provided.”

**Effects of customer satisfaction**

Studies show that customer satisfaction may have direct and indirect impact on business results. Anderson et al., Yeung et al., and Luo and Homburg all concluded that customer satisfaction positively affects business profitability.

The majority of studies, for example, Soderfund, Kandampully and Suhartanto, Dimitriades, Olorunniwo et al., Chi and Qu, Faullant et al. have investigated the relationship with customer behaviour patterns. They have found that customer satisfaction increases customer loyalty, influences repurchase intentions and leads to positive word-of-mouth.

**Incentives to guests:**

One such encouragement is giving incentives to guests in one way or other. Barsky (1995) recommends many kinds of discounts and gifts to encourage good guest response. According to him, majority of the hotels, nearly 68% do not offer any incentives and...
this could be a mistake. Other studies have found out that some hotels are still considering it, some have stopped it and some other randomly select guests and all are not included and this is not done as a practice, but by choice.\textsuperscript{cccxxviii} Su (2004) agrees with this argument.\textsuperscript{ccxxxix} Many reasons are provided by hotels for not introducing or discontinuing these practices, like guests are uninterested in finishing questionnaires, they do not like to be disturbed with cards etc.\textsuperscript{cccxxx}

**Expectations**

We cannot point out exactly what one can expect out of the industry, because different environments offer different working conditions; but, all above are the least that can be informed about. So, the industry should be able to provide as varied a facility as the diverse requirements of the visitors. It is a gregarious order, but hospitality sector in India provides a very diverse and enticing picture.

“Hotels offer various types of lodging accommodations to travelers, whether for a few nights, for extended stays, or for resorts where guests stay specifically to enjoy certain facilities such as golf courses and live entertainment. Limited-service hotels generally provide rooms and daily housekeeping services, while larger hotels typically offer additional amenities such as room and valet service. Hotels often generate additional income from offering the use of other facilities to guests and the public.”\textsuperscript{cccxxx}

**Modern facilities**

Usually, most well-established hotels nowadays have very modern facilities, which are necessary, especially for the business class. Many modern requirements are necessary today for the guests to interact with people, arranging get-togethers, seminars, meeting customers, arranging training sessions etc.
Meeting and Conference facilities

All larger hotels have meeting rooms, conference facilities for in-house guests and outsiders who can utilize these facilities. They can arrange, serve food, provide addressing and recording systems, secretarial and translation facilities in functions like training seminars, business meetings, luncheons, dinner meetings, conferences, award functions, etc. Mergers, contracts, international MOUs, board meetings, religious services take place in these surroundings.

Banquet and Reception Facilities

Wedding receptions, parties of any kind with staying overnight facilities, child minding help, welcoming international delegations, are done here. Hotels provide catering services, food to individual taste according to order, waiting service, serving as per order, buffet or a-la-carte, breakfast, lunch and dinner for bigger and smaller parties. Non-guest buyers use a lot of hotel facilities and it is beneficial for the buyer, because he need not attend to all smaller activities like buying, selling and arranging etc.

It is easier for the hotel because it already has a system to arrange and built-in facilities at a moment’s notice. Hotels have package deals which is cheaper and beneficial for both as well as the guests. Recently, there has been an industry trend towards using the term 'meetings industry' to avoid confusion from the acronym cccxxxii.

Pool, Spa and Fitness Facilities

Sometimes, guests prefer to be entertained in open shamianas, poolside indoor or outdoor spaces. Some hotels provide massage, beauty treatments, saunas, various kinds of baths and treatments, traditional and modern according to the guest preference, and hair saloons within the hotel premises.

Beauty treatments
India's retail beauty and cosmetics industry, currently estimated at $950 million, is likely to almost treble to $2.68 billion by 2020, according to experts. “Annual growth in the Indian beauty and cosmetics markets is estimated to remain in the range of 15-20 per cent in the coming years, twice as fast as that of the US and European markets. Awareness in India of the latest global beauty trends and the numbers are prompting more international players to set up shop and increase their presence in India.” “India's cosmetics industry may treble by 2020”, according to The times of India.

**Beauty treatments**

Indian beauty industry offers ranges of beauty treatments like:

- Acupressure
- Ayurveda
- Body treatment
- Brow wax
- Facial
- Hydrotherapy
- Loofa scrub
- Mud bath
- Oxygen treatment
- Folk medicine from India.
- Upgraded mud bath.
- Rehydration massage.
- Japanese acupuncture.
SPA Services

- aromatherapy
- Bikini wax
- Body wax
- Exfoliation
- Fangob
- Herbal Treatment
- Lip wax
- Massage
- Nail care
- Pedicure

- Manicure
- Oil treatments
- Hot treatment
- Chocolate massages
- Vegetable oil massages
- Hair and head massage
- Hair mask
- Hair colouring
- Treatment for damaged hair
- wraps

Importance of Ayurveda in tourism

Holistic Ayurveda is a special knowledge of India, developed over centuries perhaps since or before Vedic times. Ayurveda is based on the Indian spiritual rules and all medicines are from nature and natural ingredients. It takes the entire body into consideration and not just the affected part of it. The principle with which it works is that when the body gets rejuvenated, it corrects the affected part.

It is a new concept for foreigners and offering ayurveda treatments to tourists will only enhance the experience. There are problems when tourists contact quakes in the name of Ayurveda. If hospitality sector offers authentic ayurveda practitioners, tourists cannot get duped and have trust in the healers. If this comes within the hospitality packages, tourists would be more interested.
Laundry Facilities

Almost all hotels and restaurants have very modern and exclusive laundry facilities, with washers, driers, vending machines, ironing, packing bags and help. Laundry has gone beyond what it used to be in earlier days. Fabrics being different and timings being crucial, hospitality has to offer the best laundry facilities and India being a sunny country, this should not be difficult as manual facilities or mechanised.

Entertainment

Indian hospitality provides classical and modern art forms as entertainment to its customers. In the West, entertainment is mostly attached to magic shows or betting casinos. Casino hotels come under a separate category called “hotels separated because of work.” These hotels provide betting casinos and they are licenced to do so. They provide all facilities of a hotel in addition to a proficient casino. Mostly, they are in America, having started in Nevada. These hotels offer very attractive terms like free stay etc. In India, there are a few hotels of this kind, mostly offering casinos and dance bars.

Curative waters

Curative waters are provided for centuries in the West and it originated in the city of Spa, Belgium, where the Romans in ancient days, famously “took the waters”. In the 19th century, New England provided mineral springs, and in the same lines, Saratoga Springs in New York, Broadmoor in Colorado Springs, White Sulphur springs in West Virginia, all claiming curative properties.

Also, these are well-known fitness centres, health clubs, workout spaces and health treatment centres. In India, this concept has not yet caught up with tourists. But, it can, if packaged well and sold
genuinely. Which tourist would refuse the crystal clear waters of Gangotri or other Himalayan glaciers? Or negate their mineral rich health value?

**Other modern facilities:**

A successful hospitality unit should perform by empowering itself against all challenges. There are various determinants of development to reach the success. Hospitality sector’s most important determinant is the employee training, empowerment and human resources management with a commitment to service. Skills that are needed in this highly competitive industry that has millions of workers all over the world, to name a few:

1. It should have sharpened communication skills.
2. It should have organised working community.
3. Polished language skills will be of added advantage.
4. Computing skills can provide enormous assistance to the guests, in conferencing, communicating, and providing immediate assistance.
5. A group of workers, who can remain calm under pressure and think right.
6. Workers and managers, who have the ability to give attention to small details that makes any event in the hospitality a roaring success.
7. Aiming for client satisfaction, whatever may be the price.
8. Working continuously for creating an excellent guest experience that might leave a lasting impression.
9. Keeping the Unit’s profitability in mind without making the customer to overpay beyond the perceived value.

Modern and comfortable facilities in good working conditions, a staff that can provide immediate replacement or repair of any complaint, close proximity of immediate health care, can buy customer loyalty.

**Practical Comforts**

A model service unit should be practical and down to earth, in providing all comforts, maintaining timings, make all possible efforts to meet the whims and fancies of its guests. It should be able to provide answers to all kinds of eventualities, foreseen or not. Starting from the basic infrastructure, its safety, security at the unit, security provided to guests when they are in their journey of leisure, safety from possible animal or human attacks in remote areas, every kind of knowledge and antidote for dangerous circumstances should be available on the site.

Although it is easier said than done, every unit should try to meet this level of excellence. It is still possible that one particular angle was left out with its sheer improbability, and an untoward incident happened in that particular angle, that will definitely bring disaster to the unit, from which, it will take decades to wriggle out and start a believable work once again.

Since the risks are loaded that high against hospitality sector, it is better to deal with every eventuality than ruin the reputation and a risk assessment might be helpful. “A risk assessment is an important step in protecting your workers and your business, as well as complying with the law.
It helps you focus on the risks that really matter in your workplace - the ones with the potential to cause real harm. In many instances, straightforward measures can readily control risks, for example ensuring spillages are cleaned up promptly so people do not slip, or cupboard drawers are kept closed to ensure people do not trip. For most, that means simple, cheap and effective measures to ensure your most valuable asset - your workforce - is protected.” cccxxxvi

Help from Technology

In the same way, preferences of technology and their gadgets could be individualistic. Now and in future, technology can become one of the main amenities for the travellers, especially, the business class cccxxxvii. Travel technology, also called tourism technology or hospitality automation, is the field where Information Technology is being applied to tourism and hospitality. For example: travel tracking. Many terms are used to this field like e-travel, e-tourism electronic travel/tourism etc., This is the communication science and all applications of information and communication technology on hospitality and tourism industry come under this perspective.

“Technology can really help the hospitality sector grow manifold. With the utilisation of technology, the hospitality industry can not only enhance customer satisfaction, but can also save on operational costs. The hotels can work towards providing tech-savvy guests with state-of-the-art digital technology in rooms as well as in the premises. Hidefinition, crisp images and engaging interactive features will go a great mile in attracting customers. The hotels should focus on providing customer centric content and seamless connection to smart devices using latest technologies for an enjoyable guest experience. There is a need for an integrated ecosystem of device, solution and infrastructure for delivering enhanced customer experience.” cccxxviii
Staff with varied responsibility

Large hotels, such as The Plaza in New York, or Taj Group in India, employ hundreds of workers. To start, the general manager may be aided by a staff of assistant managers, each with his or her own department to supervise. The hotel manager sets the establishment's standards of operation (within the owners' or executives' guidelines); it is the job of the assistant managers to see that these are executed adroitly.

The general manager sets room rates, allocates funds to departments, approves expenditures and establishes standards for service that employees in housekeeping, decor, food quality and banquet operations must offer to guests. Many hotels have resident managers, who live in the hotel and are on hand 24 hours a day for guests and staff (though they usually work a standard eight-hour day).

Housekeeping:

The housekeeping staff are responsible for maintaining banquet, meeting and guest rooms -- right down to the mints on the pillows -- and ensuring that public areas are clean, orderly and well-kept. Almost all hotels also have food and beverage managers on hand to supervise hotel restaurants, bars, banquet rooms and room service. These employees plan menus and direct food presentation and preparation. Hotels employ a long list of support staff in various areas, including accountants, entertainers, maintenance workers, security officers, gardeners and everything in between. The behind-the-scenes services consist of sales, administration and marketing personnel.

Requirement of a suitable degree

Although in the past, most hotel managers have been hired from food and beverage, front desk, housekeeping and sales positions without formal education, employers now give hiring preference to individuals with degrees in hotel and restaurant management.
Internships and part-time jobs also give a step up when it comes to getting hired for a management-track position. Graduates of hotel or restaurant management programs usually start as trainee assistant managers or at least advance to such positions quickly.

New hotels without formal on-the-job training programs often prefer experienced personnel for higher-level positions. The majority of the jobs in the industry (more than 60 percent) are in service and administrative support.

Large hotel and motel chains offer better opportunities for advancement than small, independently owned establishments and offer transfers to other hotels or motels in the chain. Hotel personnel are encouraged (and are in some cases required) to move around to different hotels several times in their careers. We cannot point out exactly what one can expect out of the industry, because different environments offer different working conditions; but, all above are the least that can be informed about.

**Being careful**

Within the hospitality sector, energy costs may only be a small percentage of turnovers, but reducing them can directly increase revenue without the need to increase sales. “Money saved on energy goes straight to the bottom line which makes businesses more competitive - and with rising energy prices, this is more important than ever. The implementation of simple energy efficiency measures can also increase levels of staff and customer comfort as well as improving general morale.”

Hospitality is the industry for people who love people, though just being friendly won’t guarantee you success; you are going to have to bring all of your skills to the table. This highly competitive industry has millions or workers worldwide, so if you want to be rising to the top, make sure you have polished and sharpened the following skills.
Languages

This is not a mandatory skill for the industry, though having a second or third language is a huge bonus if you want to pursue a career in hospitality, as this is one industry that is truly international.

Depending on which country you want to work in, you may find yourself working with guests from a particular part of the world; so learning to literally speak their language will vastly increase the level of hospitality you will be able to provide. The people who are hugely successful in this industry are almost always multi-lingual.

Communication Skills

Like every other industry these days, it’s hard to succeed without good computer skills. Especially when it comes to the hotel management or event management side of things, there is a lot to know computer wise. If you want to be in hospitality for the long haul, it’s well worth taking a computer course or two and regularly updating your computer knowledge.

Regardless of what area of hospitality you want to work in, having clear communication skills is absolutely essential in order to succeed. Whether you become a hotel manager, concierge, chef or event organiser, communication skills are going to be extremely important, so if this isn’t one of your strong points, you most definitely are going to have to make it one.

Staying organised

It is necessary to remain organised at all times and avoid being caught unguarded. A hospitality unit should have answers for every problem and solutions for every difficulty. It should have all information and knowledge of regional history, its importance, its
relevance with the national history, folklores, legends, beliefs, faiths, cultural information, religious information, answer to all riddles etc. It should also be adept with travel information, booking details, further journey details, health help, security in the face of terrorism and loot, safety of tourists in remote areas, adequate vehicles in working conditions, security personnel (armed, if necessary) to accompany tourists into jungles and forests, suitable and immediate replacements of vehicles, personnel and guides.

**Computer Skills**

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**Calm under Pressure**

Having the ability to remain calm under extreme pressure is usually the skill that either makes or breaks workers in this industry. You are going to be under pressure each and every day, and sometimes lots of it, so make sure you have a calm centre you can tap into so that you don’t lose your cool and have your performance suffer. If you are working on the food production side of things, this industry can get pretty crazy. If you are able to be one of the cool heads, you will not only enjoy your work more, but will also probably rise through the ranks quite fast.

**Attention to Detail**

Top quality hospitality service is all about attention to detail, so whether you are working as a hotel manager or a line cook, make sure you are always keeping track of what you are doing and not cutting
any corners. The difference between good hospitality and great is always the tiny little details. The role of skills and skills development through training in the contemporary economy is a matter of considerable academic and political debate. Public policy in many countries focuses on the development, through training, of what are seen as a high skills employment and business environment (Brown et al, 2001). At the same time, most developed or high skills economies also depend to a significant extent on an alternative economy based on what are loosely and pejoratively described as ‘low skills’ jobs.

Little critical analysis has been undertaken with respect to what such descriptors actually mean. This article addresses one sector of the ‘low skills’ economy, hospitality. This article considers skills issues in relation to the hospitality sector. It draws upon the work of Noon & Blyton (1995) in applying their approach to the classification and analysis of skills within hospitality.

The article also draws on Ashton & Green's (1996) critique of vocational education as a basis for understanding some of the problems inherent in skills development in hospitality. The article addresses the skills debate in hospitality in four key theme areas: the nature of work and skills in hospitality; de-skilling within the hospitality workplace; the technical/generic skills debate within hospitality; skills and the education/training process in hospitality.

**Client Satisfaction**

As the owner of a small business in the hospitality industry, your first priority is the satisfaction of the client, the person who booked the event and is paying for it. The event must go as planned, giving significant importance to the amenities the client is expecting.
Guest Experience

Those attending the function have different expectations than the host. Their experience depends on the quality of the food, friendliness of the staff and the ambiance of the room. A successful event has good food served at the correct temperature.

Profitability

The guests and client may not consider profitability as a measure of a successful event, but the small business owner coordinating or presenting the event certainly does. In most cases a successful event is a profitable one. There are exceptions, of course.

Perceived Value

The old saying "you get what you pay for" holds true. However, a successful event leaves the client feeling that he got more than he paid for. It may be small touches, such as a bowl of fresh fruit that was not part of the continental breakfast menu, cookies etc.

The importance of keeping up to date

Keeping up to date with current industry issues is essential when working in the hospitality industry. The hospitality industry is ever changing, and keeping abreast of current issues will help an establishment and its employees maintain quality service and ensure that they can meet the evolving needs of their customers. Using basic research skills an employer or employee can keep up to date with developments in all areas of the hospitality industry.

Basic research skills include: Identifying information and ensuring it is relevant and creditable. Using appropriate questioning techniques to obtain information – open and closed questions give short, clear answers; reflective questions allow for more detailed information. Collecting information then sorting, summarising and presenting information in a logical manner appropriate to the audience.
Sources for current information

With the information explosion with the internet etc., there cannot be any excuse to remain uninformed. Today’s media, industry journals, associations and organisations, and personal observations provide all information any one could care to have. With experience and industry training courses and seminars, any information is available at any time and hospitality should take advantage of all the connected and worthwhile information to help its customers and enrich own information. It always pays to maintain a library with local and regional information which can be referred by the tourists.

Personal observation and experience

Hospitality industry is the field that specializes in delivering services to direct customers. The hospitality industry ensures that the recipients are well treated to ensure that they enjoy their leisure time to the maximum. Some of these fields include restaurants, flight attendants as well as tour guiding. Time will provide excellent insight and experience. Personal observation may also extend to after work hours, when a hospitality worker goes to out to dinner, on holiday or simply ordering a takeout meal.

Customer service

Customer service is of vital importance to all organizations in the hospitality, leisure, travel and tourism sector. A reputation for excellent customer service performance will help organizations to attract and retain customers by differentiating them from their competitors. Supervisors are an important factor in ensuring the continuity of an effective and positive customer service culture within an organization. A supervisor can help to develop customer service in their business, the relationship between customer service and selling and the impact that customer service can have on business performance.
Supervision

Exploring the role of the supervisor in providing customer service and their part in building teams that can deliver effective customer service is a significant step.

The importance of the part played by staff development, training, coaching and different methods of giving feedback in customer service are also explored. Finally, investigating the effectiveness of customer service by measuring it against customer service standards and to suggest improvements is necessary.

Thus, workers will be able to appreciate the vital role they play, as supervisors or potential supervisors, in the hospitality, leisure, travel and tourism sector, in contributing to the quality of customer service. They understand how to develop a customer service culture within their business, how to build teams and motivate colleagues through techniques such as on-site coaching etc., and how to effectively monitor and communicate levels of customer service performance.

Corrective action

It is necessary not to be highly judgemental; instead, support and development of under-performing team members pays in the long run. It will also help if team Responsibilities are revised. There should be self-working review and evaluation of team-working arrangements. The success of a hospitality business is judged by its ability to attract and retain customers based on its reputation for quality products and services.

Issues such as customer satisfaction, brand loyalty, exceeding customer expectations and ensuring repeat custom are critical for the
growth, development and success of the hospitality industry. This unit introduces learners to the principles of customer service and the part employees play in retaining existing customers and attracting new ones. Understanding and applying good customer service skills is a key requirement of this unit.

Learners will come to appreciate how customer service and appropriate interpersonal skills contribute to the success of a hospitality business. They will be given the opportunity to practise and show customer service support, using appropriate communication and presentation techniques to meet customers’ needs. Using a variety of hospitality-based situations, learners will be taught how to satisfy different types of customers and their specific needs.

**Measuring abilities**

The ability to measure the effectiveness of customer care is a key requirement for any successful hospitality business. Learners will explore the key factors used to measure, monitor and evaluate customer service within the hospitality industry. They will be encouraged to suggest improvements and make recommendations as to how customer service provision can be improved.

**The importance of keeping up to date**

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**Reputation**

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Supervisors are an important factor in ensuring the continuity of an effective and positive customer service culture within an organization. A supervisor can help to develop customer service in their business, the relationship between customer service and selling and the impact that customer service can have on business performance.

**Role of supervisor**

Exploring the role of the supervisor in providing customer service and their part in building teams that can deliver effective customer
service is a significant step. The importance of the part played by staff development, training, coaching and different methods of giving feedback in customer service are also explored. Finally, investigating the effectiveness of customer service by measuring it against customer service standards and to suggest improvements is necessary.

Thus, workers will be able to appreciate the vital role they play, as supervisors or potential supervisors, in the hospitality, leisure, travel and tourism sector, in contributing to the quality of customer service. They understand how to develop a customer service culture within their business, how to build teams and motivate colleagues through techniques such as on-site coaching etc., and how to effectively monitor and communicate levels of customer service performance.

**Developing a customer service culture**

Role of the supervisor in customer service is to: lead a team and demonstrate good customer service skills at all times, for example: personal presentation, knowledge of products and services, communication and listening skills, team goals etc. In addition, it is necessary to point out the importance of positive attitude and exhibit perfect business performance. Organization should have clear customer loyalty to attract repeat business and improved sales.

It should have the goal of improving public image and aim at acquiring new customers and keep them for good. It should be the immediate point where tourists come for information and advice. It should be known for identifying, meeting and even going beyond the customer requirements. Customers value that extra mile the hospitality has walked to meet their genuine needs and assist them in their travels. Here, hospitality cannot go wrong if it is sincere and faithful in its work.
Building teams and motivating

To build an excellent model, it is necessary to first build an excellent, vibrant team and this effort should start at the recruitment level, continue at training grounds and beyond.

High member turnover could be a detriment to this goal. Team knowledge and goals should never vacillate. Authoritarian or very poor leadership would not help in this area, where perfection is the final word. Frequent evaluation of members’ reaction to diverse circumstances, their knowledge in all pertinent areas, general knowledge, strengths and weaknesses, difficulties is necessary and appraisal interviews can be planned at suitable intervals. In the same way, supervisor’s ability should be assessed frequently. Supervisor’s motivating ability, impartiality, taking initiative, diffusing conflicts, fair decision making, providing feedback, on site and off site coaching abilities, methods of staff appraisal etc., should be checked from time to time.

Developing customer service standards

It is important to develop customer service standards that are clear, measurable, written and accessible, appropriate to product or service. These should be implemented on the staff members and train the team completely suitable for a higher performance. This can be done in many ways like, customer feedback in surveys, informal comments, complaints.

To conclude that, for any kind of success in hospitality sector, it is very important to measure the ability of the staff in impressing the customers and this can be measured in many ways, by various kinds of internal checks and rules, by maintaining rules that clearly indicate efficiency or lack of it. This should be held against the customer feedback and the Unit can have a clear picture of the working ability of each staff member. Attaining perfection may not be as difficult as
retaining it for years to come and striving for it day after day. But, without this perfection, no hospitality unit can retain its reputation and fascinate tourists for a long time.

NOTES AND REFERENCES

CHAPTER - VI

WORKING IN UNISON FOR ENVIRONMENT

The tourism industry keeps growing. Worldwide tourist arrivals in foreign countries have increased by 6.5% yearly since 1950 reaching nearly 900 million arrivals in 2007; whereas in 2013, it is 1087 millions. According to UNWTO Report (2014), the forecast for 2030 is around 1.8 Billion international Tourists. However, this growth often comes with unsustainable consumption practices endangering ecosystems and natural resources.

There is hence a need for greener hotels that are at the heart of the tourism industry. Hotel guests are more conscious of environmental problems and have started to consider the environment in their accommodation choice. “The quality of the environment, both natural and man-made, is essential to tourism. However, tourism’s relationship with the environment is complex. It involves many activities that can have adverse environmental effects.”

This is also becoming valid for luxury hotels. The development of eco-labels is thus helping tourists in their choice. Without cutting on clients’ comfort, many efforts can be made in the backstage by the hotel management industry through the application of best available practices and technological innovations.

The hotel industry is now conscious of this new trend and has set policies in this respect. For implementation of daily rules and reduce