

Trust & assurance revival by the leading hotels in Odisha during the Covid-19 pandemic

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Abstract. The impact of the novel Coronavirus can be felt globally across nations in most of the sectors with travel and hospitality being one of the worst affected. So, it is highly essential to keep a watch on the trends and forecasts of the industry to be ready for the speedy recovery of the economy. This study focuses on the strategies of the leading hotels of Odisha during the Covid-19 pandemic for installing trust and assuring the guests for a safe future transaction. This study gives a brief idea about the responsible practices that the hotels have adopted for assurance and trust factor both from the customer and employee perspective. The study is based on leading hotels in Odisha. Secondary data has been considered for the study. Multiple case study analysis and observation have been adopted for the methodology. Best practices from the hotel industry during this pandemic have been discussed with the scope of improvement. Responsible tourism and automated practices would be the new normal so these aspects have been considered for the study. Hygiene and cleanliness standards are the new foundations of trust and assurance of the guests henceforth.

Keywords: Hotels; Covid-19 pandemic; trust; assurance; Odisha

1 Introduction

The Covid-19 pandemic has portrayed a clear picture of how vulnerable the mankind is in our lifetime. The hospitality industry across the globe has been affected deeply and is in a bad shape but still with a ray of hope for revival.

The Indian hotel industry has been hit hard by the coronavirus pandemic and is struggling to survive with significantly low demand and rare future bookings. The luxury hotel chains have been affected badly but have been taking major steps for recovery by jumping into the track of assured and responsible tourism.

Odisha – India's best kept secret has also been badly affected by the pandemic. It was gaining momentum in tourism after the success of Eco Retreat, Marine Drive, Konark that the pandemic hit the world. But still there has been continuous effort from for revival and rejuvenation. The hotels are paving a "new normal" safety standard for the reopening of the hotel industry which would help gain the trust of the potential guests.

Strategic analysts have already charted out plans for the recovery of the hotel industry globally. Despite of the future being hazy and unclear as to what and how the industries would recover, plans for reopening the hotels and adopting strategies for responsible tourism should start now. Now is the time to start planning and create a platform for attracting and engaging potential guests as soon as the time is ripe.

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Assurance and trust are the need of the hour with responsible tourism being prioritized for the simultaneous benefit of the service provider and the guests. As the world of hospitality is moving towards a new normal, trust and assurance would play a major role in the revival and rejuvenation of the industry.

2 Literature Review

As per United Nations World Tourism Organization, Trust is the new currency and tourism is a major player in the spreading this word of trust (UNWTO, 2020). Contactless services would be rendered in the hospitality industry during this difficult time of Covid-19 pandemic which would help improvise the hygiene and safety aspect thereby strengthening the trust among the guests and staff of the hotels.

In India, organizations like Federation of Hotel and Restaurant Associations of India, Hotel Association of India in association with the Ministry of Tourism, Government of India have laid down set of guideline for the safe operation of hotels during the Covid-19 pandemic which have been designed to create the sense of assurance among the guests and employees to rethink travel and work in a safe environment.

2.1 Cleanliness and Hygiene protocols

The following are the details of the protocols followed and adopted by the various hotel groups abiding by the rules of the government and standards of WHO laid down during the coronavirus crisis.

- The hotels have taken proper care and measures as per the guidelines laid down by the World Health Organization and at this point none of the employees or guests have shown any of the symptoms of Covid-19. The hotels have adhered to the standards of hygiene and cleanliness to ensure the safety and wellbeing of the guest and employees simultaneously
- Proper steps have been taken by the hotels to maintain the hygiene and cleanliness of utmost priority which include cleaning of all the touch points in the public places as well as in the rooms of the hotel with an alert and efficient housekeeping service on duty
- Professional and commercial chemicals are being used through electrostatic sprayers to disinfect the hotel entrances, staff entrances and the public areas
- Hand sanitizers are placed in all guest rooms and at all public spaces and including the entrances, lobbies, corridors, business conference halls etc.
- The supplies for the hotel, vehicles and luggage are sanitized and disinfected before getting an entry into the designated premises
- As far as the kitchens, in-room dining services, business centers, banquet halls and restaurants in the hotels are concerned, it has been made sure by the management that the staff needs to follow certain protocols to sanitize their hands every time they serve food or touch food related items
- The cars are being disinfected after each use
- Wearing of masks and disposable gloves by all the staff at all times and their regular changing at intervals and fresh usage is being encouraged and is a mandate for the hotels
- The seating arrangement in the lobby as well as the restaurants have been reconfigured to ensure social distancing is maintained between the guests
- There is an interlude of 24 hours between a check out and the next check-in and alternate rooms are to be allocated
- Change of linen of the room like bedsheets, pillow covers, towels etc is a mandate after a check out. Use of fresh linens is being strictly followed before a new check-in
- Cleaning of all the touch points inside a room after a check out is rigorously done.
- Vendor management protocols are in place ensuring social distancing, usage of PPE and proper sanitization
- Ensure right air quality in the air conditioning system of the hotel to ensure a clean and ventilated environment

2.2 Health and safety protocols

- The temperature readings of the guests who are not residing are taken at the time of entering the hotel
- Residing guests and the staff are subjected to temperature screening twice daily

- A guest check-in self-declaration form regarding Covid-19 symptoms has been kept at the reception which has to be filled by the guest at the time of check-in
- Any guest who indicates symptoms of the virus is required to undergo a medical examination prior to check-in
- If the guests or the staff don't feel normal in health, a medical examination and medical assistance is provided immediately
- Professional agencies for sanitization and doctors have been appointed in case of emergency
- SOPs are in place in case of a positive Covid-19 diagnosis where a guest or an employee needs to be quarantined
- Cross-functional response teams, including round-the-clock doctor assistance and occupational health experts to provide guidance to the hotels and help address specific requests when needed have been formed
- Wearing of masks for the guests and the staff has become a mandate for all the hotels.
- Wellbeing dishes and immunity building culinary delights have been put up on the respective websites for the guests to try at home during the pandemic
- Physical and mental health management is of utmost importance during the Covid-19 pandemic which is taken care of by the hotels

2.3 Travel flexibility services considered for the guests

- Most of the hotels have laid down a flexible cancellation system without any penalties. If the payment has been done for the travel but due to the lockdown it has not been used, the guests are being provided with an option to either cancel and get a refund or hold for future travel until the end of the year 2020
- In order to capture the online bookings, the first step is to reassure the visitors with two major aspects namely clarity in communication and flexibility in booking services. A worry free booking policy has been implemented by most of the hotels on their website to regain the trust of the visitors and deploy a peaceful booking
- Few of the hotels are supporting the work from home idea and are not accepting any new reservations for the time being till the lockdown has not yet been lifted
- Discounts and promotions have been offered to guests who are opting to go for future reservations
- Staycation packages are being offered to the guests
- Discounts are offered for bookings when the guest stays for more number of days

2.4 Employee-centric steps implemented during the pandemic

- Safety of the employees is of utmost importance for the leading luxury hotels in India and proper steps of health and safety have been taken as per the guidelines of the Government of India and WHO.
- Personal Protective Equipment has been provided to the housekeeping staff for their safety.
- The hotel staff empowerment is done through internal alignment with technology adoption as the guests would probably want a low physical contact.
- Flexible scheduling of working hours
- Optimization of the work force
- The leading hotels have tried to maintain proper and clear communication with their staff to assure and ensure their economic conditions along with their safety.
- Covid-19 Advisories set up for the employees
- Taking care of learning and growth of the employees during the time of pandemic

2.5 Role of Social media, technology in the hotel industry

In the time of Covid-19 pandemic, presence in the social media and technology upgradation have been the major steps taken by the hotels not only to attract guests but also to maintain a connect with the guests. To rebuild trust and assurance in the relationship with the guests, the hotel industry has been taking every possible path in developing applications to rendering service at home. Presence in the social media platforms have helped the hotels in the revival process during the pandemic. Previous studies have also proven the same for communication and for maintaining the customer relationship.

Usage and upgradation of technology and web applications have proven to be strategic tools for customer retention and marketing of the hotel (Leung, Lee and Law, 2011). The hotel industry marks its presence on the social media to attract potential guests and help them in decision making as stated by (Ng and Lien, 2014). By analyzing the content as given on the social media platforms like Twitter and Facebook, it has been found that social media is an indispensable communication channel for branding purpose (Sobaci, 2015).

It's important for the hotels to understand how to measure the customer engagement effectively through the social media platforms so that the customer can be well assured of a future relationship with the hotel (Hashim and Fadhil, 2017). The quality of information available on the website of hotels matters a lot for the potential guests. Website content evaluation can help in improving the communication with and purchase intention of the customer (Law, Qi and Buhalis, 2010) (Law, 2019).

The use of social media for promotion and marketing of the hotel could potentially increase customer loyalty and trust which implies an increase in sales and business (Minazzi and Lagrosen, 2013). But at times, the hotels fail in providing updated and timely information on the social media platforms which accounts for a differentiated consumer behavior (Phelan, Chen and Haney, 2013)(Phelan, Chen and Haney, 2013). Timely updated information is the need of the hour during the Covid-19 pandemic from the hotels end which would help build trust and assurance.

In today's digital world, hotels must enhance their web reputation and prospects on social media to have a more engaging and personalized customer relationship (Minazzi, 2015). The hotels should incorporate social media presence along with the traditional channels of communication to leave an imprint in the minds of the customers (Minazzi and Lagrosen, 2013).

3 Methodology

The study has been conducted on five leading hotels in Odisha. Secondary research has been adopted for this study with collection of secondary data from the internet as source. Multiple data observation method has been used for this study. Commercial information source such as the print media, websites and social media like Instagram, Facebook, YouTube and Twitter have been the main source of data collection.

The leading hotels in Odisha which have been considered for the study include Mayfair Hotels & Resorts, Swosti Group, Trident Hotel Bhubaneswar, Fortune Park Sishmo, Pal Heights. Their official hotel websites were visited (Fortune Park Sismo, 2020; Mayfair Group of Hotels, 2020; Pal Height, 2020; Swosti Group of Hotels, 2020; Trident Hotel Bhubaneswar, 2020).

4 Results

To maintain a smooth functioning of the customer relationship management and the employee relations management, the hotels have been consistently trying to connect and communicate through the digital media during the pandemic.

The leading hotels in Odisha have marked their presence in the social media along with the digital media and have left a remarkable print through videos, dialogues, photos & promotion etc. Through these channels of communication, the hotels are sending a message of assuring cleanliness and hygiene to the guests as well as employees.

Following table 1, indicate the channels of digital communication where the hotels have marked their presence to keep the trust and assurance upright even during the time of the Covid-19 pandemic.

Table 1. Presence of Covid-19 updates in the digital platform and social media by the hotels

Hotel Brand	Website	News & Media	Social Media
Mayfair Hotels & Resorts	Yes	Yes	Yes
Swosti Group	Yes	-	Yes
Trident	Yes	-	Yes
Fortune Park Sishmo	-	-	Yes
Pal Heights	-	-	-

The luxury hotels considered for our study have made collaborations with certain organizations for health and hygiene standards to be kept in place. Few initiatives have been taken by the hotels to ensure trust among the guests and employees during the difficult time of Covid-19 pandemic as given in table 2.

Table 2: Initiatives and Collaborations for Health & Hygiene by the Hotels for reinstallation of trust and assurance in the hotel industry

Hotel Brand	Website	Initiatives	Collaborations
Mayfair Hotels & Resorts	https://www.mayfairhotels.com/	NEW NORMAL safety measures have been implemented across all the Mayfair resorts and hotels	Revised health and hygiene standards in conformity with World Health Organization, Ministry of Health & Family Welfare- Government of India and Food Safety & Standards Authority of India
Swosti Group	https://www.swostihotels.com/	No information available on the website	-
Trident	https://www.tridenthotels.com/hotels-in-bhubaneswar	In depth cleanliness and hygiene standards implemented at every level of services.	Bureau Veritas Partnership for testing, inspection, validation and certification of health and hygiene standards
Fortune Park Sishmo	https://www.fortunehotels.in/bhubaneswar-fortune-park-sishmo.dh.49	Health and hygiene standards are being followed	In compliance with WHO and FSSAI
Pal Heights	http://www.palheights.com	No information available on the website	-

The leading hotels considered for the study have started offering innovative and tailor-made offers for the guests to attract reservations thereby assuring a safe stay. Rebuilding trust has been the main area of focus through these packages and offers as given in table 3.

Table 3. Tailor-made travel flexibility offers for the guests during the Covid-19 pandemic

Hotel Brand	Travel flexibility offered for the guests	Exclusivity of the package
Mayfair Hotels & Resorts	No special packages offered	-
Swosti Group	Nothing new in view of the pandemic	-
Trident	Trident Staycations (Ideal for work from hotel)	INR 7500 for double occupancy/per night 25% discount on Food & Beverage, Complimentary breakfast service in room

Fortune Park Sishmo	Unlock Business packae and Suite Surprise	25% discount on the room rate, 25% discount on Food & Beverage, Same day cancellation, 40% off in Bar
Pal Heights	Nothing new in view of the pandemic	-

Lastly, few of the renowned and leading hotels in Odisha have gone to an extent of delivery of culinary delights being served at home to the customers through variety of innovative ways which is again a clear progress towards building trust and assuring a safe travel relationship with them. Following table 4 indicates the initiatives and the ways.

Table 4. Home delivery of food initiatives by the leading hotels in Odisha during the Covid-19 pandemic

Hotel Brand	Home Delivery Initiative	Inclusions
Mayfair Hotels & Resorts	Partnership with Zomato	Home delivery of baked items and gourmet food prepared at the restaurants of Mayfair Lagoon Bhubaneswar
Swosti Group	Partnership with Zomato	Home delivery of food delicacies prepared by the restaurants of the hotels of Swosti group in Bhubaneswar
Trident	-	-
Fortune Park Sishmo	-	-
Pal Heights	Partnership with Swiggy and Zomato	Home delivery of baked delights and food items prepared by the restaurants of the hotel in Bhubaneswar

5 Discussion and Conclusion

The hotels are working on the following aspects to ensure trust among the guests and revive after the pandemic.

- Implementation of Cleanliness and Hygiene protocols as per WHO and certified organizations
- Universal precautions as per the WHO guidelines for the Covid-19
- Taking the best of measures to ensure safety of their employees first
- Creation of an incident command center
- Maintaining the standards of social distancing
- Investment in technological upgradation
- Automation of Services
- Communicating the culture of cleanliness and hygiene
- Air filtration and aerosol transmission system upgradation and implementation
- Digital health passports
- Adoption of cloud technologies
- Making cleanliness a part of the branding strategy
- Responsible tourism practices
- Attracting millennial travelers

- Optimization of services to ensure less physical interaction
- Creation of trust and assurance for the guests and staff alike
- Monetary, Fiscal and policy support from the Government of India

The business strategies used by the hoteliers pre Covid-19 and post Covid-19 would have a huge gap to fill. The marketing strategies and the services would be drastically changed for the good of mankind. Health and safety would be of utmost importance in the minds of the travelers and it would be the primary ground basing which the booking of hotels would be done (Hotelier India, 2020).

Even before booking, the sanitation safeguards and the hygiene aspect would come under the radar of skepticism of the customers. Questions related to the last usage of the hotel room and the sanitation process would arise in the minds of the guests which needs to put to rest. So, hotels are adopting and have started planning for maintaining the cleanliness and disinfecting standards. This is not only the era of the coronavirus but also the of the technology innovation in most of the fields of life. Hospitality industry should use technology at its best by bringing in the experience of virtual services in real life at the hotels for example virtual concierge facilities. Artificial Intelligence would play a crucial role in implementing the virtual reality in the hospitality industry.

The guests would want to come in human contact as less as possible during their stay at the hotel post Covid-19 pandemic. So, hotels have to make sure to increase the automation aspect in services provided and satisfying the customer at the same time. Travel Insurance and flexible booking services would gain momentum in the hotel industry to attract potential guests.

In Odisha, the hotel industry needs to put in more effort in terms of reaching out to the guests through proper communication channels and mark their presence in the social media platforms like Facebook, Instagram, Twitter and YouTube. The potential guests need to remain connected even during the pandemic for a promising future travel. The hotel industry in Odisha also has a scope of improvement by learning and sharing the best practices which the leading hotels in India are implementing during the pandemic.

Recommendation would be to have patience and invest in the process of gaining trust, assurance and empathy of the guests and the employees as “Trust” would be the new norm of global tourism post Covid-19 pandemic. Trust and assurance are the new normal in the hospitality industry which would also prove to be the foundation of further growth and business. With every moment passing by the research analysts are trying to be innovative and creative in the hospitality business to attain a level of confidence in the minds of the guests. Definitely the hospitality industry in India and worldwide would revive and regain momentum but at a slower pace. After all, slow and steady wins the race.

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Emerging Trends in Hospitality and Tourism Industry

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Abstract. The hospitality industry's world is going with the massive amount changes day by day. According to the World Travel and Tourism Council, The collaborative approach of Travel and Tourism now a day is one of the world's most rapid developing fields. In India Tourism when comes with travel, it itself provides 5% of the national GDP and about 8% and even more of its contribution towards total employment in India. Incredible India evidenced and welcomed 13 million and ever more of foreign tourist guest and about 650 million domestic guest visits. Travels and Tourism's combined approach requires an attention to get promoted in many of the fields such as tourism planning(international), the operational growth of hotels, the monotonous Marketing, Enhancing the service, performance improvement in finance sector and deep thinking on sculpturing our management so that it will always promotes us towards betterment of this industry. For the immense brand-new experience of the customers or say guests one should keep on thinking and practically applying latest approaches to make their customer happy, satisfied and also boost up their thought process of keep on exploring more and more.

Keywords: Tourism infrastructure, Emerging Trends in Hospitality & Tourism, Developing creativity and innovation in Hospitality Industry

1 Introduction

Travel and Tourism both either single handle or together hits directly and indirectly on economy, therefore we can say it contributes towards world economy. Hotel industry is not only about food, beverages or shelter but it is beyond that.

To maintain this combo pack there are various activities are involved to make the expectations beyond customer's expectations. It includes catering, operators who runs the tour services, of course transport, resorts, casinos etc.

Tourism in India has potentially rich cultural and historical heritage also having natural beauty spots all over the country. Since people loves to travel and want to explore untouched places therefore tourism also generates employment and becomes a source of income to such rural destinations which are beautiful but less explored. Spiritual tourism will always help to travel and tourism industry it is getting more and more popularity because of the immense work pressure schedule of people's life now a days.

2 Objectives of the study

To identify and examine the emerging trends that have been done and to be done in hospitality and tourism sector like gathering Emerging trends, focusing more on what challenges are currently being faced and what are the future trends for its betterment.

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3 Literature review

Petermann Thomas and Christoph Revermann [1] in their research paper “Future Trends in Tourism” author stated that the senior citizen population is directly proportional to the growth of Hospitality Industry.

Maria-Cristina, Sidonia, Ravar, et al [2] in their research paper “Developing creativity and innovation in Hospitality industry” stated the impact of having workshops on creativity conducted on hotels and customers always helps in growth of this industry. Pavia Nadia, Grzini Jasmine [3] in their research paper “Specialization as a trend in modern Hotel industry” reached to conclusion that product management is always comes on the top for raising competitiveness level of hotels. Kyrlakids Alex [4] (2015) in his article “Hospitality 2015, Game changer or Spectators” advocated that India and China both the countries will attain the same growth in Tourism and Hospitality sector, both the countries will be the top Tourism and Hospitality countries and will leave France, UK and Japan behind. Besides developing their domestic tourism market both the countries will emerge as top tourism brands all over the world. Anawade P.A, Dr.Shilpak Bendale [5] (2016) in their research paper “Recent trends in Hotel industry and its impact on individual spending”. The researcher reviewed the impact of the spending on hotel by the individual. The rural area was considered for review and researcher tried to focus on the changes in spending pattern due to the recent trends in the Hotel Industry in rural areas.

4 Research methodology

The Pattern used for this research is to analyze and design the curriculum in a way that helps identifying more and more of emerging trends in the hospitality and tourism industry. The Few of the trends are:

4.1 Robots

They are always interesting and eye catchy when it comes to getting more attentions. Including robots in hospitality is new trend which is attracting customers which eventually helps to hotels or say airports in making more money and fame. Some examples of robot restaurant in India are 1) Robot Restaurant, Semmancheri, Chennai 2) Indian Swag Restaurant, Ahmedabad 3) Robo Kitchen Hyderabad.

4.2 Chatbots & Artificial Intelligence

The modern era is totally digitalized then why not hotels? It's always ease of use for customers as well as the hotel staff to arrange or manage the things properly. It always promotes us to save paper and paper work too. The chatbots are always there to help customers with their quires. Customers are getting quick responses on these chatbots as well as the staffs are getting connected with the guest day by day that's why guest and staff relations are homely now days.

4.3 Big Data

Almost in every field, historic or archival data helps to analyze the data or say previous records. On which we can think upon to have more and better experiences from bad once or we can explore more with the help of existing data. The outcome is always coming up with some new future goals which will definitely allow businesses to analyze trends.

4.4 Targeting tech-savvy guests on social media

In today's world of social media, we can say that this experience of going live or posting stuff is fun for guest but a roller coaster experiment for hotelier. From Instagram to Facebook everywhere you will get people around who always explores and posts. These tech guests are marketing for us on zero cost knowingly or unknowingly. The output is very interesting because people are giving recommendations to other people to go for Travel and Tourism as a combo pack. Which is less hectic and more time saving and it also functions better way to meet consumer's demands in advance.

4.5 Integration of Cloud Solutions

In today's world where we have lots of data with us. We can't think to save it safely with us all the time. It's always good to invest on such technologies which can get you rid of from all the data safety quires points. So that you can focus more on rest of the betterment of management.

4.6 Wellness Tourism of India

When it comes to tourism in India, we all think on spirituality instantly in our mind. The wellness Tourism collaborate the Ayurveda concept as a service for customers. It attracts more and more domestic as well as foreign guests. One of the popular destinations is Kerala, which is truly a travel and tourism destination choice amongst all the Ayurveda and yoga lovers. Spiritual tourism will always help to travel and tourism industry it is getting more and more popularity because of the immense work pressure schedule of people's life now a days. The more Corners of India will get explored the more tourism will get expand.

4.7 Augmented reality

Finally, augmented reality has blast in a identical way to Virtual Reality technology, but AR is even more Handy; it requires little more than access to a Smartphone and the internet. Augmented reality is all about enhancing the real-world environment through information overlays, whereas VR places users in a digital environment.

4.8 Facial Recognition Technology

Many customers are just familiar to facial recognition technology; particularly in relation to Smartphone security. Still, methods represent another important feature of modern hotel technology. There are several advantages which facial recognition functions are able to provide for hotel management:

- Intensify levels of privacy and security
- Only authorized staff will be allowed to enter specific areas

4.9 Guest Apps

In current scenario smart phones taken a center stage, from chatting with friends or purchasing any products online, in a nutshell everyone has depend upon on such applications. Smart guest app connects guest with the hotel with just a touch in his/her Smartphone and helps hotel provide outstanding service to guest every time. Some features of Guest apps are virtual payments, Food order, Housekeeping amenities, Laundry services, SPA, 360-degree tours of a room and immediate contact with a concierge.

4.10 Voice searches

As technology is rising gadgets such as Siri, Amazon Alexa is very helpful now in modern days as we are upgrading into a hands-free world, this actually makes a great deal of sense. Guest can now switch on-off lights, change TV Channel, book reservations, Wake Up calls etc. using dedicated voice-activated applications. Voice technology is absolutely set to replace traditional like static telephone number.

4.11 Video marketing

Hospitality & Tourism industries nowadays use video marketing to enlist their target consumers from YouTube videos, Instagram & Going live on Facebook. In order to engage audience, you can use relaxing moments guest can enjoy in your hotel.

4.12 Personalization marketing

Personalized marketing field is one of the most important one, because it actually deals with the healthy future relationship making strategies in between hotel and customers. Its aim is to make the potential customers feel more special by providing them different kind of discounts and packages through email services or via other automation technology means. This kind of marketing is used to maintain a special relationship which will further going to benefit the hotel in near future. This futuristic approach uplifts customer's interest to revisit the hotels.

4.13 Influencer marketing

Influencer marketing is a new trend setter because one who liked his/her own stay experience in hotel, they will definitely be going to tell about their experience to other people too. It actually generates hotel's direct bookings. With the help of this kind of strategies a hotel can reach out or can interact indirectly with a much larger audience. It definitely going to attract more and more customers. A hotel's customer indirectly becomes a mutual person who will going to build a trust among a hotel and their future customers. This filed plays a very important role for hospitality marketer to make a relevant positive in this competitive industry by interacting with customers or making sure that their customer's stay will have some good memories.

4.14 Rise of E- Tourism

Today's world is totally digitized, the hotels or travel industries are also got modernized with the help of internet and there is a huge impact of this modernization on tourists as well. A customer prefers online bookings and gets pre-reservations done. This kind of customized approach behavior among tourists is one of the very good examples of how well the tourism is rising globally.

4.15 Thrilling experience

Tourist always admire some destinations which can offer some thrilling experiences like becoming part of a festival or a special occasion or doing walk way to nature activities etc. For these kind of thrilling-experience lover customers, a travel agent will offer a special standard tour package so that a customer can have tremendous amount of joy with a unforgettable stay at hotel experience.

4.16 Solo Travel

Solo Travelers are usually those customers who loves social activities or looking for a positive reflection towards life living daily routine change. A solo traveler could be a youngster or a senior person who wants even to stay long term at hotels for the peace of mind or might be they are in a search of a new innovation etc. Enjoying a solo trip is not unusual. A solo traveler loves to give company to him/her self or to nature as well. Solo travelers are new trend setters of tourism now days.

4.17 Eco Travel

Eco travel or Green travel quickly becoming a popular way of traveling, Eco- Travel is a stress-free and life changing when you are planning with the team. Some benefits of Eco-Tourism are

- Help Local Economies
- Empower local communities
- Conserve local Cultural and Biological diversity
- Protect natural environment

4.18 Budget travel

Budget travelling is also nowadays trending because everyone is not capable economically. Budget travel does not mean staying in ratty accommodations. It means planning the trip carefully and in a perfect budget. There are many online tips for plan a trip in order to have a perfect. There are also some benefits of budget travel like if you are planning ahead you can get early bird incentives.

4.19 Offbeat destinations

Today's era is to explore more and more, now a day's people are very curious to explore unvisited place or places with often less crowd. This kind of tourism is also known as offbeat destinations. Exploring new places is a new trend now, people are more interested in less travelled destinations say in India or out of India. Today's traveler think for places where they can relax with nature and can have walk ways to the nature, offbeat destinations are helping a lot to those people who belong to such areas where source of income is less. Offbeat destination acts as source of income for these rural area people. We can say Tourism industry will going to expand each and every corner of India.

4.20 Short weekend getaways

Short weekend gateways can be also stated as "Relax Weekend plans". These kinds of vacations are of fewer budgets with a few days of hotel stays. In today's hectic life schedule these weekend gateways helps a lot to boost oneself back with new fresh energy. Today's traveler thinks for nearer destinations around 100 km radius so that he/she can plan for 2 or 3 days. Mini vacations are most of the people's cup of tea because it helps to rejuvenate oneself. If we compare longer vacations with shorter one or say with weekend vacations, these weekend vacations are highly liked by the travelers. Short weekend gateways are getting famous due to economical and logistical means both. Extended weekends make travelers enthusiastic for making spontaneous plans to go for near destination mini-vacations. These short weekend gateways getting momentum because it gives immense happiness to traveler in a very short span of time.

4.21 Bleisure Travel by Millennials

'Bleisure' is the name which combine business travel with leisure activities, and it is very popular, among the millennial generation. As an example, a tourist may visit a location to attend a business meeting, conference, convention or any business trip but he/she wants to extend their stay into a holiday. Then the word arises "Bleisure" travelers and it is a new hospitality trend. Traveler needs excellent access to information and good communication.

4.22 Healthy and Organic Food & Drinks

In the past, Restaurants sells fast food, sugary alcoholic drinks but after a cultural shift, people becoming more aware what they are putting in their bodies, and this leads to a healthy diet which includes dairy free, low fat, gluten free, vegetarian meals and organic options. However, now the

trend for healthy food and drinks extends to hotels, restaurants, as well as healthier drinks sold behind bars. Since people love the destination that is nearer to natural places, natural food or say healthy food is also one of the top most priorities for the customers. Tourism if comes with travel, we can also say it comes with healthy food as well.

4.23 Smart Hotels

The term smart comes with automation, today's lifestyle is having everything which is customized and automatic. Providing or offering rooms to customers which are fully automatic say check in or check out etc. these customized environments setting in every room gives a comfort to the traveler. Use of Internet of things and wireless means of connectivity everything is managed very well. Making the hotel or say room experiences up to mark is not only good for customer's happy stay satisfaction but it also helps to reinforce the value of the hotel and eventually if the customers likes it he/she will definitely going to revisit in near future. Smart Technology has become very important component of our daily routine life.

5 Conclusion

Tourism and Travel Business comes up with great planning and caring for their customers. To attract more and more guests, one should think upon variety of attractive hospitality services as well as tour plans. It will eventually strengthen the bond between travel and tourism. From Instagram to Facebook everywhere you will get people around who always explores and posts. These tech guests are marketing for us on zero cost knowingly or unknowingly. Hospitality is though expert for offering variety of services like food accommodations but one should keep on thinking on adding health and cultural services to meet customer's desire. The hunger of customer will always let you think on betterments as well as making the boring services in a more ease and interesting way always. Tourism is not only one of the biggest contributors to the economy but provides a large scale of employment as well.

6 Acknowledgements

I take this opportunity to express my profound gratitude and deep regards to Mr. Salla Vijay Kumar for his constant encouragement throughout the course of this article.

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Automation of mega kitchens

Aniket V. Sarode¹, Victor Clement²

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1 Introduction

The West looks to automate as its population is dwindling and getting skilled labor to run a factory or a production unit is difficult. And, if indeed, one can find such professionals, the cost of hiring such skilled labor would be exorbitant.

This is the reason that the West is going into automation. Many a time we have heard of a 1000 tons Production Unit, run by a skeleton staff of just 10 or 12 personnel! There are hotels in Europe, which are run by just a handful of people!

Whereas, in India, skilled labor is abundant, and on the rise! So, why will one think of automation, when we have such a huge bench strength of skilled labor in every field?

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And when the West brings its solutions, it will be basically based on reducing or even elimination manpower! One who goes to a Western country to get help to automate would be starting on the wrong foot because the basic reason for automation is wrong!

Automation in India should only be for the following reasons:

1. Accuracy
2. Speed of delivery
3. Ease of operations

and never for reducing manpower! In fact, we need a balanced approach to this problem.

Consider the following example:

The Owner of a sugar factory employing 40 skilled labor is planning to automate the production processes.

If he goes into 100% automation,

1. it will eliminate 90% of the workers
2. cost of automation would be prohibitively high
3. low quality sugar will be reduced to zero
4. quality of sugar will be very high

On the other hand, if he takes a balanced approach, he would go in for semi-automation, retaining most of the manual processes going only for automation of critical processes. In this case,

1. most of the labour will be retained
2. the initial cost of automation will be much lesser
3. low quality sugar will be drastically reduced
4. quality of sugar will be as high as for a fully automated plant

Automation in the hotel industry should also be based on this approach. For example, why will we go in for a super expensive robot bell-man, when we have quality bell-men in abundance in our country? Such blind automation does not take into account the best interests of the country.

Automation should be resorted to only if:

1. preparation time can be cut down
2. hygiene can be increased
3. quality of food can be increased
4. standardization (of, say, food production) can be achieved

and, again, in India, never to cut down on manpower!

The strength of our country is in the availability of skilled manpower, a fact which can be corroborated by the fact that our skilled personnel are much sought out, all over the world!

2 Reasons for automating a mega kitchen

Let us explore the reasons for automating a mega kitchen:

1. Production time can be cut down
2. The Plant can be run by semi-skilled professionals
3. Food quality can be increased
4. Hygiene can be increased

Time spent on cleaning the raw materials can be cut down. This will also ensure cleaner and more hygienic raw materials. Also time spent on moving material around should be cut down by using conveyors.

As the recipes are coded into the programmable logic controllers, the main chef need not be present during the production times. Anyone with appropriate training to handle the automated facility can handle the day to day production.

From the moment the raw materials are loaded into the hoppers, till the time that the finished products are loaded into trucks, they do not have any contact with human hands! Thus, a great degree of hygiene can be achieved.

Further, after completion of production, all the equipment used in the production area can be steam cleaned ensuring a high degree of cleanliness and hygiene.

Let us approach this subject from another angle.

We have a mid-day meal scheme for children in Government Schools. In a city or town, where there are more than 10 schools, we can put up a centrally located Automated Mega Kitchen for the entire town.

These mega kitchens can be run in tandem with the Disaster Management Department. In case of a flood, let us say, where a number of people have been uprooted from their homes, these kitchens can be of extreme importance as food can be produced in mass quantities to ease the suffering of flood affected people.

3 Basic features of an automated mega kitchen

1. Modular approach
2. Automated cleaning equipment
3. Conveyors for raw materials and finished products
4. Use of gravity for material flow
5. Hoppers with automated valves
6. Weight measurement devices
7. Automated Stirrers
8. Simple lifting trolleys
9. Packing machines
10. Boilers
11. 3D Crystal Heating Devices
12. Programmable Logic Controllers

Modular Approach

A modular approach would ensure smooth integration of additional units and thus, increase of capacities. Installation of additional capacities should not hinder the working of the existing units

Automated cleaning equipment

For purpose of maintaining hygiene, cleaning equipment like brushes will be operated with steam. There will be no human touch in all the food handling from the first hopper right down to the finished product conveyors

Conveyors for raw material and finished products

Conveyors will be needed to transport raw materials from the storage to the hoppers. Similarly, conveyors will be needed to handle the finished product from the production area to the dispatch section

Use of gravity for material flow

A 2-tier system will be designed to make use of gravity and thus avoiding expensive pumps to transport material to the hoppers and on to the production area. Also pumps require extensive maintenance and are prone to failures.

Hoppers with automated valves

This is a critical component as the system will take from the storage the exact amount of materials needed for production. This system will be used only for materials with mass volumes.

Weight measurement devices

Load cells will be used to weigh only main ingredients. This will not be done for all ingredients as we are not attempting 100% automation.

Automated Stirrers

Manual mixing and stirring will be totally eliminated. We can use pre-programmed timing for stirring as well as Bluetooth enabled stirring whenever the chef needs to achieve stirring. We can also easily program for different speeds of the motor for stirring different food products at different times during the cooking process.

Simple Lifting Trolleys

Manually lifting a 50 kg bag of rice or dal needs a back breaking effort. We will reduce this as much as possible by using simple hydraulic lifting trolleys.

Packing Machines

Packing machines are readily available in the market and if needed, will package the dal in 50- or 100-ml PE packets.

Boilers

Industrial boilers following IBR standards will be used in this project to cook the rice and the dal.

3D Crystal Heating Devices

At the time of writing this article, 3D Crystal Heating Devices have entered the Indian market. Though operating expenses are much lower in these devices, more research and performance analyses are needed to include them in our recommendation.

Programmable Logic Controllers

The entire operation will be controlled by programmable logic controllers. Writing the necessary software to run the plant is simple and can be modified at will.

4 Sizing of the vessels

For Dal:

For the production of dal for 20,000 people, we need 200 kgs of dal.

This works out to around 3000 litres of dal

Using 8 units, volume of each unit will be around $3000/8 = 375$ litres per unit.

Allowing for overflow etc. we need 400 litres capacity per vessel.

For Rice:

For the production of rice for 20,000 people, we need 1000kgs of rice

Using 8 units, we get a capacity of 125 kgs per unit

This will work out to around 500 litres capacity per vessel

5 The layout of the facility

First let us take look at the building layout. (See Sketch - 2)

There have to be clear-cut ways for the incoming trucks and the outgoing trucks. The delivery bay and the loading bay will be positioned on opposite sides of the facility.

For sake of clarity, we are considering two separate buildings, one for dal and one for rice. In reality, both these buildings can be combined into one unit, depending on the area available.

The building itself will be at two levels (see Sketch – 3):

1. The first-floor level where the loading equipment are located
2. The ground floor level which will house the production area and the delivery bay.

The Ground Floor will also house the Control Room, the Loading Bay, the Office and the Boiler Room. The First Floor will house a storage area where enough raw materials for each day's production will be stored.

6 The automation sequence for cooking dal

Let us consider the process of cooking Dal, a prime menu item in most of these mega kitchens in India. Let us try and automate the process. This will give us a good idea of what the automation process entails.

The process flow chart is shown in Sketch – 1.

A complete drawing of the layout for processing Dal is shown in Sketch – 3.

The drawing of a single unit is shown in Sketch - 3a.

The First Floor Plan showing the loading utilities is shown in Sketch – 5.

Preparations

The raw material required for the day, that is dal, is pre-stored at the first-floor level. Transporting raw material from the ground floor to the first floor is done using a simple lift system.

First, we need to start the program. Then we will click on the Dal button and enter the amount of Dal to be cooked.

Depending on the amount of Dal needed, a light will come on, on the panel in front of each hopper. For example, if the cooking is only for 10,000 people, the light on the panel in front of hopper numbers 1 through 4 will turn on, indicating which of the hoppers will need to be loaded.

The program will calculate other details such as amount of oil and water needed for both cleaning the dal and cooking. The amount of Dal needed will be calculated and displayed on a panel in front of each hopper. Similarly, the amount of Oil needed will be calculated and displayed on each panel in front of each Hopper.

From the storage area, dal is loaded onto a hydraulic lifting trolley. (See Image – 4)) The top of the trolley is fitted with an SS tray onto which a 50 kg dal sack is emptied. This enables the Operator to manually inspect the dal for foreign substances. Then the trolley is pushed to the hoppers. Here the tray is tilted to load the cleaning vessel through its hopper.

If the quantity indicated is less than the standard 50 kgs, then the Operator will slit open the sack and weigh the exact amount needed in a weighing machine.

Simultaneously, the operator fills the oil container with the required amount of oil. Once this is done, the operator presses a button next to the hopper. This sends a signal to the Control Room. The Control Room then starts the cleaning process for that unit.

Cleaning of the Dal

The cleaning vessel has an inlet and an outlet pipe for water, both controlled by solenoid valves. The inlet valve opens and lets water in. When the pre-determined amount of water fills up the vessel, the PLC switches on the mechanical stirrers at pre-determined speeds for a pre-determined time. When the cleaning process is completed, the stirrers are stopped and the water outlet valve is opened.

The cooking processes

When the cleaning is complete, the PLC checks if the cooking unit is ready to start the cooking process. If yes, the solenoid valve controlling the material outlet is opened and the dal along with the water flows into the cooking unit. Then the PLC switches on the cooking unit and the cooking process begins. After a calculated amount of time, the heating elements begin to heat up the oil to the required temperature.

When the oil reaches the required temperature, the PLC will flash a light on the oil hopper to indicate that it is time to add the required ingredients into the oil vessel. The mechanical stirrer will keep the contents in a slow stir.

When the timer indicates that the cooking process is complete, the PLC will open the solenoid valve at the outlet of the oil vessel and the entire contents flow into the cooking vessel. After a calculated amount of time, the PLC will shut off the cooking unit and send a signal to the Control Room that the cooking process for that particular unit is complete.

The computer in the control room will indicate what process is going on in all of the 8 units.

Packing

There are several ways to pack up the finished product for transportation. We will look at a couple of alternatives:

Alternative I

Here, dal is poured into containers of desired volumes, easy for transportation. Let us say, we have 500 litres of dal prepared. This can fit into 20 containers of 25 litres capacity each. A conveyer belt will ease loading these containers into trucks.

Alternative II

In this alternative, dal is to be packed into 100 ml PE containers and then transported to different locations. There are automatic machines available readily in the market. One such machine is shown in Image - 6. As the machine is capable of packing around 1400 packets an hour, we will need $20,000 / (1400 \times N)$ machines,

Where N = number of packing hours.

The outlet of the dal vessel is connected to a header pipe, which branches into these packing machines.

Caution

As the packing material is single layer PE film, we need to know what temperature of the dal is safe for packing. For example, if it safe to pack the dal at 50^0 C, the program will not allow the outlet valve to open before the temperature falls to 50^0 .

Cleaning up

After cooking is complete in all the units of the process, the Control Room will start the cleaning process. The PLC opens the valve between the oil vessel and the dal cleaning vessel. Next, the PLC flashes a light on the oil hopper indicating that the Operator needs to add soap solution or soap powder to the oil hopper. Again, after adding the necessary cleaning material, the Operator presses a button. This will inform the Control Room that the unit is ready for cleaning.

The PLC will activate the stirrers to begin the cleaning process. Again, after cleaning the vessel, the outlet valve will be opened to drain out the water. This process may be repeated if necessary.

Then the same process will be repeated to clean the cooking units.

7 The automation sequence for cooking rice

A complete drawing of the layout for processing Rice is shown in Sketch – 4

A clearer drawing is shown in Sketch - 4a

The Ground Floor Plan showing the rice cookers and the boiler(s) are shown in Sketch - 5

A typical rice cooker is shown in Image - 2

Steam Cooking

Here, the use of induction heating is not considered, as we are going in for absorption method of cooking. This is because, after 60% of cooking is done, there is no more water to conduct the heat to the rice grains. This results in rice sticking to the surface of the vessel, especially at the bottom. So, whenever absorption method is chosen, it is imperative to go in for steam cooking as less rice sticks to the bottom of the vessel.

Steam cooking means procuring a steam boiler to generate the required amount of steam for cooking the rice. Industrial boilers have to follow stringent IBR standards and one of IBR requirement is to appoint an IBR certified person to oversee the boiler operations and maintenance.

So, as seen from sketch 6, we need to include a boiler room in the layout.

Processing rice

The loading and cleaning processes are similar to that of processing dal and so are not repeated here. Operations are simpler as there is no need to add oil and necessary additives.

The vessels will be double jacketed to allow steam to freely flow into the cooking chamber.

The cooking units have a vertical vessel, supported at the center, which will allow the entire vessel to tilt, so as to enable manually removing the rice into containers.

On Site Research

Rice, due to the presence of starch, rice is sticky by nature. This is the reason for draining the rice while bulk cooking. Unfortunately, the draining method removes much of the nutrients of the rice and so, we have resorted to cooking by absorption method only.

Stickiness can be reduced by:

1. selecting rice having less surface starch
2. adding a small quantity of salt, and
3. pre-soaking rice, which reduces the surface stickiness of the rice.

Some research is needed to make sure that the cooked rice does not stick to the vessels such as:

1. Ideal mix of water to rice
2. Exact time of cooking
3. Duration to pre-soak the rice

As the process is automated, it will be easy to perform and tabulate results for various mix ratios, timing etc.

8 The complete cycle

To reduce the capacity of the boiler, we suggest that first the dal is cooked and when that process is completed, the process for cooking rice is started. This will reduce the cost of the boiler by about half.

So, for a typical day, cooking of the dal starts at, say, 10 a.m. On completion of the cooking of the dal at, say 10.45 a.m., cooking of the rice begins.

Due to the plant being automated, these processes can easily be handled by the PLC, which will first process the dal by opening the steam valves for the dal cookers. On completion, the PLC will shut off steam to all the dal vessels. Then it will check if the vessels for the rice are ready. On receiving the green signal, the cooking of the rice will automatically begin. This is accomplished by the PLC by opening the steam valves for the rice cookers. Once cooking is completed, the PLC will shut off the steam valves.

Then the cleaning process will start once the vessels are emptied. This is expected to take about 30 minutes. The whole process will take around 2 hours and will be completed by 12 noon.

9 The Boiler

As per IBR (Indian Boiler Regulations), if the boiler size exceeds 22.5 litres, it must come under IBR. For a 1000 kg rice unit, we will need a 500 kg/hour boiler. This means we need to go in for IBR regulated boilers. (See Image – 3)

We also feel that instead of using 2 or more boilers, we need to use just one boiler to handle both the rice and the dal. The same boiler can also be used to produce steam for cooking vegetables and cleaning the large vessels.

To keep the boiler capacity low, we will first cook the dal and then we will start the process for the rice. This will reduce the capacity to just half of the total capacity needed.

Also, IBR demands that the Operator for the boiler should be IBR certified.

10 The PLC

There are several ways to get signals from equipment and send signals to valves / controllers to and from the PC.

The suggested schematics is shown in Image – 1.

As we have a number of solenoid valves, we need to have some electronic device to collect the individual cabling and route it to the PC by means of an Ethernet connection.

The manufacturer also supplies the subroutines that will enable the programmer to be able to collect information from the equipment and send control signals to the equipment especially the solenoid valves.

As these are digital I/O systems, all the signals will be either 5 – 10 volts or 4-20 mA.

11 Costing

• CAPITAL COST

<u>ITEM</u>	<u>COST</u>
Building & Peripherals Cost	65,00,000
8 Units Induction Units for Dal	16,00,000
8 Units Rice Double Jacketed Vessels for Rice	16,00,000
Boiler & Piping	10,00,000
16 Units Hoppers for Loading	5,00,000
Electronics (incl PLCs)	5,00,000
Automation Equipment	10,00,000
Loading Hydraulic Trolleys	3,00,000
TOTAL COST	130 LAKHS
RATIO OF AUTOMATION / TOTAL COST	12%

• RUNNING COST

<u>OPERATORS</u>	<u>Cost per month</u>
Unit Head (1)	Rs 25,000
Helpers (5)	Rs 75,000
Computer Operators (1)	Rs 20,000
Boiler Operator (1)	Rs 20,000
Loaders & Assistants (5)	Rs 60,000
ELECTRICITY	Rs 5,000

12 Conclusion

In this 1.3 billion people country, we are always going to keep finding ways and means to feed the masses. This is where mega kitchens will play a major role in the future.

Be it a mid-day meal scheme or feeding disaster affected people, mega kitchens will be only keep growing. It is a challenge to keep these facilities productive, hygienic, efficient and cost effective.

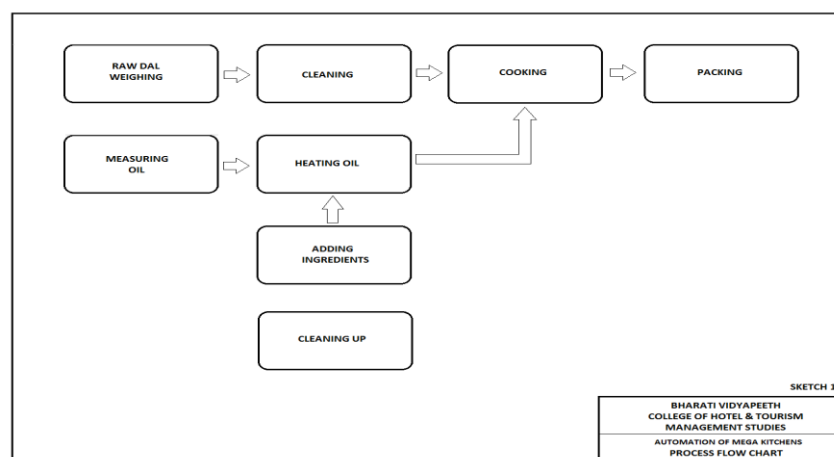
It is the hope of the authors that automated mega kitchens will come up all over the country in our constant efforts to feed our hungry populace.

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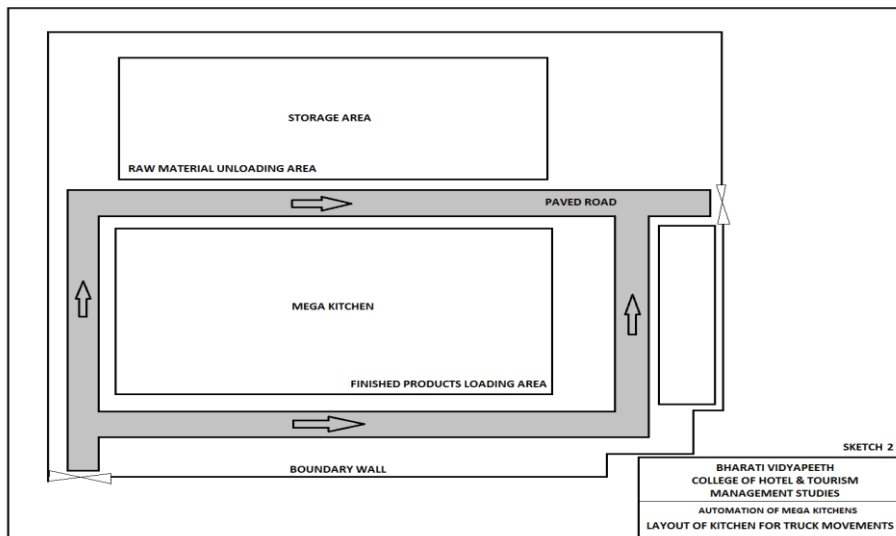
- An international survey of methods used for evaluation for the cooking and eating qualities of milled rice by B O Juliano of the International Rice Research Institute, Philippines
- Effects of processing methods on physicochemical, functional and sensory properties of Ofada rice by Anuonye JC, Daramola OF, Chinma CE and Banson O of the Department of Food Science and Technology, Federal University of Technology, Minna, Niger State.
- Plastic Films in Food Packaging - Materials, Technology and Applications
Edited by Sina Ebnesajjad of Flouroconsultants Group, LLC
- Rice Starch Diversity: Effects on Structural, Morphological, Thermal, and Physicochemical Properties — A Review by Ali Abas Wani, Preeti Singh, Manzoor Ahmad Shah, Ute Schweiggert-Weisz, Khalid Gul and Idrees Ahmed Wani
- Rice: Chemistry and Technology Edited by Jinsong Bao
- Starch in Food: Structure, Function and Applications
Edited by Ann-Charlotte Eliasson

Sketches

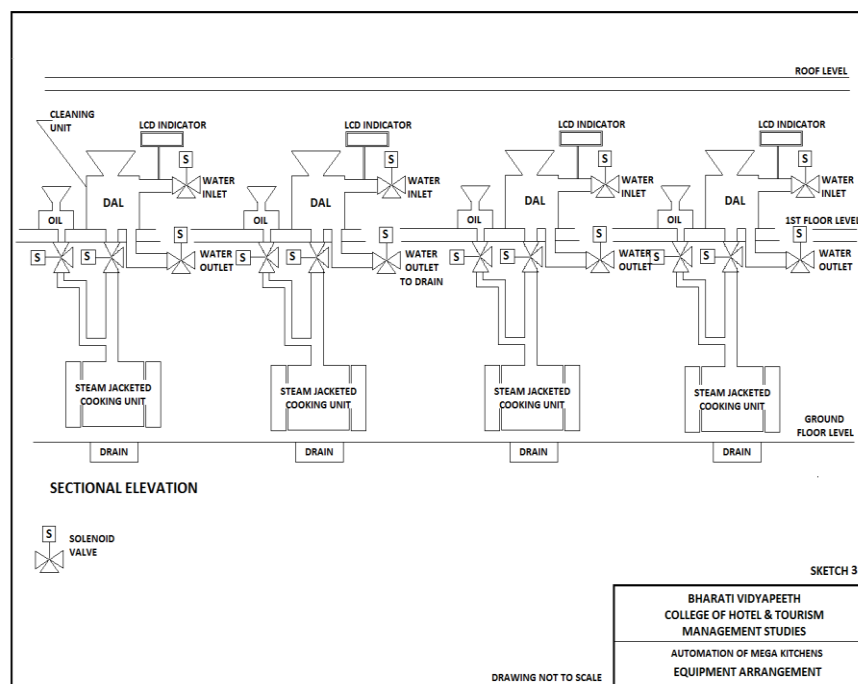
Process flow chart



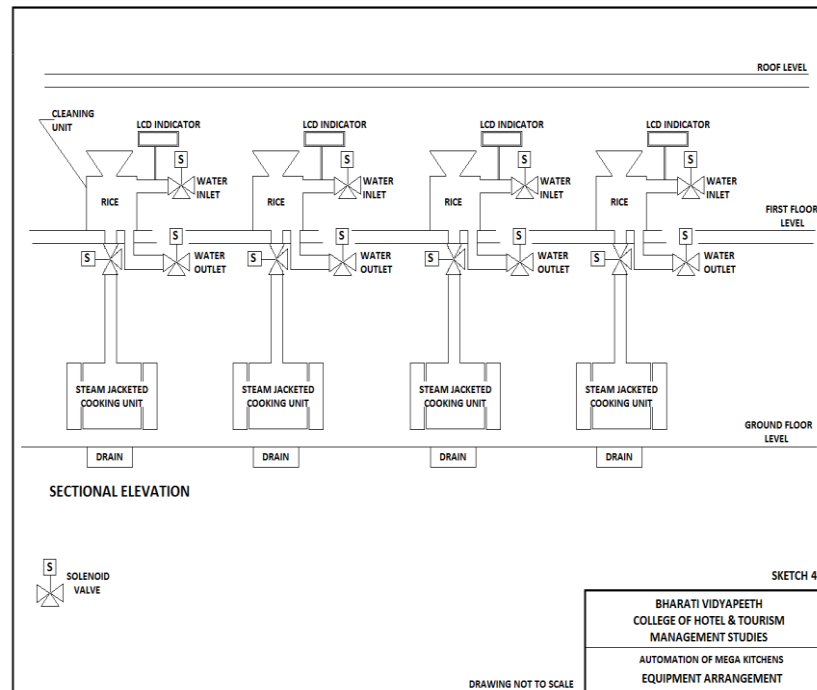
Layout of mega kitchen for truck movements



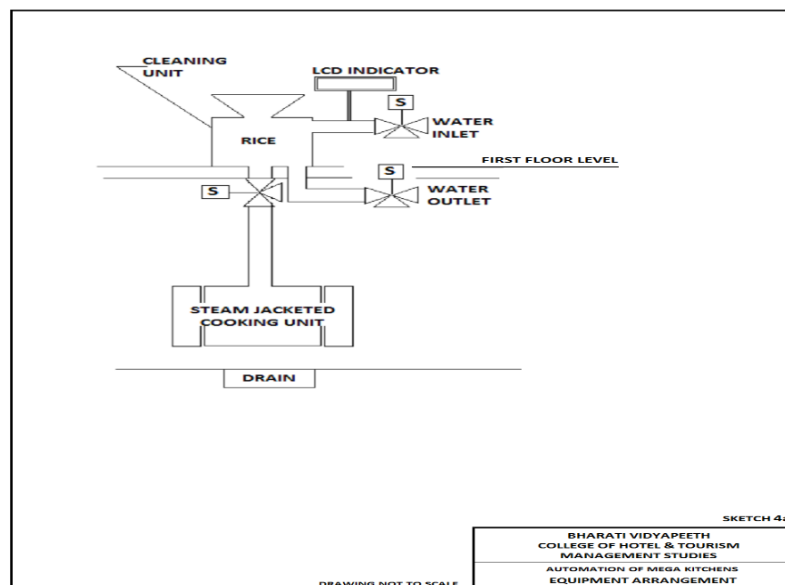
Equipment arrangement for processing dal Single unit – dal processing



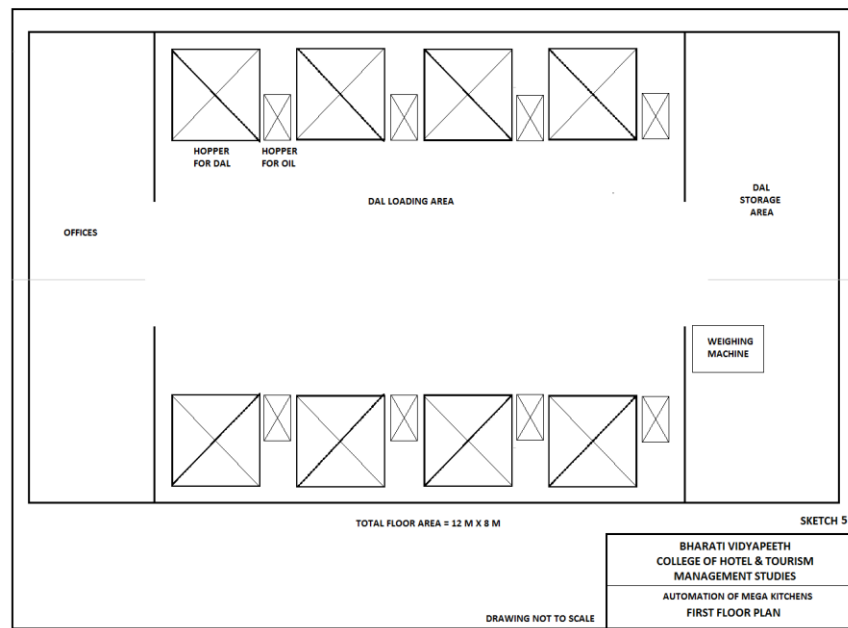
Equipment arrangement for processing rice



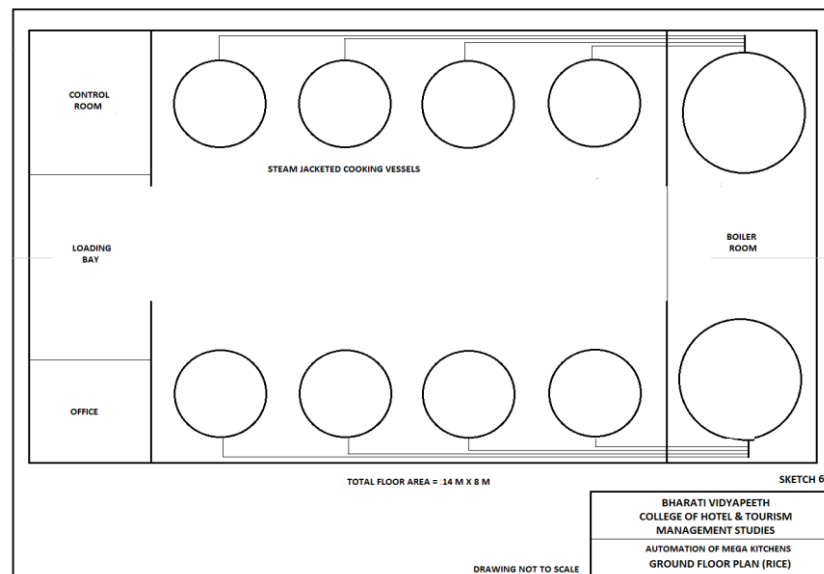
Single unit – rice processing



First floor plan for processing dal

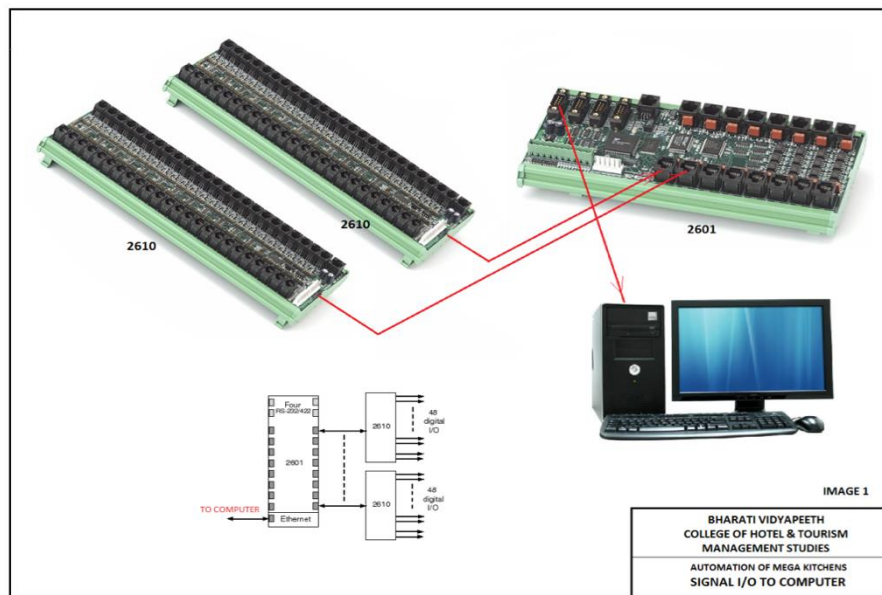


Ground floor plan for processing rice



Equipment

Signal input / output to & from pc



Double jacketed steam-based rice cooker



Industrial boiler (for steam production)



IMAGE 3

BHARATI VIDYAPEETH COLLEGE OF HOTEL & TOURISM MANAGEMENT STUDIES
AUTOMATION OF MEGA KITCHENS EQUIPMENT ARRANGEMENT

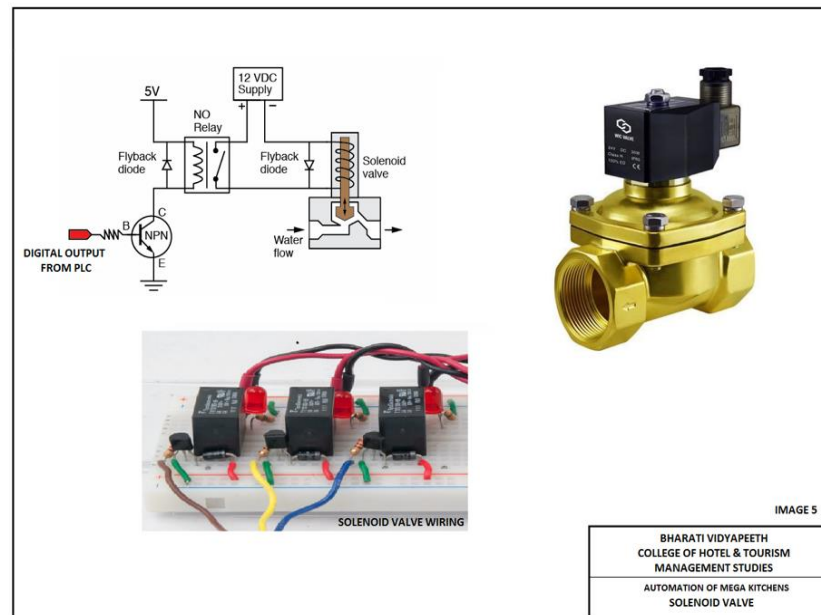
Hydraulic lifting trolley



IMAGE 4

BHARATI VIDYAPEETH COLLEGE OF HOTEL & TOURISM MANAGEMENT STUDIES
AUTOMATION OF MEGA KITCHENS HYDRAULIC LIFTING TROLLEY

Lenoid valve



Automatic packing machines



Contribution of Indian spices in culinary history

Chef Chandrakant Divakar¹

Abstract. India's cuisine and its tastes are known everywhere in the world, and the delicious fragrance of the food is understood throughout the world, with a robust taste and distinctive color. Throughout Indian food, the first function of the spices is to reinforce the dish's taste. In a number of house remedies, spices play a really important role. Each spice may be a preservative in making a curry. The therapeutic value of spices is documented and may be utilized in a whole or in pieces for various dishes like Pulao, Biryani, etc. To enhance the flavor and flavor of the food spices. Thanks to various new techniques, most spices like Onion, garlic are present in powder form. The now marketable liquid spices are straight liquid spices like red chilies, green chilies, etc. India is one among the world's largest spice exporters. Masala may be a quite common word utilized in Indian cuisine and is just a Hindi spice word. The cumin seeds, coriander seeds, turmeric, powdery chilies, asafetida, garam masala, fennel seeds, fenugreek, nigella seeds, carom seeds, black cardamom, green cardamom, mace, saffron, etc. Since early human history, spices are intimately associated with healing, preservation and medicine. Spices were also a key component of China, Egypt and Arabians foreign trade with India. Cloves are found to be mentioned within the Ramayana also as in Roman Empire writings.

Keywords: Cuisines; Spices; Foods; Aromatic; culinary

1 Introduction

Every one of the flavors of India is firmly associated with the way of life, conventions and safeguarding since early Mankind's History. For India's, outside exchange flavors were a key part, for example, Egypt, Arabic and China.

The clove discovers a notice in the Ramayana one of the renowned Sacred books of Hindus just as in the works going back to first Century Advertisement of the Roman Realm. In the antiquated occasion's troops of Camels, all the time moved from Calicut, Goa to ship the stockpile of flavors to Goals, for example, Rome, Alexandra and so forth. In the present time these flavors are effectively accessible while in prior time individuals took a chance with their lives to have access to Indian Flavors.

Early documentation recommends that Trackers used to enclosed meat by the leaves of the shrubberies, incidentally it was found that this procedure has given a taste to the meat as it is given the seeds, berries. This acquired the flavors use for the cooking at an enormous scale.

Over a long time, flavors and herbs are utilized for therapeutic purposes likewise to keep the nourishment new. Flavors were likewise important as things of trade and exchange; the hints of flavors are additionally found in the Book of scriptures. Sovereign Sheban in 1000 BC visited Lord Solomon in Jerusalem and offered him 120 proportions of gold, numerous flavors and valuable stone.

2 The Indian spices are categorized into three main groups.

1. The Basic Spices
2. Complimentary Spices
3. Aromatic or Secondary Spices

¹ *Chef Chandrakant Divakar*

a. The Basic Spices:

There are a few basic spices in Indian Cuisine that go into most dishes. This Includes:

S. No	Spices & Herbs	Other Name	Uses
1.	Cumin Seed	Jeera	Used mainly in North Indian food.
2.	Coriander Seed	Dhaniya	Used as a whole spice in powdered form.
3.	Black Mustard Seed	Rai, mohri	Used as a tempering.
4.	Turmeric	Haldi	Used for medicinal properties.
5.	Chilli Powder	Lal Mirch	It gives pungent hot aroma with strong bite.
6.	Asafoetida	Hing	Used as a digestive.
7.	Garam Masala	Mixed Spice Powder	Used as a mix of all Spices.

b. Complimentary Spices

These are the spices used in the combination with the basic spices and aromatics they are:

S. No	Spices & Herbs	Another Name	Uses
1.	Fennel Seed	Saunf	Used in North Indian Cuisine and possess digestive qualities.
2.	Fenugreek Seed	Methi	Used for its Healthful properties.
3.	Nigella Seed	Kalongi	It adds flavor to bread or curry dishes.
4.	Carom Seed	Ajwain	Carom seeds are used for tempering sabzis and curries.

c. Aromatics or Secondary Spices

To the above spices we add chopped onions, tomatoes, herbs and any of the following Secondary

S. No	Spices & Herbs	Another Name	Uses
1.	Green Cardamom	Elaichi	Used to flavour curry, rice, dessert and ever famous Masala Chai.
2.	Black Cardamom	Kali Elaichi	Used to flavour meat, poultry, pulao & biryani.
3.	Cinnamon Stick	Dalchini	Used in curries, pulaos to give a dish a rich flavor.
4.	Cloves	Laung	Used in marinades pickles, meat dishes and in many garam masalas.
5.	Nutmeg	Jaiphal	Used to flavour Indian sweets, may be used in some savoury dishes.
6.	Mace	Jaivitri	It is better to use whole of the blade and remove them after cooking, used to flavour curries.
7.	Saffron	Kesar	Most expensive used in the preparation of dessert which are milk- based.
8.	Bay leave	Tejpat	Used for the flavouring of the dish.

spices and create a curry. It is brought in small quantities.

3 Objectives

To find the origin of the different spices
To find the role of spices for medicinal uses
To find the role of spices in Indian cuisine
To find the cultivation of spices in a different region of India

4 Review of literature

The primary function of spices in Indian food is to improve the flavor of the dish. Besides enhancing the flavor and aroma of food spices have a physiological action beneficial to our system (Modern cookery volume-1 for Teaching & Trade). Some flavor elements in spices are soluble in water many are soluble in oil or fat.

As a general rule, the flavors from a spice take time to infuse into the food so spices are added early in preparation. (Host: Alton Brown January 14, 2004 Spice Capades good vats Season 7 episode). Spices and herbs (i.e black pepper, cinnamon, turmeric, and cardamom) have been used by Indians for thousands of years for purposes like Health, Culinary etc (Sinha 2003 Tapsell, 2006).

According to Plated's Head Chef Elana karp, the key to successful Indian dishes is using the right spices and the most important step is to blooming them. She says that home cooks shouldn't be intimidated by that process, 'Blooming' just means cooking them in some oil or butter.

5 Therapeutic role of spices

In our society we don't wait for too much if we are suffering from stomach, muscles or headache and immediately go for drugs to get relief from it but there are plenty of things in them that thin lining of the gut adds a burden to the liver or kidneys. Instead of all this, we should go for natural relief. Within our kitchen, we possess all that is needed to calm, soothe and relax whatever minor ailment may arise.

a. Cinnamon

Half teaspoon can reduce blood glucose level in patients with type 2 diabetes. It also reduces triglycerides, LDL and total cholesterol. Both cinnamon and Ceylon have anti- blood clot property.

b. Cloves

Clove is famous for its anti- fungal and anti- microbial properties. While it has a fantastic taste when used in chai/tea we can also use it for dental pain or add it to a foot bath to get rid of athlete's foot.

c. Cardamom

The most valued spices in the world and also known as the "King of Spices". In the ancient Ayurvedic tradition, the cardamoms seeds are chewed sweeten the breath and simultaneously cut acid effects of caffeine in coffee.

d. Cumin

Cumin is high in minerals like Iron, Copper, Calcium, Potassium and Zinc and contains the high amount of B complex. Cumin is also used to help with sleeplessness and has many anti-septic properties.

e. Ginger

The root of ginger has a stellar reputation for controlling nausea of all types. It is effective in curbing motion sickness post-operative and chemotherapy. Ginger is an excellent digestive, aiding in the absorption of food and elimination of gas. It is also good for cold hand and feet.

f. Turmeric

There is one example of the longest living people in the world in Japan (Okinawa) who gives the credit of his long life to turmeric tea daily for his good health. It is fantastic source of indirect antioxidants, which boosts and stimulates the body, owns production of antioxidants for hours after consumption

6 Role of spices in Indian dishes

Spices are known as one of the most remarkable ingredients of the Indian Cuisine. In the absence of spices, the exotic flavors of the Indian food don't come out as such. The Indian food is getting so much popularity these days because of the remarkable taste of the Indian Spices so in short it can be concluded that Indian Spices and cuisine go hand in hand as the traditional food items of India are seasoned with a wide array of Spices.

The cooks of India use lodes of seasoning in different types of shapes and colors. The common spices which are used to cook the Indian dishes are Golden turmeric, Ginger root, and cardamom. The spices are added during the cooking times depending upon the types of dish like vegetables, chicken, fish or red meat.

7 Most basic Spices used to prepare Indian dishes

Cloves: - It comes with warm and strong flavors. It is cooked in the Ghee or oil to prepare spicy dishes.

Mustard: - Three main mustards used in the Indian cuisine are black mustard, yellow mustard and white mustard, which gives a strong flavor to the dish.

Carom Seeds: - These are mainly used for tampering in oil before seasoning any dish.

Cumin: - It is popular because of its earthy aroma. Popularly it is also known as Jeera. These are few spices used in the Indian Cuisine. The usage of these popular spices and herbs are as follows:

Curry: - In this process different types of spices are mixed together with the vegetables and then cooked together.

Bhuna: - This is popularly known method of using Indian Spices where the spices are cooked in the hot oil while preserving and releasing their authentic flavors.

Tadka: - This method is quite similar to Bhuna. The only difference is that in Tadka, whole spices are used to extract the flavors.

8 Cultivation of Spices

India has a glorious past, pleasant present and a bright future with respect to production and export of Spices. Pepper, Cardamom, Chilies, turmeric and Ginger are some of the important spices produced in India. India is a great exporter of Spices, the annual growth rate in area and production of Spices is estimated to be 3.6 and 5.6 % respectively.

Some Spices like Ginger & Turmeric can also be grown at home like:

1. Pepper Kerala- Karnataka Tamil Nadu.
2. Cardamom (Small) - Kerala, Karnataka, Tamil Nadu.
3. Cardamom (Large) - Sikkim, West Bengal.
4. Ginger- Andhra Pradesh, Madhya Pradesh, Meghalaya, Odisha, West Bengal Arunachal, Pradesh Himachal Pradesh Mizoram.
5. Turmeric- Kerala, Tripura, Uttar Pradesh, Andhra Pradesh, Meghalaya, Orissa, West Bengal, Maharashtra, Bihar, Assam, Arunachal Pradesh, Tamil Nadu.

6. Chili- Andhra Pradesh, Gujrat, Maharashtra, Orissa, Rajasthan, TamilNadu, Uttar, Pradesh, West Bengal, Uttarakhand.
7. Coriander- Rajasthan, Uttar Pradesh, Uttarakhand.
8. Cumin- Gujarat, Rajasthan, Uttar Pradesh.
9. Nutmeg & Mace- Kerala, TamilNadu, Karnataka.
10. Garlic- Haryana, Bihar, Rajasthan, Orissa, Madhya Pradesh.
12. Bay leaf - Sikkim, Arunachal Pradesh.
13. Aniseed - Punjab, Uttar Pradesh, Assam, Arunachal Pradesh.
15. Cinnamon- Kerala, Tamilnadu.

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Nurturing Leaders for a better future of Hospitality Industry

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Abstract. It is quite evident that hospitality industry is one of the fastest growing service intensive industry creating employment opportunities for millions. Being dynamic in nature and expanding horizon beyond the existing market, the industry is facing challenges in meeting the growing needs of the service sector along with the guests. To achieve the goal of customer satisfaction, the industry needs skilled labor with potential knowledge and skills to achieve excellence and trained minds to lead. It has been rightly quoted, 'Leaders are not born but made' and to carve leaders, it is the need of the hour to move from general management to transformational leadership which focuses on creativity, innovativeness and higher motivation for all, creating a conducive environment to learn and grow. Learning is an ongoing process and the process to transform should begin at an early stage of development and the same skill to be nurtured well, the very moment a student steps into the hospitality sector.

This paper thus focuses on the improvements needed in both the industry and the education system in India to inculcate the soft skills in the graduates to develop better leaders, the role of human resource management in training minds and different leadership patterns in the industry. The paper, at last, highlights the leadership challenges faced by hospitality industry, the understanding of which can help in achieving the goals and contribute to the profitability of an organization.

Keywords: Leaders, leadership, hospitality, human resource, curriculum, challenges

1 Introduction

Today, we are living in a world governed by the principles of competing. The race to win is getting harder and harder with hundreds of companies failing in achieving their goals and shutting down. The success of any company largely depends on the success of the leader. A leader is a person who has the ability to influence people around to work in a particular direction, motivates the followers and thus contributes to the goals of any organization. The questions that arise are: Do we need managers or leaders? What is the difference between them?

In simple words, any person who motivates, encourages, communicates with his/her colleagues is a leader whereas one who just delegates the work is a manager. Not all manager can be a leader, it solely depends on the behavioral aspect of a person. A manager might be able to plan the work very efficiently but the people under him are not very confident so do you think he is a good leader? The answer would be a straight NO. The need of the hour is to develop leaders rather than managers who possess the skills to change the world and not just meet the company's goals and objectives.

Undoubtedly, Hospitality industry is one of the fastest growing competitive industries with ever growing needs of the customers, pushing the employees to do better each day. Right leadership is the key factor which is needed for maintaining high employee morale for generating better outputs and high productivity. The budding hoteliers need to be carved into leaders from the second introduced to the industry at the graduation level. This will not only determine their future in the industry but will also make them better human beings with great potential to succeed in dynamic environment.

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2 Major leadership skills

- **Technical Skills:** The ability to effectively and efficiently perform the duties with required knowledge and skills.
- **Human Skills:** An ability to motivate your colleagues, listen and respect others opinions and thus creating healthy work environment which decides the perception of the followers
- **Conceptual Skills:** Ability to understand your organization and accordingly develop and modify plans on the line of the missions and vision of the company .

3 Developing leadership skills

Hospitality industry is a skill-based industry demanding high passion to learn and work. Many institutes around the world and in India have hospitality courses designed to develop the skills to succeed in the hotels. The curriculum of most of these institutes focuses on the knowledge of four core departments and basics of ancillary areas related to the industry. Though there is a benefit of getting campus placements in top notch brands, the industry is facing the issue of high attrition rate which is increasing at approximately 10% each year. A recent research indicates that people don't leave their jobs, they leave their bosses. 50 % of 7000 employees left their jobs to 'get away from their managers'. A clear solution to the problem is to create better leaders resulting in a better work culture and thus retaining employees. The change should begin from the root level i.e. from the graduation level where educators can play a great role by not carving hoteliers but better employees who are fit for any job. The tenure of 3 years should focus largely on skill development supported by theoretical knowledge containing introduction to various administrative subjects like human resource management, sales and marketing etc. This will help in broadening the career opportunities even in MNCs after the completion of course. Introduction of Psychology – a study of human behavior in the curriculum will actually help students in having better understanding of human nature and thus learning how to deal with them. Sustainability or sustainable management should be incorporated in the curriculum as it has become the new standard in the industry. The curriculum should be updated to help students develop practical competencies about sustainability, as management is all about proper utilization of available resources.

With the unexpected turn of events after the COVID 19 situation, it has become more important to create awareness about crisis management at the graduation level. The educators need to add the new vocabulary and procedures which are now mandatory for hospitality industry like 'sanitization', ' food safety ' etc. by discussing the new practices adopted in the industry . The development of such curriculum will contribute towards building a sense of responsibility in the students and will prepare them to produce results in any such crisis situations.

Various activities and trainings should be organized to develop sensitivity towards others which is the key quality of any leader. Industrial training and vocational trainings can be added with fixed credit score for the students to complete .Students should be given sensitivity training (type of training given in corporate world) where they are made to share their views ,knowledge , their life stories , appreciate others thus helping them to develop respect for other individuals through group interactions and realizing their own goals .

The success of any education system largely depends on the students and the teachers. It is very important to realize the potential of the students as well the knowledge and skills of the teachers and accordingly plan the curriculum. For example: A private college might have subjects like Business communication but if the students don't know basic English, the subject will be for mere cramming having no practical relevance. The application of digital sources can help impart knowledge in the best possible way and incorporating classroom activities like Group discussions, Role plays, case studies etc. can really make the learning process interesting.

The curriculum planned should balance the practical and theoretical knowledge even focusing on educator's development with research segments for students. The schedule should be revised with the growing needs of the students as well as industry.

4 Leadership styles in work environment

A leader is the one who has the perfect blend of human, technical and conceptual skills which cannot be developed in a day. It is the experience and understanding that helps in developing leadership qualities. It has been proven that - ‘The candidates with more hunger to achieve, perform better than those possessing skills in the area.’ which indicates the importance of behavioral traits over knowledge. Most companies, now days prefer candidates possessing high EQ i.e. Emotional intelligence over candidates having better knowledge and skills, giving birth to Psychometric tests and situation handling as a major rounds in interviews. The concept focuses largely on understanding yourself, managing yourself, social awareness and social skills and the absence of any of these factors may result in failure to lead. The employees need to self-introspect themselves and accordingly decide the area of interest. SWOT analysis (Strength – Weakness – Opportunity – Threats) and Myers Briggs Personality test can help in discovering what part of the skill is lacking to be at a managerial position.

Understanding the organization involves deep analysis of the vision, mission, goals and objectives accordingly designing the leadership patterns. There can be two types of leadership patterns in an organization:

1. **Directive / Authoritative:** A traditional method includes the involvement of just the top management and downward communication which restricts the participation of the members and being less flexible, leads to high turnover.
2. **Participative :** A modern approach involves equal participation of the management and the employees involving shared ideas, delegation of duties, vertical and downward communication in the hierarchy. This method is much more creative and helps in developing knowledge and skills. This is very similar to transformational leadership where the employees are responsible for the future as they are the major decision makers. Alexander the Great once quoted that, “I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion.” which clearly highlights the concept of participative leadership in an organization.

The simplest way to develop leadership is to stay in the shadow of a good leader, observe and learn from each action. The approach of ‘the buddy system’ used by the Housekeeping department of the hotels where each new employee is paired with an experienced personnel so that they can work together and the new employee can observe and learn, is being adopted by few renowned hotel chains. The personality of the Buddy would have a huge impact on the fresher and this would determine the long term outputs.

In hotels, the major contributor in developing soft skills is the role of Human resource department. The department is responsible for planning and executing training and development for improving the level of employee outcomes. Various forms of training should be provided at different levels of the hierarchy depending on the weaknesses. Executive development program should also be added for the proper training of the managers. Various types of personality based trainings should also be provided like sensitivity training, transactional analysis, games and simulations etc. which focus on understanding the employees and their ego states (the mixture of characteristics possessed by adults, parent and child) and accordingly working on the skills, knowledge level and personality. Thus, Human resource management, if plans the training and development in a systematic way, can contribute to personality development of the employees.

Not only it is the role of the Human resource but the managers and department heads are equally responsible for creating a learning environment for all. A recent study states that ‘In the next 5 years, creativity will be the most important leadership quality. Greater agility and more experimentation will be needed to meet the demands of the changing environment.’ The idea behind the creative leadership is to allow all the employees to share ideas and execute the best which can uplift the service quality and provide an upper edge in the market.

One of the most important step can be division of duties and target setting. Performance appraisal should be done periodically and Multirater feedback (360° feedback) which involves measurement of

the person's leadership abilities on the basis of viewpoints of the subordinates, supervisors etc. can really motivate the employees to perform better. Well planned curriculum targeting on polishing of communication skills can add feathers to the crown. Informal and formal mentoring by the supervisors can help in enhancing the skills of the subordinates. Rotational work pattern which gives an insight into the working of other departments can really help in understanding the functioning of the entire organization. For example: The Front Office employees can be occasionally asked to work or observe the functioning of Food and Beverage Service department, Sales department etc. and vice versa. A new concept of group-based leadership requires the leaders and the potential leaders to work together and in different work environments. In hospitality industry, the managers can be provided outside experiences by conducting exchange program within the same chain of hotels which will allow them to develop executive skills, get high – value constructive feedbacks, tackle different types of challenges and in breaking the functional silos.

5 Leadership challenges faced by the industry

A global consultancy company after conducting a survey, concluded that only 13 % of the employees around the world are engaged in work i.e. about one – eighth of the workers are psychologically committed to their jobs and thus have higher productivity levels. The main reason for the job dissatisfaction is poor management resulting in toxic work environment. The hospitality industry is no exception.

In any organization, the employee's perception of his/ her manager can largely affect their level of motivation, creativity, productivity and engagement, and thus the level of service. The efficiency of a manager is largely dependent of what the employees think of him. This evaluation can be a real eye – opener but there are hardly few hotel groups which have set a 360° evaluation system to control their quality of leaders.

Adding to this, the various issues faced in terms of leadership development in industry include:

- **Profit – oriented functioning:** The main aim of any business organization at the end of the day is to earn profit and maintain the workflow in the organization for which the main focus becomes the 'hard skills' or technical skills instead of considering the behavioural aspects of the people while recruiting them. This then at the management level results in issues of unfairness, lack of empathy, lack of integrity, or lack of transparency giving rise to toxic managers.
- **Inefficient selection process:** Mostly the selection process is based on a candidate's CV highlighting the achievements, education and work experience and not on the personality of the candidate.
- **Incorrect promotion decisions:** A person may be very knowledgeable holding experience of many years but might not be a good leader. Professional expertise doesn't guarantee leadership qualities. A candidate might be possessing great individual skills but leadership is all about teamwork and thus will fail in the same.
- **Wrong definition of leadership:** Employees try to walk on the footsteps of their leaders. The meaning of leadership should not involve the term 'fear'. A good manager should allow discussion and exchange of ideas. The fear will never allow a manager to get the best out of the people.
- **Challenge of promoting work – life balance:** The industry is operational round the clock with great work pressure on the employees especially during the peak seasons. This results in long hour shifts and in turn reduced potential. Being one of the major reasons for high turnover rate with nearly 6% of staff departing every single month, the Hospitality union in 2019 raised the issue with the idea of implementing 9 hours shift in hotels of Pune, Maharashtra. Once implemented, the flexible working conditions will not only create more job opportunities but also generate better outputs.

The turnover statistics reveal that 'Strong management transparency leads to 30% better retention rates.' Therefore, the aim should be to develop the employees individually at the same time work as an efficient team. Though it becomes bit difficult with the ever-changing needs of the customers and technological advancement but the only solution to the problem of high attrition rate is developing a team through mentoring, coaching, giving them equal opportunities in decision – making process etc.

6 Conclusion

It is not wrong to state that leadership should be combined with strong management for better results. With the development in technology and higher guest expectations, the industry needs transformational and innovative leadership where new ideas are discussed and implemented. The skills need to be developed by giving a kick start with practical knowledge and industrial exposure with focus on all kinds of soft skills so that the graduates can not only be successful in a particular industry but can do well in life. The students should be made aware about the different options open to them after the completion of the course such as in banks, corporate world, government jobs etc. and not just restrict them to hotels, airlines and cruise liners. According to a research, 85 % of the job today's students will be doing in 2030 haven't been invented yet. The aim is thus to carve employees for these future jobs for the bright future of the industry.

7 Methodology

The research paper is descriptive with data derived from primary sources by observation in institution and various secondary sources. A detailed study from various journals, textbooks, reports and e-books has allowed the successful compilation and completion of the same.

8 Recommendation

The researcher has focused on developing leaders for growth of hospitality industry. The further research can be done leadership in various other industries and sectors and output from different leadership patterns. The broader version may include methods of developing such skills at different levels of a hierarchy.

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A Study to improve the participation of Hotel Management graduates in Hospitality Start-up Ecosystem

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Abstract. In the last decade Indian hospitality industry has witnessed a good number of hospitality start-ups that have emerged and have also made their presence felt at global level. India is an emerging market for start-ups with its young and inspired pool of entrepreneurs. The whole ecosystem is continuing to evolve and become more vibrant by technological advancement and adequate solutions. Despite the rising popularity of start-ups, new businesses are facing some key challenges that are very difficult to conquer. It is imperative to address these challenges for the start-up's conversion into successful businesses. A few common major problems which are troubling most start-ups are lack of clear understanding of policies, lack of funds, infrastructure, and experience in making good decisions, poor employee engagement and lack of guidance from experts. This study attempts to find out the reasons behind the problem of uneven participation and thereby suggest some coherent measures to be employed by IHMs to work upon for the hospitality graduates to take up the risk in the hospitality start-up ecosystem. There have been some significant steps taken by NCHMCT & some private institutes of hospitality education but there is a lot to be done in this direction.

An exploratory research was conducted on a pan India basis with the sample specific hospitality graduates from different institutes currently employed in the industry. The research data included structured questionnaire based on controlled quota sampling and 10 hospitality entrepreneurs having hospitality degree / diploma were surveyed using semi structured interview based on controlled quota sampling for the study. The findings suggest some urgent reforms needed in the hospitality education institutes and enhanced efforts like changes in syllabus, special programs for studious students, incubation centers, mentoring, Alumni outreach are some of the measures derived from the study. The growth stories of Indian hospitality start-up ecosystem is still at its nascent stage and IHMs & other hospitality institutes as the flag bearers of hospitality education have a much more significant role to play.

Keywords: Hospitality, Start-up, Institute, Entrepreneurs

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1 Introduction

In India more than 60 percent of the population is in the economically active age group of 15-59 years, commonly referred to as the demographic dividend. It is believed that we will have a strong 500 million workforces by 2025 (Sunita Sanghi & A. Srija, (2016) states that it looks like an advantage which can easily become a liability if we are not able to provide them with employment and decent standard of living. Growth of the businesses is the very important to achieve that. Entrepreneurship is not a new concept for India, in fact, more than 50% of the workforce in India is self-employed (Sabrawal M. (2018). But a majority of that is the part of the informal sector and are unorganized sector. It is for the economy to provide formal wage employment. Technological advancement is one of the cornerstones for the scaling up of the businesses today in a short span. The data suggests that the number of start-ups in the last decade founded by hospitality graduates' pales in comparison with the start-ups started by the people without formal education of hospitality which in itself is counter intuitive. As a result, the hospitality business has become boundless with people from all different spheres (technology, management or finance) starting business and making career in hospitality. But it also poses a question for the hospitality institutes that what is the reason behind this disparity? Although curriculum of hospitality and tourism programs have been examined in a plethora of research studies, little attention is given to hospitality programs housed in accredited institutes of hospitality education. Specific courses and credits become restricted to certain extent. As a result, there is a need to evaluate the curriculum and offerings of such programs separately from other hospitality and tourism management programs. Hence, it is a collective responsibility of industry, government and all the stakeholders to use it to our advantage and not allow converting into a liability. This research aims to find out the reasons behind this disparity and suggest some measures to increase the participation of hotel management graduates in start-up ecosystem.

2 Literature Review

Hazarika, & S M, Sivakumar. (2018) stated that in the challenges in start-up ecosystem, major problems which are troubling most start-ups are lack of clear understanding of policies, lack of funds, infrastructure, and experience in making good decisions, poor employee engagement and lack of guidance from experts, to address issues to sustain and grow in today's competitive market.

Hsu, Alex & King, Brian & Wang, Dan & Buhalis, Dimitrios. (2017) inferred in their research on established companies in conventional mass tourism may be concerned about the trade-off between technology investment and financial return, start-up entrepreneurs grab market opportunities to serve unmet tourist needs with innovative business models and technical expertise.

NCHMCT (2019). Introduction of Entrepreneurship Skill for students of hospitality (No.ST/EXAM/Entrepreneurship/19/NC)

National council guidelines dated 04th January 2019 on the topic Entrepreneurship & Enterprise: A collaborative learning experience for students is a great initiative to promote entrepreneurship which suggests a range of steps to be taken by the institutes.

The guidelines include making entrepreneurship a part of education like any other subject, and should be taught as a life skill rather than being taught as a management / economics subject, developing entrepreneurial spirit by motivating the students through live projects and teaching them to overcome challenges of entrepreneurship by experiential learning.

It also mentions some specific steps to be taken by the institute like:

- Interface of subject experts for guest lecture with students
- Arrange to send students to the events related to entrepreneurship & networking and attending ted talks to meet new people from industry and academia to get advice and motivation.
- Set up incubation centres to connect different stakeholders in the entrepreneurship ecosystem like students, young entrepreneurs, funding agencies, mentors, etc.
- Encourage students to take up online courses and training offered at other institutes.
- Start an entrepreneurship speaker series module to make the students aware about the current trends and challenges facing the industry.

3 Present initiatives taken in this regard by Organizations:

a. By NCHMCT

Like the entrepreneurship program run by the IHMs on the guidelines of ministry of tourism under the Scheme of “Capacity Building for Service Providers” (CBSP) by providing financial assistance to the Govt. sponsored Tourism & Hospitality Institutes. Under this scheme the short-term courses (150 Hours) are offered to in the trades like Cook, Tandoor, Barman, Baker, Home stay, Multi-Skilled Care-taker, Halwai – Indian Sweets. to make them self-employed. The main focus of this program is self-employment and not the creation of new and innovative start-ups.

- b. **The NIESBUD** conference held at IHM Mumbai in May 2019 in which it suggested all the institutes to set up an entrepreneurship cell.

National council guidelines dated 04th January 2019 on the topic Entrepreneurship & Enterprise: A collaborative learning experience for students is a great initiative to promote entrepreneurship which suggests a range of steps to be taken by the institutes.

The guidelines include making entrepreneurship a part of education like any other subject, and should be taught as a life skill rather than being taught as a management / economics subject, developing entrepreneurial spirit by motivating the students through live projects and teaching them to overcome challenges of entrepreneurship by experiential learning.

It also mentions some specific steps to be taken by the institutes in the field of entrepreneurship and networking:

- To interact with subject experts for prospective students
- To arrange to send students to the events, ted talks, industry professional interface
- To set up incubation centres to connect different stakeholders in the entrepreneurship ecosystem like students, young entrepreneurs, funding agencies, mentors, etc.
- To encourage students to take up online related courses and training certifications offered.
- To start an entrepreneurship speaker series module to make the students aware about the current trends and challenges facing the industry.

Some institutes under NCMHCT have already taken initiative in this direction:

SL. NO.	IHM	INITIATIVES
1	IHM Bhubaneswar	An incubation centre
2	SIHM Indore	Start-up cafes which are independently run by the students with initial support from the institute with an aim to make them self-sufficient.
3	IHM Hyderabad	Start-up cafes which are independently run by the students with initial support from the institute with an aim to make them self-sufficient.
4	IHM Chennai	An entrepreneurship cell
5	CIHM, Chandigarh	In the process of setting up an entrepreneurship cell

Few of the above-mentioned steps taken by different institutes will take some time to bear results. It is imperative to mention that for the scale and the magnitude at which we expect the start-ups to grow needs more focused and concerted efforts. In order to better understand the perspective of the hospitality students and the institutes a survey was conducted for hotel management graduates. The data produced from survey of hospitality institutes & hospitality entrepreneurs who also happen to be hotel management graduates show the following reasons behind the scenario:

The number of students opting for the entrepreneurship out of the total batch size is a meagre sum. The reason behind the same among others is

- ❖ Lack of any inspiration and platform from the institute at the undergraduate level towards entrepreneurship,
- ❖ Lack of practical understanding of the day to day business affairs,
- ❖ Over emphasis of the curriculum on operational / skill-oriented training, etc.

Also, there is no authenticated data on institute records available of the number of students turning to successful entrepreneurs out of the total batch size after they pass from the institute. Many of the students prefer to work for few years, gain experience and then start their own venture. But by then they completely lost their contact with the institute. There can be a system to update current profile of pass out students in the institute's records for reference. So that students can approach the institute for right guidance at an appropriate time for needful guidance. This could enable them to face and overcome many problems and often overcome the failure of the project due to lack of experience and/or experienced guidance.

Many IITs and IIMs in India have achieved commendable results from their incubation centers meant to promote entrepreneurship like (i) SINE at IIT Bombay and (ii) CIIE at IIM Ahmedabad. Considering these premier institutes as the benchmark and to learn from we had a discussion with them in order to implement the good practices developed by them.

4 Government policy support

Government has an equally important role in promoting start-ups. For the new budding entrepreneurs financial aid is one of the challenges to overcome. Recognizing this the government has provided the platform "start-up-India" which provides support to the entrepreneurs in multiple areas like research, networking with mentors, other start-ups and investors, patent application, funding, income tax exemption, self-certification, etc

a. National Initiative for Developing and Harnessing Innovations (NIDHI) is an umbrella program conceived and developed by the Department of Science & Technology (DST), Government of India

Some Schemes run by individual departments like department of technology has launched National Initiative for Developing and Harnessing Innovations (NIDHI) programme. National Initiative for Developing and Harnessing Innovations (NIDHI) is an umbrella programme conceived and developed by the Department of Science & Technology (DST), Government of India, for nurturing ideas and innovations (knowledge-based and technology-driven) into successful start-ups. Under this initiative, DST has launched NIDHI- Promoting and Accelerating Young and aspiring innovators & start-ups (NIDHI-PRAYAS) program.

The program caters to idea-stage entrepreneurs with a physical product offering, who require support for prototyping. It would also facilitate the innovators with the Physical infrastructure, Technical Guidance, Business Mentorship etc. DST aims to support 500 such innovators through PRAYAS centers in established TBIs every year for next few years. 10 centers, each supporting 10 innovators each year, will be set up over the next 5 years. The PRAYAS centers

should ensure that innovators who apply to seek fund support should be incubated/to be incubated with STEP/TBI.0. DST has nominated Society for Innovation and Entrepreneurship (SINE) IIT Bombay, at the national level to act as a Program Management Unit (PMU) of the PRAYAS program (DST-NIDHI-PRAYAS – PMU. (n.d.))

b. “Capacity Building for Service Providers” (CBSP) by providing financial assistance to the Govt. sponsored Tourism & Hospitality Institutes by Ministry of Tourism, Government of India. It is also called as “ENTREPRENEURSHIP PROGRAMME”.

Under this scheme the short-term courses (150 Hours) are offered to in the trades like Cook, Tandoor, Barman, Baker, Homestay, Multi-Skilled Caretaker, Halwai – Indian Sweets. And the objective of this program is to promote self-employment.

5 Research objective

This study aims to assess and suggest ways to improve the participation of the hotel management graduates in hospitality entrepreneurship ecosystem.

6 Methodology

It is very important to take into consideration all the stakeholders in order to understand different perspectives and bring about a comprehensive result. Hence, the study includes the findings from different relevant data sources.

- Data was collected from hospitality entrepreneurs who also happen to be the hotel management graduates. This specific group was surveyed to find out their experience of starting a venture after hotel management course. This data will help us discover the real challenges faced by them and will help us overcome them.
- Hospitality education institutes (Mainly IHMs under NCHMCT) were surveyed to find out the present situation of entrepreneurship development program of different institutes.
- Also, the premier institutes like IIT Bombay & IIM Ahmedabad who have taken some admirable steps in the form of setting up incubation centers SINE and CIIE respectively. So, learning from the initiatives taken by them will help us a great deal to emulate the steps taken by them to improve the start-up culture at IHMs.

7 Results & Discussion

Results from the questionnaire for entrepreneurs:

Q1. Did any of the faculty/ your college motivate you/ was the inspiration behind your decision to become an entrepreneur?

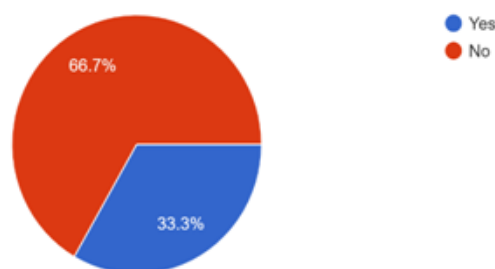


Diagram 1

- Only 1/3rd of the respondents believe that the institute was the motivation factor in becoming an entrepreneur.

Q2. What was the time duration between you passing hotel management and starting your venture?

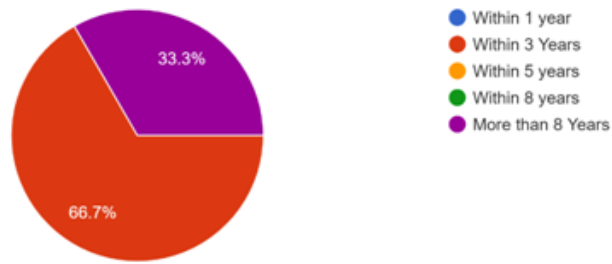


Diagram 2

Ans. The variance in the initiation was because the current curriculum prepared one to become an Operational Hospitality Professional, rather than aspiring to be an entrepreneur.

Q3. Do you believe that the financial and economic education is necessary for an entrepreneur is missing from hotel management syllabus?

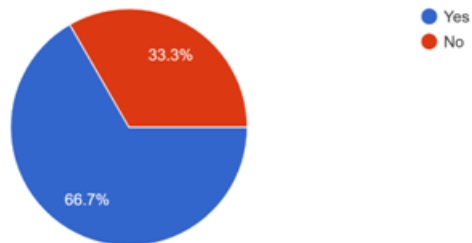


Diagram 3

Ans. In addition to requirement of financial implications and sustainability the respondents also emphasized inclusion of labour laws, government mandatory requirements (licenses) for entrepreneurial purposes.

Q4. Did you approach your / any other hospitality institute/college for the guidance/ some information regarding statutory (Govt related) project related or any guidance to start your venture?

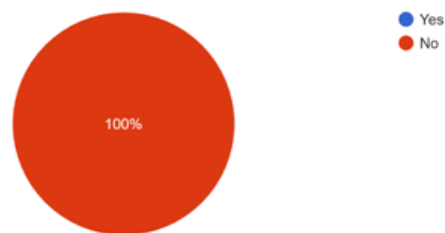


Diagram 4

Ans: None of the respondents looked up to the institute, instead seek help from the friends, family, personal networking and even engaged in short term (part time) courses.

Results from the questionnaire for hotel management institutes:

Q5. Does your institute keep a year wise record of how many students go on to actually become entrepreneurs either immediately or after few years of passing?

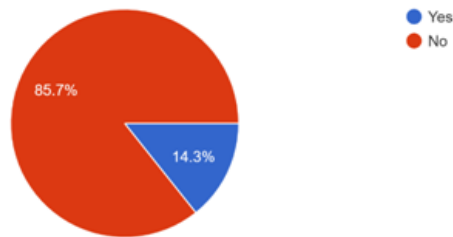


Diagram 5

Ans: Only 14 % of the institutes studied in this research study, kept a record of the entrepreneurial prospective students.

Q6. Does your college/ institute run any special course program on entrepreneurship?

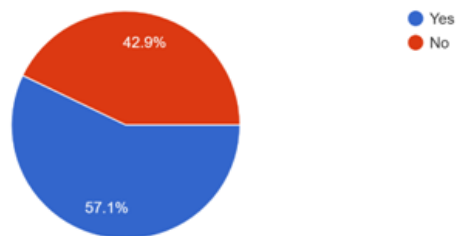


Diagram 6

Ans. 57% of the institutes runs some kind of entrepreneurship programme, which includes entrepreneurship course in bakery, Indian sweets, tandoor, etc, and organizing guest lectures on entrepreneurship.

Q7. Does your institute have an Entrepreneur Cell/ Incubation Centre?

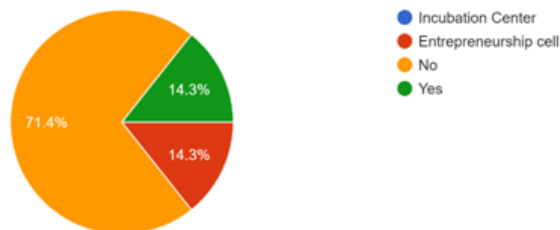


Diagram 7

Ans. It was found that lesser than 30% of the institutes have the entrepreneur cell.

Some of the suggestions to improve the start-up ecosystem in the institute:

- IHM as a platform as a whole for the prospective students
 - Specialized faculty sessions on entrepreneurial education & case studies.
 - Organize field visits to start ups, guest lectures, seminars.
 - Setting up an incubation center.
- Industry Interface
 - To device and design discussion sessions between successful entrepreneurs and budding ones, to share their success, learning from failure and failure-to-success story.
- Subject delivery
 - To upgrade current hotel management syllabus with entrepreneurship related subjects: Legal, Financial, Feasibility and Funding aspects of a new venture
 - To understand and analyze the financial implications through tie-up with financial institutions (from loans, sustain breakeven and profit).

8 Conclusion & suggestions

Entrepreneurship cell

Setting up an entrepreneurship cell and an incubation center is already a part of the guidelines of NCHMCT but less than 30% institutes have been able to start it because of the various reasons about the structural and functional responsibilities of entrepreneurship cell.

Based on the learning from the existing entrepreneurship cells at IIT Kanpur following are some of the suggestions about functioning an entrepreneurship cell.

Setting up a core team of entrepreneurship cell including students under the guidance of a faculty.

Creating a database of mentors- The cell should focus on networking with the industry experts for guidance and the alumni who are now entrepreneurs and other executives this will become the database of mentors for the aspiring entrepreneurs.

Organizing a yearly entrepreneurship fest- An event including different competitions, organizing panel discussions, lectures and similar activities to promote entrepreneurship.

It should be a platform for the aspiring entrepreneurs to connect with the current stakeholders.

This can also help fund with a start-up plan to seek funding from the investors.

The networking cell should again have different smaller teams of 2 to 3 students working on different activities like - networking with the industry and alumni who are entrepreneurs, research team working on research and innovation in the area of hospitality.

To be initiated under the guidance of faculty members and over the period it should become self-reliant and run by students.

Special training sessions for interested students

Identifying the students who have a resolve to become entrepreneur in future and then running a dedicated program for them to teach them about the intricacies of entrepreneurship. The training should be imparted in the specific areas of finance, policy, taxation, government initiatives to benefit from, etc. Saturdays are the suitable days for these special sessions.

Motivation towards entrepreneurship:

- As, the data suggests that very less students opt for entrepreneurship due to lack of motivation. It is very important to create the right environment in the institutes by motivating the students

Good alumni connect:

- Keeping a strong alumnus connect is also very imperative for the entrepreneurship development. As, the data suggests that more than 85% institutes don't keep a record of the number of students who become an entrepreneur after passing. And on the other hand, all the entrepreneurs are ready to extend their support to help the institutes in entrepreneurship development in their personal capacity. For this there must be an alumnus in charge at the

Practical exposure

- Apart from theoretical learning it is very important to provide practical exposure to the students of entrepreneurship. This can be done as follows:
- Making the students work on the practical problems of the industry and solve them. Every establishment is always facing some disruption so, approaching them and helping them to solve their problems.
- By training the students in start-ups – it is a notion that training should only be done in five-star deluxe hotels which is also important but, the students who wish to be entrepreneurs must be facilitated by the institute to train them in the start-ups. This will certainly give them a practical exposure of running
- On campus entrepreneurship activities like student café run by the students commercially and organizing food fests for students to put their stalls.

Strong research culture in the institutes:

- Since, entrepreneurship is closely interrelated to the research and innovation the students should be motivated to research, innovate and offer the product / service as per the new trends.

Faculty development:

- All the respondents believe that the faculties have a very important role in motivating the students. So, it is very important that the faculties must be trained through special sessions who will in turn motivate the students.

Uplifting the quality of strategic subjects:

- Subjects like strategic management, food and beverage management, food & beverage control, hotel accountancy, etc.

Keeping connect with and mentoring the students after passing who are

employed and want to start a venture after few years of experience: As the data suggests that most of the entrepreneurs prefer to work for few years before starting their venture. This is the period when most of them need handholding to plan the things before taking the leap and prevent them from getting demotivated and drop the idea.

Eliminating the fear of post failure depression:

- Many of the students have this fear of failing in their career in case the start-up is not successful by providing them differed placement support. So, in case the venture fails then the institute should help them in getting the job.

9 Limitations

This study covers a very small sample for study and analysis, in comparison to the mushrooming umpteen number of hotel management institutes in India. A study like this can ignite the responsiveness of other like-minded to carve a platform, a medium of exposure and indulgence, through guidelines and guides under the single hospitality roof. We are sure this information derived from this study will help a future course of research and come up with many more implementation points. Meanwhile we assure to present alternative methodologies to fill in the gaps by expanding the sample size of respondents, institutes and a more detailed and structured questionnaire covering aspects of scope of new subject in the current syllabus frame, time bound, expertise facilitators, cue forward to entrepreneurial studies.

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Attrition and Retention of employees in hospitality industry: Reality Vs Myth

Mayur Gupta¹

Abstract. The studied survey as per bureau of labor statistics 2018 annual employee turnover rate of more than 74.9 percent in the hospitality industry, that means more than 6 percent of employees departing every month. Which is increased from 72.5 percent in 2017. And In 2018 Attrition rate presenting the highest level. A drastic Change in low figure of 57.1 percent in 2010. In the present scenario the hospitality world presenting the image of carrier in the fantasy world, where everything is followed as per law and culture. Where As per the labor law and Indian factories act 1948. Every person who has completed the age of 18 years cannot work more than 48 Hours in a week and not more than 9 hours a day but this is the myth in our hospitality industry. One of the biggest factors of attrition and Retention rate is high that is Lack of growth and progression opportunity, being over-worked without extra pay, impolite behavior with staff which is common in every 2nd workplace environment in the reality world and it is the biggest factor for attrition. Now hospitality industry modifies their working environment to retain their employees.

Keywords: Key Words: Hospitality, Attrition, Retention, Turnover

1 Research objective

To review the paper pertaining to employee attrition and retention in the hospitality industry and to identify the factors which are responsible for the same.

2 Methodology

The research is based on primary and secondary data taken from observation, research papers, abstract and websites.

3 Introduction

Employee Attrition:

This paper gives the brief introduction about the hospitality industry its employee attrition and retention rate as well as its critical reasons for the same which shows the reality and myth of that fantasy and luxury world.

Employee attrition or retention is very common trend around the world. Employee turnover is defined as 'the ratio of number of workers that replaced in the given time period to the average number of workers. It's basically means how long is employee is stay and work in particular organization. High turnover can be detrimental the company's productivity, revenue generation and goodwill if skilled worker leave their organization because they are the backbone of the company (Taylor, 1998).

There are various reasons because of each employee leave the hospitality industry or any organization which can be defined as voluntary and involuntary turnover. In which the employee gives the formal

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intimation for their leaving that's voluntary and without any prior information or notice that is involuntary turnover. In the hospitality industry voluntary retirement can be controllable but involuntary retirement is very difficult to control because the employee might not be showing their problem or dissatisfaction towards their work and environment but from internally, they are not at all satisfied with work culture, environment, people, policies etc.

So that in trend is follow that try to get in and understand the various reasons because of which employee leave the organization which hampered the goodwill of the brand and its culture.

4 Hospitality industry

Hospitality industry is a broad term which involved many aspects of hotels and hospitality industry. The Indian tourism and hospitality have appeared as very important and crucial sector for contributing the growth and employment. Hospitality industry has a potential to generate the employment as well as foreign exchange for the country.

As per GDP taking into consideration by the travel and tourism sector to India's it will go up to US\$ 275.2 billion in 2025. This sector is the third largest foreign exchange earner in India.

Employee turnover is a huge loss for the hospitality industry and it also seen that the employee attrition is usually higher in the initial month because of the 'induction crisis' where it's not gets delivered effectively which resulted more attrition and that leads cost incurred for the organization.

It's clearly evident that's the hospitality industry has two important challenges i.e. To find the appropriate employee and another challenge is the high employee turnover which ultimately brings a huge losses to the industry.

About working hours in hospitality industry:

As per Indian factories act, 1948 employee is not work more than 9 hours a day and 48 hours a week and if they are working more hours than they will be getting over time for their extra work. But this is the actual rule which everyone needs to follow mandatory but the reality is very different because most of the hospitality industry where employees are working hours are not fixed where they work for 12 hours or more than that also whereas in hotels getting week off, festival off, etc. On the other hand, during the peak time like festival, Christmas, new year they are not getting any off and this will affect hamper their personal life. This is really embarrassing as we are Indians and surrounded by numerous cultures.

Like NUHII (NATIONAL UNION OF HOSPITALITY OF INDUSTRY OF INDIA) send the notice to all the hotels to implement rule which is under the factory act. And this was started from Pune, to implement the eight-hour working rule for its employees and this rule was not as per guidelines not been implemented effectively for the past many decades which is the real fact of this industry. People start judging their employee by their more working hours. This means we believe in quantity not quality. And then also its not implemented fully.

Whereas related to this only on the other hand in japan Microsoft it's a software company but they took a great decision where they launched a four-day week experiment in its japan office in the month of august 2019. And the resulted American multinational after the experiment found that employees were happier and increase the productive by 40% without decreasing pay. The project called- work life choice.

This will result in improving the productivity and efficiency of the staff and the idea which was evolved with happy faces that create a positive environment within the organization.

Microsoft's Japan President and CEO Takuya Hirano said, "Work a short time, rest well and learn a lot." On the company's website, he wrote that he wants the employees to achieve the results with 20 per cent less working time. Apart from increased productivity, employees took 25 per cent less time off during the trial. Electricity consumption reduced to 23 per cent as the office was shut by one extra day. There was a 59 per cent drop in usage of paper during the trial. Around 92 per cent of employees preferred a shorter week. Stress level among the staff dropped by 7 per cent.

5 Attrition

In our country the hospitality sector is the one of the biggest sectors which contributes the major share in GDP as well as in economy because its generate foreign exchange. In the hospitality industry the Material, Money, Manpower, Machine are very important factors but in this manpower and mankind are the key to success and minimize the attrition in the hospitality industry which is really missing that is the ground reality of today's hospitality and the myth is that employees are treated very politely, professionally without any kind of harassment but directly or indirectly they are getting their respect and job satisfaction at the workplace and the word "Satisfaction" creates a big impact at workplace because no people should that place where they are not getting their respect, money and importantly job satisfaction and this will increase the mental pressure, loss of productivity and the result is attrition employee left the organization. And that's the important assets which hospitality industry increases losing day by day. In the attrition as per research according to the Forbes Jobvite survey, 30% of job seekers have left a job within 90 days of starting and as per Marcel Schwantes (Founder and Chief Human officer)

And out of all this working hour is creating a big negative impact at the workplace as well as in the market for new employment because they the image that company working are more and this will give the adverse effect in their personal as well as professional life.

6 Retention

International or national hospitality sector now a days they are more working on minimize the attrition and retained their employee for the longer period of time which reflect the success of that organization. So that's human resource and learning & development department are more focusing on creating a good and satisfactory working culture and environment where they are more focused that's employee engagement, New opportunity and growth, employees reward and awards ceremony, annual day, family support and safety, education, organizing the events like theme parties, lunch, dinner, sports day etc. They will ensure this will be follow in the organization and make the workplace more friendly and satisfactory. Whereas in international brand they give more freedom and responsibility to their employee as compare to our country brands because their work culture and mentality which is still transforming that's why India is still developing not developed country.

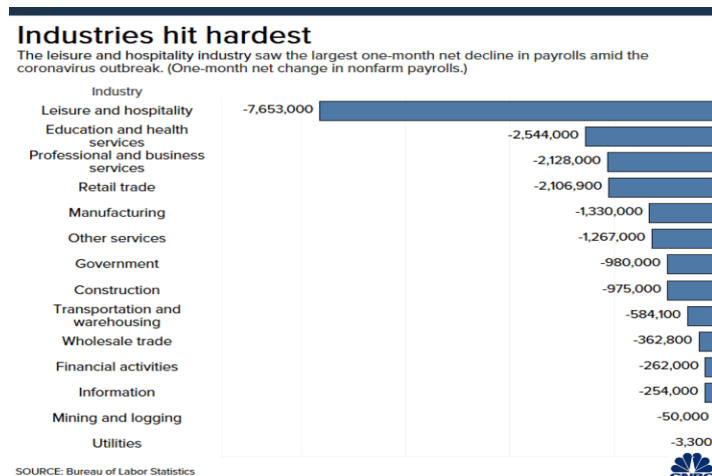
7 Factors identified for attrition

- Compensation
- Stress in job
- Better opportunities
- Personal reasons
- Work life imbalance
- Working hours
- Lack of opportunity to present creative and innovative ideas
- Lack of support (From supervisor or subordinates)
- Departmental issue
- Inadequate Training and Development
- Faulty Recruitment
- Expectation between reality
- Pandemic like Spanish Flu, Corona Virus Disease 2019

8 Attrition due to pandemic or COVID-19

Hotel and Hospitality is one of the biggest industries as well as fragile in the nature because anything impact which is naturally or caused by human that will create a negative impact on this sector it might affect the world or the particular geographical area.

Like in the late December 2019 the novel corona virus was evolved in the world from city of Wuhan, China and that was spread like a fire around the world confirmed in 188 countries and more than 19.1 million infection confirmed including more than 710000 deaths.



The tourism and hospitality industry are badly affected in phase of attrition people will suffered with layoff or job loss during pandemic. Many organizations in these sectors have already laid off their employee like online travel booking agency Expedia announced to lay off more than 3000 employees globally. Go Air also has already laid off its pilot, introduced leave without pay for its employees and also announced pay cut, the spread of coronavirus that has crippled the economy, a spike in involuntary attrition and more to go in the coming month.

Due to COVID unfavorable impact India is about to lose 130 million job this year and out of which 40% are professionals or white-collar jobs.

MOSTLY AFFECTED SECTORS DUE TO COVID:

Hotel and hospitality
Automobile
Aviation
Food
Entertainment
Manufacturing

MOSTLY IMPROVE SECTORS IN COVID:

Mostly service providing industries are booming and growing during this time.

Healthcare
Pharmaceuticals
E-Commerce
IT services
Essential retail

During the pandemic also with some relaxation Hotel and Hospitality industry will re-open but with all the new mandatory new norms and with new and old faces after the huge attrition and job loss.

Before this pandemic in the hotel and hospitality industry employee will leave their jobs with another security which we called a attrition and to minimize the attrition percentage company were doing many programs and change their policies for retained their staff with employee satisfaction.

All the countries border are sealed during the pandemic even within the countries state border are also sealed to stop the corona virus spread but this also affected the livelihood of the hospitality industry in which all the travel activities were stopped and the hotel are operate as a COVID paid quarantine center with minimum staff.

During this time travel and tourism both are stopped and running very slow as per the huge negative taking into consideration with this around the world travel and tourism sectors are stopped and running in huge loss whereas:

60% of the service providers are believed that they will recover by 2023 and with this they are planning for the future step and planning 53% of the leading hotels are shut down due to COVID impact and this leads to job loss and job insecurity.

Many hotels are used as a quarantine centre for the travellers from “Vande Bharat Mission” or COVID patients due to which only few hotels are operated those who got the permission from government with all the norms.

In the hospitality sector its time to revalued and redesigned the working and operation structure with the new changes of hospitality. Facing a bleak job market, it's a tough time for professionals as well as new graduates considering this huge impact on the job availability and career path so as per that new generation must have to think beyond the availability of resources so they will get the benefit in the future as per the situation.

Before COVID time the hotel and hospitality sector is one of the fastest growing industry around the world where multiple opportunity are available where professionals can enhance their career with new idea.

According to the U.S Bureau of labour statistics, in June 2019 the Hotel and hospitality industry which includes accommodation and food services and art, entertainment and recreation activity and they hired more than 11 lakhs people nationwide, and this increase in figure of more than 62000 from June 2018.

Now this halt the hospitality professional was placed at home from march where restaurants, bars, hotels, casinos are forced to cancel all the events and bookings.

These figures might be dangerous and gives a fear for our career and about hospitality sector and by the time this pandemic is exiting it will create an adverse effect but in few years sooner or later when the situation come to normal again the hospitality industry will be booming with new concepts, ideas, innovations, energy, employment, experience because for some this might me threat but it can be opportunity to grow with new hospitality structure which is going to be challenging for hotel and hospitality sectors and again that day will be coming in few years where job are more and professional in on demand. And new hospitality will be evolved with new models and opportunities.

This is the reality of today's world where myth is evolving with this big question that our job is secured or not in the industry with is challenging phase every hospitality professional must we multitasker and dependency at one platform may be risky.

9 Conclusion

Hospitality industry is crucial sector in the world for providing employment but still need a lot of improvement and new ideas for the employees and this leads to minimize the attrition rate. Because as per the laws if we start working for the employees than also its brings the revolution in this sector because everything is shining at the front face but there are many hidden facts no one witnessed because of fear or not ready to take big responsibility. Because (WE ARE LADIES AND GENTLEMAN AND SERVING LADIES AND GENTLEMAN) really means a lot and I learned and injected in the DNA.

I also wanted to marks that industry is very dynamic and fastest growing but sometime situation are unexpected and its not in hand of human for that hospitality sector need to think in a broader way considering all the threats and experiences and that will also support them to secure the job and also retained their employees for future.

10 Research gap

- A lot of research has been done on attrition; but we found the less information about hospitality reality and myths.
- There are various categories of hospitality to understand every category has different reasons when it comes to attrition because it is not generalized for all.
- Attrition also depends on the department in which employee is work and the level at which one works.
- It seems that attrition rate is very highest in first 3 to 6 month when an employee join. There is a need to identify the reasons specially limited to those 6 month which initiates the idea of attrition.
- With this topic attrition and retention was the main aim to do the research but there are many unexpected uncertainties which might arise without any prior intimation and that will hamper the hospitality structure from the base.
- During research I found that attrition was the biggest problem in hospitality industry but there is time where attrition or job loss is not an option it's a demand of time and situation like COVID-19 pandemic where entire hospitality sector is shutdown.

11 Scope

- This paper can be used to understand the reasons of attrition in the hospitality industry and take the best action which are suitable.
- Linkages of sustainable practices to attrition needs to be understood at workplace
- Frequent interaction with the team and try to resolve their all confusions and problems.
- The results should be shared with the hotels for reducing the attrition.
- This paper can be used for doing research and understanding the various reasons of attrition and job loss in the hospitality sector.

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Cuisine centric model for sustained tourism eco-system in Vidarbha region of Maharashtra

Sheetal Kumbhare¹

Abstract. Saoji cuisine is style of cooking that got originated in Madhya Pradesh and Chhattisgarh region but with the passage of time got popularized in Vidarbha region of state of Maharashtra. The cuisine got its commercial identity based on the identity of Halba tribe. Vidarbha region is known for its forests and oranges. Tourist from all over the world visit Vidarbha for tiger safaris. So far, the region is not successful in retaining tourist beyond tiger tourism. This has created an opportunity loss for the economy of the region. The paper tries to answer the research question-How can Saoji cuisine boost up tourism and economic activity in the region? The focused group technique was used to generate quantitative data to arrive at conclusions. The research revolves around identification of key factors responsible for sustained tourism and tourism based economic activities with food at the center.

Keywords: Saoji Cuisine, Vidarbha region, Culinary tourism, Sustained economic activity

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1 Introduction

Vidarbha is relatively underdeveloped region on eastern part of Maharashtra. Nagpur is the leading city It is surrounded by forests and is known for its tiger safaris. Most of the tourists visit the forest for a day or two or week and return back although there is a possibility of formation of tourist circuit, ecotourism, culinary tourism, mine tourism, religion, temple and heritage tourism, the region, it's people and it's authorities have not made enough efforts to build an ecosystem to promote its food and culture.

In order to boost the tourist activity in the region, it needs (1) tourist spots, (2) local and distinctive cuisine and (3) local winery and wine products. The region of Vidarbha already has first two and the wine lovers' culture is fast developing.

Vidarbha has ample forests well known for tiger sighting. Vidarbha is also has a unique cuisine- Saoji. Saoji has made its mark even outside Vidarbha in Maharashtra and outside India in USA too. It has every potential to create niche for itself especially in non-vegetarian food. The wine lovers club in Nagpur has been functioning from last 7 years and the membership is growing fast. Nagpur is famous for oranges and is known as orange city. There are successful attempts to make wine from oranges.

The three-sum combination is expected to act as a feasible and sustainable driver for Vidarbha's economy and also will automatically ensure the authenticity of and spread of Saoji cuisine in years to come. The following section presents cuisine centric model for sustained tourism ECO-system in Vidarbha region of Maharashtra.

2 Saoji cuisine

In a large state like Maharashtra, food habits change significantly as you travel across the state. So, you have variations like Malvani, Puneri, Khandeshi, Kolhapuri, and Varadi in their cuisine where the ingredients, spices, and preparations change quite significantly. A niche cuisine from the Vidarbha region which is gaining popularity in other parts of India is the Saoji food. There are more than five hundred Saoji Bhojnalayas in the entire Vidarbha region. Even though the cuisine is popular in the region, it has not made its presence felt outside region. There is need to identify the factors that are responsible for this limited growth and popularity. Food is an important cultural marker which works as building stones of each cultural foundation. Food in India is an identity marker of caste, class, family, kinship, tribe affiliation, lineage, religiosity, and ethnicity and increasingly of secular group identification. It is also an integral part of Halba Tribe.

Saoji Cuisine supports the "Slow Food Movement". Slow Food is an international movement founded by Carlo Petrini in 1986. Promoted as an alternative to fast food, it strives to preserve traditional and regional cuisine and encourages farming of plants, seeds and livestock characteristic of the local ecosystem. It prevents the disappearance of local food cultures and traditions counteract the rise of fast life and combat people's dwindling interest in the food they eat, where it comes from and how our food choices affect the world around us.

The traditional food of India has been widely appreciated for its fabulous use of herbs and spices. Indian cuisine is known for its large assortment of dishes that vary from east to west and from north to south. In the last few decades, as a result of globalization, a lot of Indians have traveled to different parts of the world and vice versa there has been a massive influx of people of different nationalities in India. This has resulted in Indianization of various international cuisines. Nowadays, in big metro cities one can find specialized food joints of international cuisines. There is a need to revive our traditional cuisines and promote it, to ensure it is not lost. Traditional foods are originally unadulterated and were designed for individual needs and are an important source of many nutrients. These recipes are formulated in a way that provides both, a balanced diet and required amount of nutrition according to climate, region, season, age, and gender as well as rich taste. Traditional foods provide a link to our past and culture and serves as a reminder of our rich food culture, particularly for young generation, as with the changing eating habits, lack of awareness about nutritional value of traditional food, and in absence of standard recipes, over time we have witnessed the loss of many traditional recipes and cuisines. One must aspire to promote by putting in efforts to recognize, revive and restore the hidden culinary gems spread across the length and breadth of the country at large. In order to promote tourism based around food that is culinary tourism, will need to have tourism ecosystem. The region of study is known for forests and food. It is an industrially underdeveloped region and needs some intervention for its development and sustained businesses. The study has socio-cultural, economic and entrepreneurial connotations. It not only looks into preservation of ethnicity and authenticity of the cuisine but also looks into development of an ecosystem having culinary tourism as its pillar.

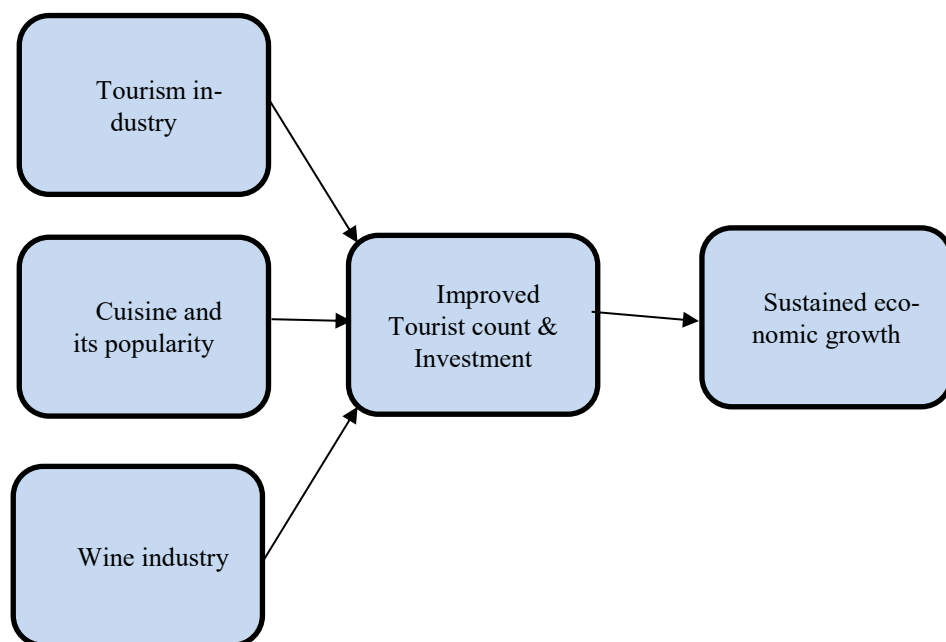


Figure 1: Model for sustained economic growth through culinary tourism

3 Literature review and validation of model

Diversity is synonymous with India; be it languages, religion, castes or for that matter food. Indian spices have travelled across continents from the era of Mughals and have made their presence felt in almost every country. So, when it comes to Indian food, one can safely say that the diversity of cuisine is unmatched. One can break down the flavors state wise or region wise; the local dishes change every 100 kilometers.

In this global village, where tourism has gained momentous rise, India is on top of the charts when it comes to culinary tourism. A product of both world history and contemporary mass culture, culinary tourism is a scholarly field of study that is emerging as an important part of the tourism industry. Also known as gastronomic tourism, tasting tourism, and simply food tourism, culinary tourism refers to adventurous eating, eating out of curiosity, exploring other cultures through food, intentionally participating in the foodways of another and the development of food as a tourist destination and attraction.

Ruth Dsouza Prabhu (2018) in her article has talked about how Indian dishes are now available on foreign platter. This has been possible due to Celebrity chefs who have made this transition possible. But what bothers is the fact that the “spicy” or “hot” nature of the cuisine which has kept the foreign tourist at bay from tasting it. She therefore emphasizes that if one must brand Indian food one has to work on it.

Akshay Kumar (2016) has brought about the fact that Indian culinary tourism has a long way to go. Though Indian food is very popular in world, it has been restricted to few dishes like butter chicken and naan being available in other countries. Every state in India has its own distinct cuisine and some of the cuisines are so authentic that travelers must visit a destination to gratify their palate. This has given rise to a segment of domestic culinary travelers. Food tours are the need of the hour to make the travelers accustomed to the local flavors.

Priyadarshini Chatterjee (2016) has brought out the local flavors of Nagpur in her writings. She has given a glimpse of what gastronomical delights are available for food lovers in Nagpur

Dhaval Kulkarni (2019) reports that as per the India Tourism Statistics 2018 report the State had 11.91 crore domestic tourist visits and 50 lakh foreign tourists' visits during 2017. He stated that tourists, who reside in the Maharashtra Tourism Development Corporation's (MTDC) resorts across the state often, complained of not getting authentic local cuisines at their resorts, with the state-run corporation preferring to hire contractors from different cities across the state to run their restaurants, which has forced them to look at other eating options. Now, the MTDC has decided to run these restaurants by recruiting local cooks to provide visitors an authentic culinary experience. This will give the tourists a chance to try the authentic local cuisine without having any fear of getting substandard food. This move will act as a measure to spread awareness among tourists about various cuisines available in Maharashtra.

Sakshita Khosla (2016) has made a list of top ten food destinations of India. In her list she has mentioned about Nagpur's Saoji cuisine and has urged her readers and tourists to try out this special cuisine known for its unique flavors and taste.

The Golden Sparrow (2016) has traced the Saoji cuisine and has chalked the rise of this cuisine. The cuisine is highly popular due to its unique flavor and homemade masalas which add distinct flavor to the dishes. The owner of an eatery in Pune has made it a point that he doesn't dilute the taste of the curry to adjust to the palates of the customers. Saoji cuisine is not for the faint hearted and must be eaten in the same way.

Thus, we can see that Saoji cuisine has a potential to act as a pillar for establishment of tourism ecosystem in Vidarbha. The literature also stresses on the need to preserve authenticity of food and also adapting to customer needs.

4 Focus group interview and validation of model

The experts from tourism industry, members of faculty from hotel and tourism management discipline were interviewed to gather views and suggestions on the proposed model for cuisine-based tourism eco-system.

Pre cursers for tourism development in Vidarbha region:

- Vidarbha need to embed the mine tours, Buddhist circuit, adventure tourism, and heritage tourism with forest / tiger tourism. The availability of tours needs to be popularized on tourism department websites. The culinary tours also need to be part of overall experience. Local authentic Saoji cuisine should be made available at resorts. Special Saoji breakfast options should be developed and popularized. Saoji culinary tours should be designed and popularized. The Saoji community cooks should be trained and employed at various eateries along tourist destinations. Saoji food should be made available at wine fests. Efforts need to be made in order to develop wineries and orange wine cluster in the region.
- Existing Saoji eateries must be modernized and keep hygienic ambience to attract the foreign tourists and foodies.
- Saoji youth need to master foreign languages to engage foreign tourists during culinary tours.
- All star hotels should employ Saoji chefs to serve authentic Saoji dishes to guests.

Factors affecting greater investment and greater footfall:

- Investment is the function of revenues for private players and the same should be ensured by creating a unique experience for the tourists. Government should develop the infrastructure to support its own ventures and also the private properties.
- There is need of offering 2&3star properties for tapping the growing middle class in the economy.
- The manpower development and skilling of Saoji community members for better service is a must.
- Region specific campaigns to be executed for creating awareness and attraction.

Elements of sustained economic growth:

- Saoji cuisine involves an element of secrecy in its preparation and this keeps the cuisine family specific. It also means that the standardization and documentation is difficult for Saoji cuisine. Community needs to take care of this in order to grow authentically.
- Variants like Saoji Poha, Saoji Idli need to be promoted.
- Saoji Masala in packed form should be available for purchase as souvenir.
- Local demand also needs to be developed whenever the forests are closed for safari.

The qualitative data suggests that the Model is feasible model and needs contribution from private players, state tourism department, wine industry and the Halba Saoji community members.

5 Concluding remarks

Saoji food is mostly consumed as lunch or dinner. The Saoji menu for breakfast is not yet developed. The region however has seen the growth in breakfast items like Saoji poha, Saoji Idli and so on. Saoji Masale (spices) are available in almost all the grocery shops throughout the region. The Tadoba Andheri tiger reserve (TATR) attracts huge number of tourists from across India and abroad. There is an urgent need to engage such tourists by carefully designing the mine tours, religious tours, culinary tours, adventure tours and so on. Local food like Saoji can play a vital role in attracting the tourists. When coupled with Nagpur oranges and local orange wine the tourists shall get a hundred percent regional flavor. To begin with, the tourism department is expected to design and offer tours based on proposed model and subsequent discussion. The economic activity shall bring the importance of Saoji cuisine on forefront and will automatically preserve the authenticity of the cuisine by providing respectful employment opportunities to persons belonging to Saoji community.

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