

## **A Study of Marketing of Services in Hotel Industry with Special Reference to Selected Units in Kolhapur and Sangli city**

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### **Abstract**

Services marketing are an emerging field of enterprise today. Not that it was absent yesterday, but the realization of its importance as well as utility and above all complexity, is dawned upon the corporate as well as entrepreneurs. The importance of the Service sector can be easily judged from its contribution towards any economy. Also there is a steady, to some extent, growth in this contribution. The reasons for this growth can also be very well discussed & studied. Thus, due to the growing importance of the 'services', not only the service industry is flourishing, but also the manufacturers of 'tangible' products have started exploiting the 'service' aspect of their products to enhance the 'value addition' of their offerings. This can be observed in the various advertisements that are planned and implemented and given to the customers for viewing. . It is shown how important this sector is and therefore through an insight into the Hotel Industry it is understood that such a study today has become quintessential. This has become so because of the growing importance of the Service Sector –Hotel Industry being a part of it. Even the latest steps taken by the Government for this sector are motivating the development of this sector especially the Hotel Industry-a part of Tourism Industry.

### **Aims / Objectives**

The research has been undertaken with the following objectives-

1. To find out the available amenities and facilities provided by the selected hotels of Kolhapur and Sangli.
2. To measure the quality of the services rendered by these hotels in Kolhapur and Sangli.
3. To evaluate the existing facilities and amenities provided by hotels in Kolhapur and Sangli.
4. To solicit suggestions, if any, from the concerned parties, i.e. management, employees and clients.
5. To suggest remedial measures for enhancing the marketing of the services of these hotels of Kolhapur and Sangli.

### **Methodology**

In order to achieve the above stated Objectives the researcher has adopted a SURVEY method for collecting relevant and pertinent data. A survey was carried out by personally visiting the Respondents and soliciting the information. In order to cross examine the data so collected through survey method and to reinforce the conclusions drawn, OBSERVATION method too was resolved to. The observations were made pertaining to the available amenities and facilities and the existing stage of these amenities and facilities.

## Major Findings & Recommendations

1. Though most of the hotels under study in these cities are aware of Services Marketing aspect and its importance.
2. However, though they are providing major facilities & / or amenities which lead to customer satisfaction/delight; they are unable to appreciate them & so unable to enhance & exploit them.
3. The segmentation aspect is done purely on experience basis without any conceptual understanding about it.

Some of the major recommendations are:

1. Training of the employees as well as the manager level staff in respect to the significance of Services Marketing as a tool for excellence.
- 2, Branding of the individual hotels need to be emphasized so as to enable the customers to differentiate.

## Key Words

Brand Associations, Equity, External Marketing, Internal Marketing, Interactive Marketing, Service Marketing, Satisfiers-Dissatisfies, Values.

## Introduction

A research in the Service Industry and that too in the fast growing Hotel Industry, seems to be an interesting & contributory topic for research. It also seems to the researcher that this topic, since it is contributing a lot to the economy at large, should be of vital importance. Further more on account of the complexities involved in the preparing an offering of the service of a hotel industry, this area has to be researched upon. Therefore the topic of Services Marketing with special reference to the Hotel Industry was researched upon.

Till the dawn of independence almost all hotels in India were owned by British or Swish except one i.e. Taj Mahal Hotel in Mumbai (the then Bombay) which was built by Jamshedji Nauroji Tata in 1903. After independence, by 1951, the Government recognized the importance of tourism sector and ITDC a PSU were established. Ashoka Hotel was built in 1956 in Delhi by the Government to accommodate the delegates for UNESCO conference. After this there has been a significant development and change for the betterment, in this sector in India.

Marketing plants the seeds and sales harvest the crops. But is harvesting possible without sowing. Same is the case here where it took long to apply the marketing concepts and principles in Hotel Industry which led to retarding development. In 1960's and 1970's the hotel marketers were unable to make the industry remunerating and also were unable to provide services of any international standards. The application of the marketing concepts and principles was at the stage of infancy which necessitated the handling of problem in the proper manner in order to lay a strong foundation for rapid development of it as an industry.

In this context the contributions of the ITDC has been significant and its initiative has brought private firms who were previously hesitating, to enter in this sector. The Ashoka Chain was the largest hotel chain in India which is run by ITDC, a Public Sector Unit. The Oberoi chain runs hotels in India as well as in foreign countries. The Taj group of hotels has added a number of hotels to its chain after 1903 in India as well as abroad. Welcome group is one of the fastest growing chains of hotels in India owned by ITC.

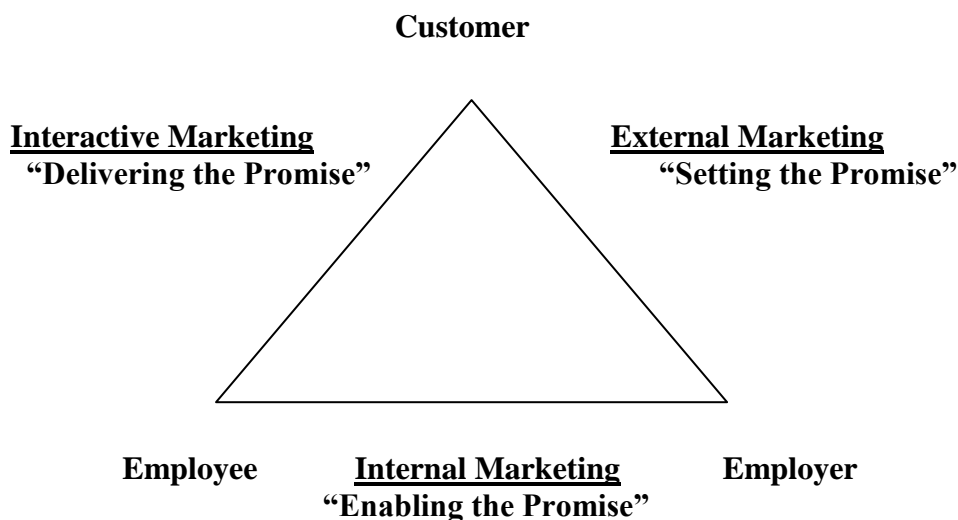
Hyatt is also one of the biggest chains of hotels in India which practices a brand extension strategy. Hyatt's name is appearing in every hotel variation i.e. Hyatt Resorts, Hyatt Regency, and Park Hyatt etc...

These groups offer world class services but if they are able to apply marketing concepts and principles, it is no doubt that they can become market leaders in the true sense. In the Indian context, it is not only sufficient that we concentrate on classified hotels, but also we should attempt to improve the managerial proficiency of unclassified hotels as well, as all the tourists or travelers are not in a position to afford the high pricing strategy of world class groups. Each and every source of gaining foreign exchange should be tapped.

It is not only the price factor which is an important decision making factor, but there seem to be a host of other factors responsible as well. Furthermore, it seems to be pertinent that not only the owners but the employees as well as the customers should be involved in deciding upon the “offering”. Thus making the ‘marketing’ aspect not only important but complicated /complex as well. It also would be pertinent here that the nature of the marketing of hotel products as services, calls for a detailed research upon this area.

Further, the fact that not only the customers but the employees are also to be involved in the process of deciding and later on delivery of the services, it makes it necessary to study this topic. To summarize, in order to be able to deliver the service product, that too the augmented product, by involving the concerned parties, makes it important to study the need, the method and the degree of involvement of these parties into the entire process. Thus, this endeavor to research upon the intricacies of the services marketing in the hotel industry.

### Statement of the Problem



Considering the overwhelming expectations on the parts of the consumers, the expectance of the growing importance & need this sector by the society at large, the various Governmental inputs & motivators and many such factors have highlighted the increasing development of this sector & its contribution to the growth of the economy, it was thought necessary to further research on this topic with special inputs from the Hotel Industry sector.

Also, the role of both, the customer as well as the employee is vital in the entire set up of Service Industry irrespective of the nature of the services offered for consumption.

Hence it was thought appropriate to have an overall objective in the form of the title of this research i.e. “A STUDY OF MARKETING OF SERVICES IN HOTEL INDUSTRY WITH SPECIAL REFERENCE TO SELECTED UNITS IN KOLHAPUR AND SANGLI CITY”.

DELIGHT for the study is considered as EXCELLENT perception by all Respondents and is considered above GOOD.

### Objectives of the Study

The Study has been undertaken with the following objectives-

1. To find out the available amenities and facilities provided by the selected hotels of Kolhapur and Sangli.
2. To measure the quality of the services rendered by these hotels in Kolhapur and Sangli.
3. To evaluate the existing facilities and amenities provided by hotels in Kolhapur and Sangli.
4. To solicit suggestions, if any, from the concerned parties, i.e. management, employees and clients.
5. To suggest remedial measures for enhancing the marketing of the services of these hotels of Kolhapur and Sangli.

### Research Methodology

In order to achieve the above stated Objectives the researcher has adopted a SURVEY method for collecting relevant and pertinent data. A survey was carried out by personally visiting the Respondents and soliciting the information.<sup>3</sup> In order to cross examine the data so collected through survey method and to reinforce the conclusions drawn, OBSERVATION method too was resolved to. The observations were made pertaining to the available amenities and facilities and the existing stage of these amenities and facilities.

### Source of Data

- Primary Data-** A questionnaire, annexed, was prepared by the researcher and was administered to the clients of the hotels as well as the staff employees and the managerial level employees. The aim was to find out from the management what all amenities and services they are offering and what according to them is the level or degree of satisfaction of the customers. Also the questionnaire for the customers was aimed at finding the actual degree or level of satisfaction received by the customers and their perception also the researcher experienced himself this degree through observations of each and every hotel in the sample.
- Secondary Data-** The secondary data was collected from various sources like manuals of the hotels, private & public libraries, government departments and other relevant sources like
  - a. The M.F.S.C., Municipal Corporations etc. of both Kolhapur and Sangli for the data pertaining to the hotels of these towns.
  - b. The libraries of Shivaji University, Kolhapur; University of Pune, Pune; the Chhatrapati Shahu Institute of Business Education and Research, Kolhapur; Bharati Vidyapeeth's Institute of Management, Kolhapur; the British Council library, Pune etc. for literature review.
  - c. Various periodicals, journals, websites etc were also referred for information. A detailed list of the same is included.

Thus through a rigorous search and re-search of the literature available was scanned to get an idea of Services, Services Marketing and especially Services Marketing.

### Scope of the Study

The study at hand is basically a large research project. However due to some constraints like time, physical infeasibility etc. the researchers had to curtail down the boundaries of this research. However utter precautions were taken to confirm that during this curtailing down, the core subject matter was not affected and sufficient data was collected in order to analyze and arrive at any valid and reasonable conclusions.

The *Geographical* scope is confined to the study of the selected hotels of the Kolhapur and Sangli cities only. The *Topical* scope covers only the marketing aspects of the services of these hotels as an industry. The *Analytical* scope covers the fulfillment of the objectives set for this research work. The *Functional* scope is restricted to offering certain meaningful suggestions.

### Sampling Design: Purposive Convenience Sampling

**Table No. 1 Showing Relationship with Universe**

<b>GRADE</b>	<b>UNIVERSE</b>	<b>KOLHAPUR</b>	<b>SANGLI</b>	<b>% age</b>
<b>A</b>	<b>269</b>	<b>145</b>	<b>124</b>	<b>22</b>
<b>B</b>	<b>517</b>	<b>279</b>	<b>238</b>	<b>41</b>
<b>C</b>	<b>454</b>	<b>227</b>	<b>227</b>	<b>37</b>
<b>TOTAL</b>	<b>1240</b>	<b>651</b>	<b>589</b>	<b>100</b>

**Table No. 2 Table Showing Sample Size of the Study**

<b>Hotel Grade</b>	<b>Stage 1 Selection</b>			<b>Stage 2 sample for Study</b>		
	<b>Kolhapur</b>	<b>Sangli</b>	<b>TOTAL</b>	<b>Kolhapur</b>	<b>Sangli TOTAL</b>	
<b>“A”</b>	<b>14</b>	<b>12</b>	<b>26</b>	<b>5</b>	<b>5</b>	<b>10</b>
<b>“B”</b>	<b>27</b>	<b>23</b>	<b>50</b>	<b>10</b>	<b>10</b>	<b>20</b>
<b>“C”</b>	<b>22</b>	<b>22</b>	<b>44</b>	<b>8</b>	<b>8</b>	<b>16</b>
<b>TOTAL</b>	<b>63</b>	<b>57</b>	<b>120</b>	<b>23</b>	<b>23</b>	<b>46</b>

**Table No. 3 Stage 3 Segmented Responses Collected from the Hotels under Study**

DESIGNATION	KOLHAPUR	SANGLI
Management	45	36
Employees	429	347
Clients	49	32
TOTAL	523	415

The study area was defined as Kolhapur and Sangli Cities. As a first step a list of hotels in these cities was referred from the M. Phil. Research conducted by the researcher earlier. This list contained 1240 hotels which had lodging and boarding facilities. This was considered as universe for the present study.

Further selection of hotels from this was done using following method:

The socio-economic changes have led to many new innovations in the hotel industry. The services offered by them yesterday were limited. Today we want more and tomorrow we will demand still more. In an article titled “Commercial friendships – Services providers – Client Relationship” appeared in the Journal of Marketing, American Marketing Association, October 1999, Volume 63. No. 4; some parameters’ were established to evaluate the excellence of services provided.

These parameters are as follows:-

Reception Facility, Boarding Facility, Lodging Facility, Tariff Considerations Entertainment Facility, Shopping Facility, Medical Facility, Communication Facility, Space for gathering etc..

## Findings and Suggestions

### Findings

#### A. Management Data-

1. In Kolhapur, 100% of hotel rooms have attached WCs while in Sangli, 78.3% of hotel rooms have attached WCs while 21.7% hotel rooms are not having attached WCs. In Kolhapur, higher percentage of rooms is found with attached WCs as compared to Sangli.

2. In Kolhapur, 95.6% of hotel rooms have facility of restaurant cafeteria while in Sangli, 60.9% of hotel rooms have the availability of restaurant cafeteria. In Kolhapur, higher percentage of rooms is with the availability of restaurants cafeteria as compared to Sangli.

1. In Kolhapur, 47.8% of hotel rooms have facility of permit room and 52.2% of hotels have bars while in Sangli, 52.2% of hotels have the availability of permit rooms. In Sangli, higher percentage of hotels is with permit rooms than Kolhapur.

2. In Kolhapur, 17.4% of hotels are providing the Gymnasium facilities, while as in Sangli no hotels are providing the Gymnasium facilities. In Kolhapur, higher percentage of hotels are providing the Gymnasium facilities, while as in Sangli, no hotels are providing gymnasium facilities.
3. In Kolhapur, 17.4 % of hotels have the availability of swimming pools, while as in Sangli only 4.4% of Hotels have the facility of Swimming Pools. In Kolhapur higher percentage of hotels are providing the facility of swimming pools as compared to Sangli.
4. In Kolhapur, 13.1% of hotels are providing the facility of parlours while as in Sangli , none of the Hotels are providing the facility of parlours. In Kolhapur, higher percentage of Hotels is providing the facility of Parlours as compared to Sangli.
5. In Kolhapur as well as Sangli, 100% of hotels are providing the laundry facilities. A remarkably full percentage of Hotels are providing the laundry facilities at both the locations.
6. In Kolhapur, 43.5% of Hotels have A/C conference halls while as in Sangli, there are total 30.4 % of hotels providing A/C conference halls while as 4.3% are providing non-A/C conference halls. Higher percentage of hotels in Kolhapur are providing A/C conference halls,as compared to Sangli hotels where there is one non-A/C hall attached.
7. In Kolhapur, 73.9% of hotels provide taxi services while as in Sangli 21.7% of hotels provide taxi services and 26.1% of hotels provide taxi services on call.It is observed that very higher percentage of hotels provide taxi services in Kolhapur as compared to Sangli.
8. In Kolhapur 60.9% of hotels are providing the facility of ticket booking while as in Sangli 17.4% of hotels provide the facility of ticket booking while as 21.7% provide such facility on call. Higher percentage of hotels; in Kolhapur provide ticket booking facilities as compared to Sangli.
9. In Kolhapur, 65.2% of hotels provide the availability of arranging tours for sightseeing while as 13% hotels in Sangli have such provision. Greater percentage of hotels; in Kolhapur have the facility of sightseeing as compared to Sangli hotels.
10. In Kolhapur, 100% of hotels provide the facility of Room service while as 86.9% of hotels in Sangli have the availability of room service. In Kolhapur,greater percentage of hotels provide the room facilities as compared to that in Sangli.
11. The highest booking is in May in both the cities. Reason could be because of vacation. But compared to Sangli, Kolhapur hotels are booked in all mentioned months on the higher side.

## **B. Employee Data**

1. Distribution of employees included in the study - from 23 hotels of Kolhapur, 429 employees have been interviewed. This gives an average of 18.6 i.e. per hotel more than 18 employees have been included in the study and from 23 hotels of Sangli, 347 employees have been interviewed. This gives an average of 15.1 i.e. per hotel more than 15 employees have been included in the study.
2. Overall perception of the quality of services provided is good according to 82.3% from Kolhapur while 83.5% from Sangli.
3. 88.7% of the employees from Kolhapur hotels and 83% from Sangli hotels feel that, customers are satisfied.
4. Overall satisfaction level of employees is around 70% from Kolhapur and 60% from Sangli.
5. When asked about the perception of services provided,
6. From Kolhapur 59.8% cafeteria staff said good, ranging from 43.5% by managers to 69.6% from waiters. From Sangli, 70.7% cafeteria staff said good, ranging from 60.9% by managers to 78.3% from Stuarts.



7. Room service staff from Kolhapur; 85.5% said good, ranging from 78.3% by floor supervisors to 95.6% from attendants. From Sangli, 82.6% said good, ranging from 78.3% by floor supervisors to 87.0% from attendants.
8. Frontline staff from Kolhapur, 87% said good, ranging from 78.3% by counter clerk to 95.7% from liftmen. From Sangli, 88.4% said good, ranging from 82.6% by counter clerk to 95.7% from liftmen.
9. Reception staff from Kolhapur 82.6% said good, ranging from 69.6% by grievance staff to 91.3% from desk clerk. From Sangli, 85.2% said good, ranging from 73.9 % by grievance staff to 91.3% from desk and information clerk.
10. When asked perception about customers satisfaction;
11. From Kolhapur Restaurant/Cafeteria & Bar staff, 78.3% said yes; ranges from 65.2% of managers to 87.0% of clerk. From Sangli, 78.3% said yes; ranges from 73.9% of managers to 87.0% of waiters.
12. Room service staff from Kolhapur 91.3% said yes; ranging from 87% of floor supervisor to 95.7% of attendants. From Sangli, 82.6% said yes; ranging from 78.3% of floor supervisor to 87% of attendants.
13. Front office staff from Kolhapur 89.9% said yes; ranging from 87% of counter clerk and bell boy to 95.6% of liftmen. From Sangli, 87.0% said yes; ranging from 82.6% of bell boy to 91.3% of liftmen.
14. Reception staff from Kolhapur 87.0% said yes; ranging from 78.3% of grievances department to 91.3% of desk clerk. From Sangli, 83.5% said yes; ranging from 78.3% of billing department to 87.0% of information clerk.

When asked about their employee (their own) satisfaction,

15. From Kolhapur Restaurant/Cafeteria & Bar staff 68.5% were salary wise satisfied. From Sangli, 65.2% were salary wise satisfied; 80.43% were satisfied with job profile while in Sangli the percentage is 79.3%.
16. Room service staff from Kolhapur 63.7% were salary wise satisfied, from Sangli, 63.8% of the employees were satisfied with salary. from Kolhapur 72.5% were satisfied on job profile point, 72.5% were satisfied with job profile
17. Front office staff from Kolhapur 71% were salary wise satisfied, from Sangli 55.1% of the employees were satisfied with salary; from Kolhapur 69% were satisfied on job profile point and from Sangli 69.6% were satisfied with job profile
18. Reception staff from Kolhapur; 65% were salary wise satisfied, from Sangli 57.4% of the employees were satisfied with salary; from Kolhapur 67% were satisfied with job profile and from Sangli 67.8% were satisfied with job profile

#### **b. Client Data**

1. Convenience is seen by clients in Sangli by 69.7% and in Kolhapur by 38%. Next higher percentage is for tariff which is considered by 42.4% in Sangli and by 28% from Kolhapur. Recommendation by others is also mentioned by 30.3% of the clients from Sangli whereas by 20% of the clients from Kolhapur.
2. It seems service standards are not on clients' mind as it is mentioned by less than 10% of the clients at both the places.
3. In Kolhapur, duration of stay is 2 to 5 days by 56% and in Sangli is 69.7%. Longer duration stays are by less than 10%.
4. In Kolhapur; 56% of the clients mentioned the specific period of visit. i.e. these clients are regular visitors in this area. 44% do not have any specific period.



5. Most of the clients' visits from Sangli are not regular; only 21.2% mentioned some periodicity of the visit. Whereas, from Kolhapur; 56% of the clients mentioned the specific period of visit.
6. Officially visiting clients are above 70% at both the places.
7. Over 95% of the clients have mentioned preferred method of booking as Direct. Next option chosen is by phone/fax/ email.
8. This shows that the rush is not much and hotels are available easily. So clients are not much keen of prior booking.
9. Most of the hotels have room service and laundry facilities (above 85% of the hotels). Next higher percentage is for food facilities.
10. The percentages of clients who think the decorum is good are 51.5% in Sangli and 38.8% in Kolhapur.
11. The percentage of Excellent is only 4 in Kolhapur.
12. This indicates that clients have much higher expectation about it. So, hotels need to work on the same.
13. When asked about coming back to the same hotel, more than half of the clients are not sure.
14. This indicates that, the decision could be of others. This could be related to the purpose of visit. As most of the clients are visiting officially, they do not have choice of selecting the hotel.
15. Hotels can work on this, i.e. they can identify such clientele and offer them some good package so that the offices (clients) will select these hotels for their employees.
16. When clients were asked about recommending this hotel to others again about half of the clients have replied negatively. So, it can be concluded that, clients themselves are not happy and convinced about the service quality.
17. About the arrangement of lounge more than 80% of the clients have mentioned that it is average. This shows; again clients have much more expectations.
18. Sangli hotels seem better at reception services. More than 70% have said the services are good but the same percentage is below 50% in Kolhapur. This could be interpreted as, may be Kolhapur clientele have higher expectations.
19. When asked the opinion about the reservation facilities, highest percentage 59.6 in Kolhapur is 'Average' and next answer is 'Poor' with 30%. When asked the opinion about the reservation facilities, highest percentage, 54.5 is 'Average' Again, clients expect certain level at reservation facilities which these hotels are meeting
20. When asked the opinion about the opinion about accommodation, in Kolhapur highest percentage, 55.1 is 'Average' and next answer is 'good' is by 40.8. In Sangli, , highest percentage, 57.6 is 'Good' and next answer is 'Average' is by 42.4%.
21. When asked the opinion about the room service in Kolhapur,, highest percentage, 60.4 is 'Good' and next answer is 'Average' is by 37.5%. In Sangli, , highest percentage, 78.8% is 'Good' and next answer is 'Average' is by 21.2%.
22. When asked the opinion about the restaurant and cafeteria, from Kolhapur, percentage, 45.8% is 'Good' and 'Average'. In Sangli, highest percentage, 71.9% is 'Average' and next answer is 'Good' is by 28.1%.
23. When asked the opinion about the tariff in Kolhapur, 85.7% have said average and 12.2 % have said good whereas in Sangli, 75.8% have said average and 24.2 % have said good
24. In Kolhapur, 48.9% have said good and 42.6% have said average about the opinion of services at lunch and dinner. In Sangli, 53.1% have said average and 40.6% have said good about the opinion of services at lunch and dinner

25. In Kolhapur, 56.3% have said average and 31.3% have said good about the opinion of quality of food. In Sangli, 68.8% have said average and 28.1% have said good about the opinion of quality of food
26. In Kolhapur, 54.2% have said average and 45.8% have said good about the opinion of laundry and communication. In Sangli, 27.3% have said average and 72.7% have said good about the opinion of laundry and communication
27. In Kolhapur, 56.0% have said average and 42.0% have said good about the opinion of behavior of management. In Sangli, 39.4% have said average and 60.6% have said good about the opinion of behavior of management.
28. In Kolhapur, 56% have said average and 44% have said good about the opinion of behavior of front line staff. In Sangli, 54.5% have said average and 45.5% have said good about the opinion of behavior of front line staff
29. In Kolhapur, 61.2% have said average and 28.6% have said good about the opinion of cleanliness at Lunch/Dinner.
30. In Sangli, 78.1% have said average and 15.6% have said good about the opinion of cleanliness at Lunch/Dinner.

**Suggestion:**

1. It is suggested that more hotels should provide Non - Attached rooms to the customers in view of increasing their convenience
2. It is suggested that more hotels should provide Cafeterias along with Restaurants for the customers in view of increasing their convenience
3. It is suggested that more hotels should provide with Permit Room or Bar facilities taking into consideration the needs, taste & preferences of the customers visiting the above hotels& family sections should be differentiated from Drinking zones in case of provision of Bars.
4. It is suggested that more hotels should provide with Gymnasium facilities taking into consideration the increasing health consciousness among the customers & this in turn will help the hotels for attracting more customers
5. It is suggested that more hotels should provide with Swimming Pool facilities taking into consideration the increasing health consciousness among the customers and this in turn will help the hotels for attracting more customers
6. It is suggested that more hotels should provide with Gents/Ladies Parlor/Both facilities taking into consideration the increasing consciousness among the customers, regarding carrying themselves in the society and this in turn will help the hotels for attracting more customers.
7. It is suggested that all the hotels should continue the above practice of providing Laundry facilities to their customers even in the future taking into consideration, the importance of the availability of the above facility for the customers
8. It is suggested that maximum number of hotels should provide A/c Conference Halls in their hotels, taking into consideration the increasing Business perspectives of the customers visiting their hotels & thus the need for provision of the facilities required for the same.
9. It is suggested that even the remaining hotels which are currently not providing the above facility should start providing the above facility from the point of view of customer convenience which will in turn help these hotels to attract more customers.
10. It is suggested that even the remaining 40 % hotels which are currently not providing the above facility should start providing the above facility from the point of view of customer convenience which is highly rated by the customers in today's world.

11. It is suggested that even the remaining 35 % hotels which are currently not providing the above facility should start providing the above facility from the point of view of customer convenience which is highly rated by the customers in today's world.
12. It is suggested that all the hotels should continue the above practice of providing Room Service facilities to their customers even in the future taking into consideration. The importance of the availability of the above facility is significant for the customers.
13. It is suggested that all the hotels should equip them for being able to serve the customer in the months of May and December, at time, when the customer booking is at its peak in order to serve the customer sufficiently. In addition, efforts should be made to attract more customers whose number is less in the months of April and June and lowest in November.
14. Its usual human tendency to say whatever we provide is good. So, this has to be compared with some standard, established norms. Employee can cross check with these norms their services so that they will have real perception and give scope them to improve.
15. Like the above, here also employee can cross check the satisfaction level of customers by comparing with standard norms. So that they can take steps to improve services; leading to satisfy customers. Even the customers can be requested to give their feedback which can be conveyed to employees and actions could be taken.
16. For increasing the satisfaction level, hotel management has to take some efforts. They have to organize capacity building sessions for the staff. Though salary is not increased, other perk could be introduced to satisfy the employees. Regular team building sessions could bring senior staff and subordinates more close and satisfaction level could increase. Staff welfare activities could be introduced for making work environment good.
17. Customer satisfaction norms need to be introduced so that the reality is seen. Employee can cross check the satisfaction level of customers by comparing with standard norms. So that they can take steps to improve services; leading to satisfy customers. Even the customers can be requested to give their feedback which can be conveyed to employees and actions could be taken.
18. Hotels identify clientele officially and offer them some good package so that the offices (clients) will select these hotels for their employees.
19. Hotels have to take efforts to attract customers by introducing schemes, packages. They should take efforts to improve quality in all sections. They should regularly take feedback from customers to understand their perceptions and try to bridge the gaps.

### **c. Recommendations for Service Excellence**

After a detailed research of the hotel Industry of both Kolhapur and Sangli, a detailed review of the literature of the topic under study and an understanding of the underlined concepts, it is strongly recommended that the following be done in order to improve the QUALITY of the services offered. It should be understood and appreciated that:-

- ❖ All the three apices of the service triangle are equally important for the overall success of the outlet i.e. the customer, the employer and the employee. Each one of these is equally responsible and accountable for each other.
- ❖ The three types of marketing efforts, therefore, become vitally important viz. External Marketing, Internal Marketing and Interactive Marketing.

- ❖ It is not sufficient to aim at customer satisfaction; this is the LEAST expectation of the customer. It is quintessential now that we aim at customer DELIGHT now for which a few models are humbly submitted hereunder as outcome of this research.
- ❖ Furthermore it is also advocate that the employees also be considered as an important constituent for success of the service. In order achieve this it is necessary to first and foremost make the employee understand and appreciate the importance of his role in the entire delivery process. This could be brought about by a rigorous training and development process.
- ❖ It is necessary to put on record here the fact that the above two are possible IF AND ONLY IF the management understands and appreciates the importance of the two and works in that direction.
- ❖ The management also take it as their RESPONSIBILITY to ATTRACT the customer into their premises because then only they will be able to further execute their and their employees skills in order to ‘capture’ the customer and ‘retain’ him for a longer period of time. Not only this, but they would also be in a position to convert him into a ‘loyal’ customer- an “advocate” of the enterprise.
- ❖ It is also recommended that some facilities/amenities which both the employees and more so the customers like to enjoy while their stay in the hotels, be considered by the management to be provided. Facilities/amenities like attached as well as non-attached bathrooms, availability of cafeterias/restaurants, permit/bars, gymnasium/swimming pools, separate ladies/gents parlors, A.C. conference halls & communication facilities. It is also observed that major attention is required to maintain quality Room Service-not that it is not available, but it needs to be enhanced.
- ❖ It is also strongly recommended that an in depth understanding of concepts like Customer Relationship Management, Customers Gaps of Perception, Pricing, HR practices etc. may be seriously implemented .All these are explained herewith in the form of Models.
- ❖ Above all it is also observed that during some period the OCCUPANCY is very poor. Hence some attempts to be made to match the Demand and Supply.

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