

Sustainable and Customer-Centric Approaches: A Comprehensive Analysis of Mangalore's Premier Hotels

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Abstract:-

➤ Purpose:

The purpose of this case study is to investigate the factors that have contributed to the success and customer satisfaction of four well-known hotels in Mangalore - Hotel Ocean Pearl, Hotel Golden Finch, Hotel Vishwa Sagar, and Hotel Deepa Comforts. The study aims to analyze their business processes, services, and sustainable practices to understand how they deliver value to their customers and to identify potential areas of improvement for enhanced customer experiences.

➤ Design Methodology and Approach:

The research methodology involves an exploratory approach, combining observations, questionnaires, and stakeholder interactions. The study involves frequent observations of each hotel's working conditions, interactions with various stakeholders (such as employees, vendors, and customers), and the development of a questionnaire based on the matrix and model of the four hotels. This comprehensive approach aims to identify the factors contributing to customer satisfaction and successful hotel operations.

➤ Findings:

The findings of the study are expected to reveal the key factors that contribute to the success of these four hotels, including food quality, ambiance, hygiene, employee training, and customer service. Additionally, the study aims to uncover the role of innovative services and sustainable practices in enhancing customer satisfaction. These findings will help identify potential areas of improvement and strategies to optimize hotel operations to increase customer retention and sales.

➤ Originality/Value:

This case study provides a unique perspective on the success factors and customer satisfaction of four leading hotels in Mangalore. By exploring their operations, services, and sustainable practices, the study offers valuable insights into the hospitality industry that can be applied to other hotels in the region and beyond. The study also contributes to the understanding of effective strategies for enhancing customer experiences and improving sales in the hospitality sector.

➤ Type of Paper:

This study is a qualitative case study that focuses on the comparative analysis of four hotels in Mangalore, India. The paper seeks to provide an in-depth understanding of their business processes, services, and customer satisfaction factors, offering valuable insights into the hospitality industry. The paper combines observational data, questionnaire results, and stakeholder interactions to provide a comprehensive view of the factors that contribute to the success of these hotels.

Keywords:- Hotel, Tariff, Service, Kitchen, Employees, ABCD Qualitative Analysis, SWOT Analysis. Mangalore Hotels, Customer Satisfaction, Service Quality, Sustainable Practices.

I. INTRODUCTION

Mangalore is home to several well-known restaurants, including Hotel Ocean Pearl, Hotel Golden Finch, Hotel Vishwa Sagar, and Hotel Deepa Comforts, all of which offer lodging and boarding services. The Ocean Pearl restaurant was established in 1994, followed by Hotel Golden Finch in 1987, Vishwa Sagar in 1987, and Deepa Comforts in 1990. These four hotels were started in the 80s and 90s. During the startup phase of Ocean Pearl, around 75 employees were working, which later increased to 100. Hotel Golden Finch started with nearly 30 employees, which later increased to 70. Vishwa Sagar had 25 employees during the startup phase and now employs 50 people, while Deepa Comforts had 30 employees during the startup phase and now employs 65 people.

The success of a restaurant depends on the quality of its food and services. Initially, hotels used firewood for cooking, but they have now shifted to smoke-free kitchens, which have increased revenue and benefited customers (Sukhu, A et al (2021)) [1]. Good service is an essential component of any vegetarian restaurant. Customers expect consistent quality of food and service each time they visit, and if they receive a similar taste to that of street food, they will perceive the value for money in terms of both taste and cost (Bongoni et al., 2013a) [2]. It is important for hotels to be sustainable and environmentally friendly, and customers should be able to feel the attributes and benefits of green and

sustainable practices (Milfelner et al., 2011) [3]. Solid waste management is an integral part of hotel operations, and it needs to be cleared on a daily basis by paying local municipal authorities (Bakirtzoglou et al., 2018) [4]. Maintaining cleanliness in hotel rooms is crucial for customer satisfaction and hygiene (M. Yu et al., 2022) [5]. Creating the right atmosphere for customers is essential for good customer relationship management, and additional services such as a travel desk and online food ordering can enhance the customer experience (Buttle, 1999; Chand & Slath, 2018; Schwartz, 2008)1-361 [6-8].

The incorporation of necessary services and add-ons, such as online food delivery services, is crucial for hotel service delivery. Philip Kotler's Marketing Management book suggests that key deliverables should include value co-creation, value communion, and value delivery, which can be applied to the hotel industry (Hsieh et al., 2010) [9] Hotels should treat their customers with dedication and provide additional services when requested, creating a long-term relationship and generating a good top-bottom-line on their balance sheet. Profits are essential for the survival and significance of long-term re-investments for better scalability of both hotels The hotel industry has scope for new construction to adopt the latest cooking equipment, technology, and concepts that can reduce costs and bring in economies of scale.

In today's fast-paced world, customers are increasingly looking for quick and efficient service. This has led to the growth of online food delivery services, which provide customers with the convenience of ordering food from the comfort of their homes. The COVID-19 pandemic has further accelerated this trend, with customers preferring to order food online instead of dining in at restaurants. In this context, it is essential for hotels to have a strong online.

Providing exceptional service is a crucial aspect of the hotel industry, and incorporating necessary services is essential to meet customer expectations. In particular, hotels should aim to provide exciting add-on services such as online food delivery to communicate and deliver value to their customers. As Philip Kotler outlines in his book "Marketing Management," organizations must prioritize key deliverables, including cocreation value, communion value,

and value delivery. This approach is particularly relevant for Hotel Ocean Pearl, Hotel Golden Finch, Hotel Vishwa Sagar, and Hotel Deepa Comfort, as all four hotels can benefit from emphasizing the importance of customer satisfaction and value delivery.

Dedication to service is integral to successful hotel operations, and customers should be treated with the utmost respect and attention. If a customer requests additional services, hotel staff should make every effort to facilitate their needs. This approach fosters long-term customer relationships and generates a good top-bottom-line in one's balance sheet. The profitability of the hotels is critical for their long-term survival and significance, allowing for reinvestment in better scaleup and improvements in operations. To achieve this, employees must be adequately skilled and trained to match the scale-up and process of all four hotels.

To meet these expectations, the hotels must adopt new construction techniques and the latest cooking equipment, technology, and better concepts that reduce costs and bring economies of scale. For example, they can use energy-efficient equipment, green technology, and sustainable waste management to reduce costs and improve their overall operations. Hotel Vishwa Sagar and Deepa Comfort currently employ an average number of employees, while Hotel Ocean Pearl and Hotel Golden Finch employ a good number of employees. However, further enhancement can be achieved through job rotations and new training techniques to train employees in their respective hotels. This ensures that a dedicated service team can deliver exceptional customer experiences, creating an everlasting memory in the taste buds of customers.

The success of a hotel depends on several factors, including the quality of the food, sustainability practices, customer service, and employee training and development. Hotel Ocean Pearl, Hotel Golden Finch, Hotel Vishwa Sagar, and Hotel Deepa Comforts have recognized the importance of these factors and have taken steps to ensure that they provide the best possible experience for their guests. However, there is always room for improvement, and these hotels can continue to invest in these areas to enhance their offerings and improve the guest experience.

II. RELATED RESEARCH WORK

Table 1 Related Research Work of the Study of 4 Hotels- Hotel Ocean Pearl, Hotel Golden Finch Hotel Vishwa Sagar, and Hotel Deepa Comforts.

Sl. No	Focus	Outcome	Reference
1.	The article evaluates productive efficiency and service effectiveness	This article provides a tool to identify their competitors' performance	(M.-M. Yu & Lee, (2009).[10]
2.	Introducing "Consumer-Oriented Food Technology" to optimize vegetable quality.	Multi-criteria optimization to improve vegetable quality for consumers.	(Bongoni et al., (2013).[11]
3.	Customers perceive services are offered to them, with regards to food as well as accommodation.	Customers can get the Required service from both areas, dining hall as well as accommodations, as per their requirements and expectations.	(Choi & Chu, 1999).[12]
4.	The hotel provides value-added services	Customers feel satisfied with other	Longana, M. L.,(2017) [13]

	like a spa/salon for customers, where customers can avail of those services within the premises.	services provided by the hotel So that customers can spend their leisure time in the spa/saloon.	
5.	The hotel ensures the cleanliness of the water, which is maintained properly as well as play stations so that people can avail of this service.	Focus mainly on tourist people to have their leisure time.	Harper, K. J., (2015) [14]
6.	In this concept where hotel employees try to maximize service for customers and improvise customer service practices by understanding the needs of customers.	All 4 hotels always maintain a good relationship with customers	(Payne & Frow, (2016) [15]
7.	Packing is done in a neat box container sealed in a good manner and ensures non-leakage while delivering the food.	The hotel provides parcel service to customers all the time using applications and telephonic methods for ordering food.	(Mâsse & De Niet, (2013).[16]
8.	The hotel's operational timings should matcustomerer convenience.	The hotel maintains strict timing of start and winds up of the hotel	(Jang et al., (2019).[17]
9.	The main focus is on the dining area apart from the arrangement of the conference, events, and board room.	Expenses are high in other hotels Vishwa sage,	(O'Neill et al., (2008). [18]
10.	Licensing and registration are required to run the business without ase when statutory regulations are followed by the firm.	Focus on follow-up of upgradation in licensing process.	(Kerr & Wood, (2000).[19]
13.	The food choices made by the customer are by way of menu cards provided by the hotel.	Focus on a regular movement of items, which created demand among customers.	(Grunert, (2002).[20]
12.	Selection is done through past experience, ratings, feedback from other customers, etc.	. Selection through communication methods of staff towards customers, and their ambiance.	(Yi et al., (2018).[21]
13.	It is advised by the owner of the hotel not to waste food at the end of the day so the employees and concerned food staff ensure not to Waste food and prepare food as per the protocol based on the daily requirement and requests of the customers.	The hotel ensures letting out food waste won't pollute the environment.	(Leverenz et al., (2021).[22]
14.	Use of upgraded software, and safety firewalls used while communicating with customers regarding their personal information.	Ensures the confidential information with upgraded software and certain sustainability practices followed.	(Cooper & Slack, (2015).[23]
15.	The strategy followed in form of direct interaction with customers, through messages and direct visits. .	Improvise sales when feedback is collected from customers, regarding changes to be bought in hotels.	Blind, K (2016).[24]
16.	The food choices made by the customers check for prices on the menu and accordingly take an order to have a positive/negative impact on food items.	The pricing of ocean pearls golden finch is high, whereas in Deepa comforts is moderate and in the case of Vishwa Sagar is quite low, as per customer perception.	(French, (2003).[25]
17.	Food is given prior importance at all times. Before the food is supplied to the customer, a thorough check is done on food quality to ensure food safety which has to be supplied to the customer.	All 4 hotels maintain and ensure food safety in hotels all the time with better supervision.	(Rebouças et al., (2017. [26]
18.	The pay structure depends upon actual performance shown towards customers in form of service. .	The maximums wages are provided based on the maximum visit of customers by their good attitude.	Dolado, J.,(1996). [27]
25	The study assesses service quality in international tourist hotels in Taiwan, with a focus on fitness clubs.	Tangible equipment, repair, and maintenance is crucial for service quality.	(Chin, (2009) [28]
26	Developing a customer requirements assessment model for fitness clubs in	A comprehensive model to evaluate and improve the quality of fitness club	(Dos Santos et al., (2020). [29]

	international tourist hotels.	services in hotels.	
27	Assessing the level of green HRM practices among employees.	Understanding the employees' perception towards environmental issues in the workplace.	(Noronha et al., (2016). [30]
28	Investigating the factors influencing intent to return to a full-service restaurant.	Food quality was the most significant factor, followed by atmosphere and seating procedures.	(Sulek & Hensley, (2004).[31]

III. RESEARCH GAP

The research gap in this area lies in the need to identify the most effective strategies for improving sales and customer satisfaction in the hospitality industry. While previous research has explored various aspects of hotel operations, including food quality, atmosphere, and employee-customer relationships, there is a lack of comprehensive research on how hotels can optimize their working processes to maximize customer retention and sales. Additionally, there is a need to understand which specific services offered by hotels are most effective in satisfying customers across all areas of their stay, including dining, accommodations, recreation, and spa/salon services.

Further research is needed to explore how hotels can better communicate with customers and build stronger relationships to enhance their overall experience. This includes understanding customer needs and preferences in all areas of their stay, as well as identifying effective marketing strategies and communication channels to reach them. In addition, there is a need to identify best practices for managing hotel operations and ensuring that all employees are properly trained and motivated to deliver high-quality services. Overall, a more comprehensive understanding of hotel operations and customer needs is needed to identify effective strategies for improving sales and customer satisfaction in the hospitality industry.

IV. RESEARCH METHODOLOGY

The research methodology for this study involves adopting an exploratory approach to examine the business operations of four hotels through frequent observations of their working conditions. A daily observation method is used to monitor the number of employees and their activities to identify areas where support is needed for the success of the hotel. The study emphasizes the importance of maintaining better communication and close relationships with customers through close contact with employees to boost sales.

A questionnaire was developed based on the matrix and model of the four hotels. The case study was developed by interacting with various stakeholders, including employees, vendors, customers, event managers, party hall members, recreation facility members, spa/salon managers, conference/board members, and delivery boys, to gain a better understanding. The study also focuses on understanding the areas that make customers satisfied with their service and identifying the gap in the areas of working process on all four hotels to improve their communication and service to retain customers. Overall, the research

methodology involves a combination of observation, questionnaire development, and stakeholder interaction to gain insights into the business operations of four hotels.

➤ Research Questions

- What is the operational business process of the four hotels?
- What are the factors that contribute to customer satisfaction and success for these four hotels?
- How does timing play a role in achieving customer satisfaction in each area of the hotel?
- What strategies can be implemented to improve customer satisfaction with lodging, boarding facilities, event management, and other services?
- How can an in-depth study be conducted to identify effective strategies that contribute to the success of these hotels?

➤ Objective of the Study:

- To analyse the business processes of the four hotels to identify potential areas of improvement.
- To investigate the factors that contribute to the success of hotel services, including customer satisfaction, ambiance, hygiene, and facilities.
- To identify key products and services that are critical for success and customer satisfaction.
- To examine how online ordering, party and event arrangements, and other services contribute to customer satisfaction.
- To conduct an in-depth study on the controllable and uncontrollable factors that contribute to the success of hotels through customer satisfaction.
- To evaluate pricing strategies implemented by the four hotels for various programs, in addition to food.

➤ Company Profiles:

The four companies under study were established between 1987 and 1995. They include Ocean Pearl restaurant owned by Mr. Jayaram Banan, Golden Finch owned by Mr. Prakash Shetty, Vishwa Sagar owned by Mr. Mahesh, and Deepa Comforts owned by Mr. Ramesh Kumar. During their initial phases, Ocean Pearl had 50 employees including five managers, Golden Finch had 20 employees and 23 managers, Vishwa Sagar had eight employees including two managers, and Deepa Comforts had six employees including three managers.

Each hotel has a different focus area. Ocean Pearl focuses on event management, Golden Finch on spa and salon services and other recreational facilities, Vishwa Sagar

on the dining hall, and Deepa Comforts on accommodations. The study aims to understand the factors contributing to the success of these hotels through customer satisfaction, ambiance, hygiene factors, and other facilities. Additionally,

it seeks to analyze the products and services that lead to success and contribute to customer satisfaction, as well as pricing strategies implemented for various programs apart from food.

V. ANALYSIS AND DISCUSSION

➤ Other Services

Table 2 The following Matrix Denotes the objectives to Understand other Services

Sl. No	Construct	Controllable and Uncontrollable
1	A/C and Fans	A.C Expenditure (uncontrollable)
2	Music	Controllable
3	Lighting	Controllable
4	Food Quality	Controllable
5	Food Taste	Uncontrollable (based on raw material)
6	Food Nutrition	Uncontrollable (based on freshness of raw materials)
7	Service Quality	Controllable (manpower can be trained or retrenched)
8	Service Timings	Controllable (to be followed as mentioned in front of the showroom)
9	Service Delivery	Uncontrollable (speed of the vehicle for delivery is uncontrollable due to traffic)
10	Visual appeal	Controllable (can be modified as per the season)
11	Price of the food	Uncontrollable
12	Variety of food	Uncontrollable
13	Diet Food items	Controllable
14	Fat food items	Controllable
15	Sweets, desserts, and other items	Uncontrollable (specialized cooks not available)
16	Coffee and Tea Preference	Uncontrollable
17	Events	Controllable
18	Spa/Saloon	Uncontrollable
19	Swimming pool	Controllable
20	Charging point	Uncontrollable

Table 2 shows the objectives to understand other services provided by the hotels, and their controllability. The construct such as A/C and fans and A.C expenditure are uncontrollable. The music, lighting, food quality, service quality, service timings, visual appeal, diet food items, and fat food items are controllable by the hotels. The taste of food and nutrition are uncontrollable because they depend on the quality and freshness of raw materials. Service delivery is uncontrollable as the speed of the vehicle for delivery is dependent on traffic conditions. The price and variety of food are uncontrollable. Sweets, desserts, and other items are uncontrollable due to the availability of

specialized cooks. Coffee and tea preference, spa/saloon, and charging points are also uncontrollable.

This table helps the hotels to understand which services they can control and which are not within their control. It also helps them to identify areas where they can improve their services by controlling the controllable factors. For example, they can focus on improving food quality, service quality, and visual appeal, which are controllable factors, to enhance customer satisfaction. They can also consider offering diet food items and improving fat food items to cater to customers' health needs. Overall, the

table provides insights into how the hotels can improve their services to meet customers' expectations and needs.

➤ *Hotel Operations:*

The following model illustrates the operational structure of Ocean Pearl, Golden Finch, Deepa Comforts, and Vishwa Sagar.

- Ocean Pearl Hotel: Operates with a focus on customer satisfaction through various services such as dining, accommodation, event management, conference hall, and delivery services.
- Golden Finch Hotel: Offers services such as dining, accommodation, event management, conference hall, fitness center, swimming pool, and spa/saloon services, with the aim of providing a holistic experience for the guests.

- Vishwa Sagar Hotel: Primarily focuses on accommodation services with the aim of ensuring customer satisfaction through quality service and a comfortable stay.
- Deepa Comforts Hotel: Provides various services such as dining, accommodation, event management, conference hall, and spa/saloon services, with a focus on providing a relaxing experience for the guests.

The operational model for each hotel includes customers, vendors, suppliers, employees, delivery personnel, and various services offered by the hotel to ensure customer satisfaction.

➤ *Income Generation*

Table 3 The following is the Income Generation

Sl. No	Minor Income	Major Income
1	Selling Ayurveda products, sweets, and chips	Room service plus room rent
2	Selling homemade products	Outdoor catering service, party hall, and boardroom meetings
3	4-wheeler parking behind the building	Outdoor catering services and conference halls
4	Sweets, savouries, juices, coffee, and milkshakes	Income from the sale of food and by lending rooms for board meetings
5	Booking of bus tickets available in Ocean pearl and Golden finch; booking of air tickets available in Vishwa Sagar and Deepa comforts	Home delivery service for food upon customer request; arrangement of wedding halls.

The table shows the minor and major sources of income for the four hotels. Hotel Ocean pearl and Golden finch generate their major income from room services and room rent, while Vishwa Sagar and Deepa comforts generate their major income from the sale of food in their restaurants and by lending rooms for board meetings. The minor sources of income include selling Ayurveda products, homemade products, and snacks, providing 4-wheeler parking, and offering booking services for bus and air tickets. All four hotels provide outdoor catering services and conference halls, while home delivery of food and the arrangement of wedding halls are available upon customer request.

➤ *Business Process and Food System:*

The business process and food system of the four hotels can be viewed from a cross-industry perspective rather than a narrow viewpoint. The hotel business process involves a functional classic, typical organizational structure, and vertical management with their weaknesses. Adopting a business process management system would require a horizontal or process perspective to gain attention from employees, managers, and stakeholders. The food system must focus on hygiene to ensure the safety of the food prepared for customers. Compliance with necessary laws protects the name and reputation of the organization. The food production process involves the processing of raw materials into cooked food, combined with delicious substances to make a complete dish.

Hotel Ocean Pearl's business process includes food and dining, spacious rooms, free parking, a swimming pool, spa/salon, fitness center, free WIFI, and banquet hall events. Hotel Golden Finch's business process includes hotels and resorts, dining, conferences, events, and special offers. Vishwa Sagar hotel offers dining, accommodation, special foods, and arranging bus/train tickets. Deepa Comforts' business process includes dining, spa/saloon, accommodation, and other services. The business process carried out in Deepa comforts is dining, spa saloon, and other services and accommodation, etc. (Krstić et al., 2015) [32]

➤ *Production Process:*

A Chef's responsibilities extend beyond cooking to include overseeing subordinates and ensuring the kitchen's smooth operation. Menu planning and engineering, developing new recipes, and costing are all part of a Chef's duties. They are also responsible for procuring raw materials, organizing the kitchen, purchasing equipment, recruiting staff, maintaining cleanliness, and ensuring raw materials' quality and safety. The journey from a junior chef to a head chef can be competitive and take years, but with focus and hard work, one can become a famous chef at a young age. Pursuing a career as a Chef can be challenging, exciting, and rewarding. In addition, it is essential to be knowledgeable about introducing new items into the hotel that meet customers' demands for quality, quantity, and price. In this hotel, the production process includes the main kitchen, a chat stall, a coffee and tea stall, and a food stall. (Chathoth, 2007) [33]

- *Food Production Control:*

The food production process is a crucial and meticulous process where emphasis is given on preparing food with utmost care and zero tolerance towards adulteration. The respective goals are kept in mind during every step of the process. For instance, while purchasing raw materials, the required quantity is calculated and necessary negotiations are done with suppliers to ensure a competitive price as the purchase would be in high volume. The quality of raw materials is of utmost importance, and necessary quality control checks are conducted by experts to validate the same. The same procedure is followed during the design of food preparation, storage, and until the cooked food reaches the consumer. The food production system is honest and transparent to ensure that only the right quality and quantity of food are served to the consumers (Kumar, D.r et al., 1998) [34].

- *Food Production Control and Volume Forecasting:*

The Typical word called Production would indicate the Control, Preparation, and reduction of Over Production. The strong emphasis would be on inefficient Purchase and processing steps involved along with the excess of the same being prepared without correct prediction. A Good food control system should give importance to control of food cost, Profitability, Efficient handling of resources, and so on. Four Major categorizations would be considered when healthy food production is concerned (Lotfi et al., 2022) [35].

- *Forecast of a Volume:*

Volume forecasting is a method used to predict sales volume for a specific period in the future. The objective is to forecast the number of meals sold at each outlet of a food organization during each meal period. This involves predicting customer demand based on menu options, facilitating purchasing, ensuring availability of ingredients, and stocking enough inventory to meet demand. The goal is to control food costs and maximize sales. A food controller is responsible for estimating and comparing sales at each outlet and reporting to management for necessary action. By accurately forecasting sales volume, food organizations can better plan their production process, reducing waste and ensuring customer satisfaction.

- *Standard Yield:*

The concept of Standard Yield in the food industry is focused on maintaining the cost of production of food items in relation to their price on the menu. The production size and standards of food are determined by the quantity served to guests, expressed in numerical values or weight measurements (e.g. ounces). The measurement of food items is based on the standard size decided by the management in collaboration with the chef and restaurant manager. This ensures that guests receive a sufficient quantity of food with every serving. By maintaining standard yield, food businesses can accurately calculate their costs and set prices that are fair for both the customer and the business.

- *Recipes of Standard Type:*

Ensuring consistent quality and cost control in the food production process is of utmost importance for hotels and restaurants. Standard recipes are a key tool for achieving these goals. These recipes are developed with strict guidelines and procedures that leave no room for deviation, even by experienced chefs.

The recipe is formulated by the hotel authorities, with emphasis on quality, cost, and quantity. Standard recipes include all ingredients, their method of preparation, and the required quantity. The portions are also controlled and indicated, which is crucial for costing and pricing.

The advantages of using standard recipes are numerous. Firstly, they ensure consistent taste and quality of the food served. Secondly, portion size control helps in cost control. The cost of each dish can be easily calculated and pricing can be formulated accordingly. The chances of error are greatly reduced, making the process more efficient.

In a nutshell, standard recipes are an essential tool for hotels and restaurants to maintain quality and control costs. The strict adherence to the recipe not only ensures consistency but also helps in pricing and costing. By using standard recipes, hotels and restaurants can provide a reliable and satisfying dining experience to their customers.

- *Standardised Portion Size*

Standardized portion size is determined based on various factors such as the establishment, the type of consumers, and the food and beverages being served (Okumus, 2020) [36] When determining portion size, it is important to consider the following points:

- ✓ *The category of consumers being served.*
- ✓ *The food and beverage operations being carried out.*
- ✓ *The potential of the consumers to make a purchase and their spending habits.*

By taking these factors into account, an establishment can provide consistent and appropriate portion sizes that meet the needs of their customers while also controlling costs and ensuring customer satisfaction.

- *Retail Outlet:*

In the hotel industry, a retail outlet refers to an establishment that sells basic food services and other amenities. The hotel management can improve sales by introducing additional services such as event management, a swimming pool, a conference hall, and bars. It has been observed that the introduction of new items such as juice counters and packaged chips in the hotels can improve business, even during a pandemic period. For instance, during limited capacity events conducted by Ocean Pearl and Golden Finch hotels, sales increased by 50%. The hotel industry can also generate additional income by offering recreational facilities such as swimming pools and fitness gyms, which create a positive ambiance for tourists.

In some hotels such as Ocean Pearl and Deepa Comforts, the retail outlets for accommodation and bars are well-equipped. However, this is not possible in the case of Vishwa Sagar and Golden Finch. The spa and salon also meet the expectations of customers with their ambiance and services (Botti et al., 2009) [37].

➤ *Promotional Activities:*

Promotional activities are essential to attract customers and increase sales in hotels. There are several ways to promote products and services, including direct promotion to customers during their visit, as well as through communication channels. Hotels can display notices on boards to showcase new items and offer discounts to regular and existing customers. Personal interaction with regular customers can also be effective in promoting products and services. In addition, hotels can create and update their websites with information on new items and services, using website links or mobile applications to reach a wider audience. Lastly, hotels can arrange for events such as parties and conferences to attract more customers and increase visibility. Promotional activities play a crucial role in building brand image and generating revenue for hotels.

➤ *Turnover:*

The hotels' turnover varies depending on the season and the location of the hotel. For Ocean Pearl hotel, the normal turnover per month is around 2,00,000/- during the summer season, but during the rainy and winter seasons, it drops to around 60,000/- to 70,000/-. For Golden Finch hotel, the turnover during the summer season is around 40,000 to 50,000/- and for Vishwa Sagar hotel, it is around 50,000 to 60,000/- Rs during summer and 20,000 to 30,000/- during winter. The turnover for Deepa Comforts hotel is 40,000/ to 50,000/-Rs during summer and 30,000 to 40,000/- during winter.

➤ *Company Infrastructure:*

The hotels are located in different areas of Mangalore, with Ocean Pearl hotel near PVS, Golden Finch hotel near Bunts Hostel, Vishwa Sagar hotel near the industrial area of Baikampady, and Deepa Comforts hotel near the main area of Kodialbal.

VI. ORGANIZATIONAL PROCESS

The organizational process of the hotels involves various departments such as food and beverages, HR team, marketing team, and accounting team. Ocean Pearl hotel focuses on dining, accommodation, and event management. Golden Finch hotel provides a wide variety of food in the dining hall, conducts events, and offers other recreational facilities. Vishwa Sagar hotel offers daily food delivery to customers in the dining hall and boarding and lodging area, and also offers room booking on a day-to-day basis. Deepa Comforts hotel serves food in the dining hall and offers parcel service, as well as online services like Swiggy and Zomato.

A. *Hierarchy of the Company:*

The hierarchy of the companies is as follows:

➤ *Ocean Pearl Hotel:*

Chairman Mr. Shashidhar Shetty, Managing Director Mr. Prema Jayaram Banan, Jayaram Banan, and six board members.

➤ *Golden Finch Hotel:*

Managing Director Mr. K Prakash Shetty, and two board members Asha Prakash Shetty and Prakash Shetty Korangrapady.

➤ *Vishwa Sagar Hotel:*

Managing Director Mr. Mahesh and two board members.

➤ *Deepa Comforts Hotel:*

Managing Director Mr. and two board members.

B. *Roles and Responsibilities:*

➤ *Boarding and Lodging Manager:*

• *Roles:*

The role of the boarding and lodging manager is to look after the overall functions of boarding members per day, allotting rooms to customers, ensuring proper information about vacated rooms, and maintaining cleanliness and sufficient facilities in the rooms.

• *Responsibilities:*

The responsibilities of the boarding and lodging manager include ensuring the smooth functioning of the area, verifying the background check of customers, and inwarding materials required for events and conferences.

➤ *Food and Beverage Manager:*

• *Roles:*

The role of the food and beverage manager is to oversee the production and operations of food preparations, ensure food safety measures, and prevent wastage during food preparation.

• *Responsibilities:*

The responsibilities of the food and beverage manager include purchasing raw materials, checking beverage bottles, ensuring timely food supply to customers, and maintaining the quality of food.

➤ *Finance Manager:*

• *Roles:*

The role of the finance manager is to check the collection of sales, settle pending bills, and manage cash and employee salaries.

- *Responsibilities:*

The responsibilities of the finance manager include handling cash management, dealing with employee salaries, and preventing fraud activities.

- *The Marketing Manager:*

The marketing manager is responsible for creating brand awareness and promoting the hotel through various mediums. He has to come up with strategies to attract customers and increase sales. He needs to analyze the market trends, study the competition, and plan marketing campaigns accordingly. The marketing manager also has to collaborate with other departments to ensure that promotions and events are carried out smoothly.

- *Front Office Manager:*

- *Roles:*

The front office manager is responsible for managing the reception area and ensuring that guests receive a warm welcome. They have to manage the check-in and check-out procedures, handle reservations, and ensure that guests have a comfortable stay. The front office manager has to ensure that the reception area is neat and tidy and that the staff is well-groomed and presentable.

- *Responsibilities:*

The front office manager has to ensure that guests' needs are met promptly and efficiently. They have to address any complaints or concerns and ensure that guests leave with a positive experience. The front office manager is also responsible for maintaining guest records and handling billing and payments.

- *Housekeeping Manager:*

- *Roles:*

The housekeeping manager is responsible for ensuring that the hotel is clean and well-maintained. They have to manage the housekeeping staff and ensure that rooms and public areas are cleaned regularly. The housekeeping manager has to ensure that the linen and towels are laundered and replaced as needed.

- *Responsibilities:*

The housekeeping manager has to ensure that the housekeeping staff is well-trained and that they follow proper cleaning procedures. They have to manage inventory and ensure that cleaning supplies and equipment are well-stocked. The housekeeping manager also has to ensure that the hotel meets hygiene and safety standards.

- *Maintenance Manager:*

- *Roles:*

The maintenance manager is responsible for maintaining the hotel's infrastructure and ensuring that equipment and systems are in good working condition. They have to manage the maintenance staff and ensure that repairs and maintenance are carried out promptly.

- *Responsibilities:*

The maintenance manager has to ensure that the hotel's facilities are safe and functional. They have to plan and schedule maintenance work, manage inventory of spare parts and equipment, and ensure that maintenance records are properly maintained. The maintenance manager also has to collaborate with other departments to ensure that maintenance work does not interfere with guest activities.

VII. OVERALL EMPLOYEES OF THE HOTEL

The hotel has a total workforce of approximately 60 employees in Ocean Pearl, including 20 waiters, 7 stall in-charges, 10 kitchen workers, 10 cleaners, and 10 managers and cashiers. Similarly, Golden Finch Hotel has around 70 employees, including 25 waiters, 10 stall in-charges, and other staff. The number of employees plays a crucial role in the growth of the organization, as they provide dedicated service that exceeds expectations. The hotel staff are considered an asset and teach each other how to manage the hotel efficiently. The diverse backgrounds and heterogeneity of the team make it a challenge to run, but Hotel Vishwa Sagar sets an example for others in the hotel business with their good performing overall employees.

- *Observation:*

In this study, the working conditions and the attitudes of employees towards customers were observed in four hotels. Despite the challenges brought by the pandemic, the hotel employees showed great dedication and worked hard to ensure the success of their respective hotels. Through online food delivery and implementing safety precautions, the hotels were able to retain their customers. Even during the pandemic, the hotels were able to maintain 50% of their working conditions, allowing for a continuous workflow of business on a shift basis for the employees. Overall, the hotels demonstrated resilience and adaptability in the face of adversity.

VIII. ABCD QUALITATIVE ANALYSIS FRAMEWORK

The ABCD analysis framework is a useful tool to analyze an organization from various perspectives. It provides an in-depth understanding of how the organization has evolved over time (Çakır & Akoğlan Kozak, 2017) [38]. According to the framework, the following analysis is carried out for the four hotels:

- *Advantage:*

All four hotels are best in their respective areas, with a supportive staff as an asset for the hotel that strives hard for organizational success. These hotels offer job opportunities in the accommodation and recreation areas, and also provide good and tasty food with excellent services. (Kostakis et al., 2011) [39]

➤ *Benefit:*

The hotels seek to provide additional profit by establishing additional sales outlets to enhance customer satisfaction (Perdomo-Verdecia et al., 2022) [40].

➤ *Constraints:*

The constraints faced by the hotels include financial challenges and retention of young employees (Grill et al., 2021) [41].

➤ *Disadvantages:*

The pandemic caused the hotels to operate at a reduced scale and sent employees home. Despite the partial lifting of restrictions, some operations had to be stopped, and the owners were not interested in operating parcel services. Moving business operations online was challenging due to constraints and limitations (Spor, 2022) [42]

The ABCD analysis is presented in table format based on the understanding and observations of the hotel operations. The analysis can help the hotel owners better understand the advantages of their organizations. This can help them create a monopoly as a source of profit by generating higher marginal productivity, which is essential for competitive advantage differentiation and trade-off (Makadok, 2010) [43].

The pandemic has taught the hotel owners to be better prepared for any such eventualities in the future, as economic and business cycles are part of any business.

Table: 4 ABCD analysis framework in a table format. An analysis is as follows;

Table 4 ABCD Analysis Framework

Category	Factors/Analysis
Advantage	Best hotel in specified areas with supportive staff
	Provides good food, services, and allows job opportunities
	Additional machine installation would be advantageous
Benefit	Additional sales outlets for customer satisfaction
	Affordable pricing for heavy customer benefit
	Discounts provided for regular customers
Constraints	Zero business during lockdown
	Employees leaving during pandemic situation
	Challenges in maintaining service quality during future lockdowns
Disadvantage	Buildings may collapse due to road expansion
	Main road location causes parking challenges during rush hour
	Industrial disturbances in the area may impact business

Source: Sample of four hotels

IX. SWOT ANALYSIS

SWOT analysis is a powerful tool used to gain an in-depth understanding of an organization. It involves analyzing the strengths, weaknesses, opportunities, and threats of the four companies under study to gain a comprehensive insight into their functioning.

Table 5 SWOT Analysis

SL. No	Hotel Name	Strength	Weakness	Opportunity	Threat
1	Hotel Ocean Pearl	a) Located in the main area at PVS Circle b) The hotel has the capability of grabbing customers through its ambiance. c) Attracts through its food and providing other facilities. Gives an opportunity for foreign tourists to stay in the hotel and has the ability to retain them.	a) Have a drawback with relating to the price factor, where middle-level people can't afford to use the service. b) Not all classes of people afford other facilities offered in this hotel. c) Only a few use the facility of a swimming pool due to its price factor. Due to the high prices charged for the conduct of event management with regards to golden finch and Deepa comforts, only a few events take place.	a) Capitalizes the opportunity by better retention of customers. b) By better service through online services. c) By giving the chance for employees to make work in different areas to get exposure in all areas. Giving an opportunity for students to internship learning.	a) Have a threat of losing the customers due to bad service. b) Have a threat of competition. c) Threat relates to land-related issues. Threat related to parking areas.

2	Hotel Golden Finch	<p>a) Located in the main area of the bunt hostel.</p> <p>b) The hotel has the capability of providing free Wifi connection to all the areas within the hotel premises. Improvises the pattern of ambiance frequently based on customer demands.</p>	<p>a) People who are in a below-average salary can't afford to use this service. Price so high when compared to other hotels.</p>	<p>a) Help to get an opportunity for gatherings relating to event management. Helps in conducting conferences on the requirement.</p>	<p>a) Threat caused in form of street food following the same pattern and cooking style as this hotel.</p> <p>b) Threat in form of not following up on norms and regulations. Threats in form of bribery.</p>
3	Hotel Vishwa Sagar	<p>a) Located in the industrial area of Baikampay</p> <p>b) Strength based on acquiring its customers.</p> <p>c) Based on boarding and lodging. Strength on an additional supply of food items.</p>	<p>a) Lack of parking facilities.</p> <p>b) No additional amenities associated with this premises.</p> <p>c) No Wi-Fi Connectivity. Only 2 air conditioners are present in 2 rooms in the accommodation area.</p>	<p>Always grabs opportunities by better service.</p>	<p>a) Threat by a nearby hotel, which is operating for a long time. Threats in the form of nearby Bars.</p>
4	Hotel Deepa Comforts	<p>a) Located in the main area of Kodialbail.</p> <p>b) Best ambiance.</p> <p>c) Best-in-class service. Additional amenities like Wii-enabled premises.</p>	<p>a) Limited customers due to the price charged on food items. Limited parking space area.</p>	<p>a) Gives opportunity for young generations for becoming an entrepreneur. Can start a hotel management course in the future course of action.</p>	<p>a) Entry of new retails.</p> <p>b) Change in government policies and taxation.</p>

X. SCOPE FOR FUTURE RESEARCH

This section discusses the potential for future research in several areas, including the enhancement and introduction of new food options and the improvement of other facilities within the hotel premises. One such area of research involves the implementation of 5G technology throughout the property, enabling guests to fully benefit from the high-speed internet connectivity that 5G offers. Additionally, the hotel is exploring possibilities for expanding its event management services, with a focus on providing a diverse range of entertainment options in the coming years.

XI. CONCLUSION

In the present study, it has been observed that Hotel Ocean Pearl and Golden Finch operate as a chain of hotels, employing a large number of staff and expanding their business across multiple locations. On the other hand, Deepa Comforts and Vishwa Sagar operate as standalone establishments. As a result, Hotel Ocean Pearl and Golden Finch have a higher business growth and revenue generation, leading to a greater emphasis on maintaining hygiene standards compared to the other two hotels, where regulations may be less stringent.

Furthermore, the study found that guests at Hotel Ocean Pearl and Golden Finch tend to spend more time in

recreational facilities than at Deepa Comforts. This suggests that visitors to these hotels place a higher value on leisure and recreation opportunities beyond dining, spa/salon, and fitness areas. Consequently, providing a variety of recreational options could be essential for meeting customer expectations and enhancing their overall experience.

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