

Case Study of Hotel Vishwa Sagar

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Area of the Paper: Business Management.

Type of the Paper: Case Study.

Type of Review: Peer Reviewed as per [C|O|P|E|](#) guidance.

Indexed In: OpenAIRE.

DOI: <https://doi.org/10.5281/zenodo.7768149>

Google Scholar Citation: [IJCSBE](#)

How to Cite this Paper:

Bhat, R., & Mayya, S. R., (2023). Case Study of Hotel Vishwa Sagar. *International Journal of Case Studies in Business, IT, and Education (IJCSBE)*, 7(1), 244-266. DOI: <https://doi.org/10.5281/zenodo.7768149>

International Journal of Case Studies in Business, IT and Education (IJCSBE)

A Refereed International Journal of Srinivas University, India.

Crossref DOI: <https://doi.org/10.47992/IJCSBE.2581.6942.0256>

Paper Submission: 02/05/2022

Paper Publication: 25/03/2023

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ABSTRACT

Purpose: *This study talks about the better working conditions of the hotel in Mangalore. A hotel is an essential requirement for all people, those who feel hungry and try something new and get satisfied. Hotel Vishwa Sagar is one of the best hotels in and around Baikampady, Mangalore with regard to food as well as service. This study also encompasses in detail the hotel food, its better service both in restaurant and lodging services, and retention of the customer via, better communication with customers in which the hotel operates.*

Design/methodology/Approach: *By observing the operations of the hotel through close quarters and by personal observations by talking to the employees, the organization, and the management teams, the researcher conducted this study. Indeed, it was fascinating to observe business operations' peak hours and slack hours.*

Findings/Result: *The hotel faced challenges during the pandemic and regained its business through the hard work and dedication of the entire team. The findings are very interesting and have been written down as a case study for the first time.*

Originality value: *This case study is being studied for the very first time by the primary researcher. Hence this is an original attempt to document a thirty-five years old restaurant.*

Type of paper: *A Case study*

Keywords: Hotel, Tariff, Service, Kitchen, Employees, ABCD analysis, SWOT analysis.

1. INTRODUCTION :

One of the famous restaurants around Baikampady; is Hotel Vishwa Sagar, with lodging and boarding services. This restaurant started in 1987 and loading and boarding in 1990. The restaurant has the objective of starting another venture like boarding and lodging. When the restaurant started, in the restaurant, nearly 15 employees were working during its start-up. After 1990 nearly 35 to 40 employees were working in a restaurant, with a motive of attaining customer satisfaction every time through better service and proper communication. Hence, the restaurant is considered the best restaurant in Baikampady compared to other hotels. Food should be tasty for good retail sales; customers should like the food and eat more. Initially, hotels were having firewood used for cooking and hotels moved on to smoke-free kitchens, which has benefited a large number of customers and increased the revenue of hotels [1]. Service is an essential component of a vegetarian restaurant. Every time the customer walks in should get the same quality of service and taste consumer value initiating out on the streets on fast food when compared to restaurants. If consumers get a similar kind of taste to that of stet food, in a restaurant, they would feel the value for money to the taste and tariff [2]. Hotels should be sustainable and green in their operations, hence their attributes and benefits should be felt by the customers, in their experience of eating in a green and sustainable restaurant [3]. Solid waste management of tan her hotel is a tergal part of operations as it needs to be cleared on a day-to-day basis by paying to the local municipal authorities [4]. Cleaning of the hotel room is required because customers will feel unhygienic [5]. For good customer relationship management, one needs to create the right atmosphere, which is conducive for re-visit either for food or beverage service [6] [7]. Additional services like a travel desk, would help a lot for people who are on the long-distance journey. Customers would also be interpreted in getting additional services like airplane tickets, train tickets, Bus tickets, as well as Cab services [8].

In hotel service, it is very important that all aspects of necessary services are required to be incorporated by ensuring that these add-on services like ticket service, parcel service, tourist guides catering services, online food delivery services, auctioning as well as communicated and delivered to customers. In an organization, key deliverables are value creation, value communication, and value delivery said by Philip Kotler in his book Marketing Management. This appears very well applied lies to the hotel Vishwa Sagar, currently under study.

Service is dedication and the customer has to be treated like a God. If he asks for additional service, the hotel staff should try to facilitate from any other source, if possible. This creates a long-term customer relationship for generating good top-line and bottom-line in one’s balance sheet. Profits are essential for survival and significance by having long-term re-investments for better scale-up. Employees should be skilled up to match the scale-up, and process of the hotel. Vishwa Sagar hotel has all the scope for new construction to adopt the latest cooking equipment, as well as technology and better concepts that can reduce the cost and can bring in economies of scale.

Vishwa Sagar hotel currently employs a good number of employees who are adequately skilled and paid they further can be enhanced by creating job rotation and bringing in new training techniques. A dedicated service team can deliver a good customer experience that can create an everlasting memory in the taste buds of customers.

2. RELATED RESEARCH WORK :

A systematic review of the available literature is conducted on the Google scholar search engine between published journals from 1987-2022. With of keywords such as Hotel, Tariff, Service, Kitchen, Employees, ABCD analysis, and SWOT analysis. The analysis of the literature review is provided in table no-1.

Table 1: Related research work of the study of hotel Vishwa Sagar

S. No.	Focus/ Area	Contributions	References
1	Food & Retail sales in a hotel	Tourism and hotel revenue is dependent on the smoke and pollution caused by the hotel.	Glantz, & Charlesworth, (1999). [9]
2	Service and taste	Efficient and enjoyable depends upon service and taste delivered by the quality	Park, (2004). [10]
3	Choice of menu and guest perception	Guest perception is also based on how green is the hotel and its environmental practices	Verma & Chandra, (2016). [11]
4	Waste management	Managing waste is essential for every hotel to reduce solid waste.	Radwan et al., (2010).[12]
5	Cleanliness practices	Cleanliness practices are implemented in every hotel environment to ensure customer safety	Almanza et al., (2015). [13]
6	Employees and customer relationship	In this concept where hotel employees try to maximize service for customers and improvise customer service practices by understanding the needs of customers.	Padilla-Meléndez, (2014). [14]
7	Parcel food-Beverage	Packing is important and to maximize the revenue the	Chand, Mohinder 2014. [15]

		hotel focus on packaging methods of introducing box-type packing depending upon food size.	
8	Timing of the hotel	The hotel operational timings and airline timings should match the customer's convenience.	Te et al., (2012). [16]
9	Expense management	Sales & marketing should generate revenue for the survival and growth of the hotel.	O'Neill et al., (2008). [17]
10	Licensing and registration are required for hotel business	<ol style="list-style-type: none"> 1. Building permit 2. Food safety regulation. 3. Fire safety permit 4. police licenses for hotel 5. Health trade license 6. Business Registration 7. ESI registration 8. PF registration 9. Bar license 10. FASSI-Food business license 11. Service tax registration 12. VAT registration 	Mohammad, (2021). [18]
11.	Consumer food choices	The food choices done by customers felt great based on their previous visit to this hotel.	Steenhuis, (2011). [19]
12.	Restaurant selection behavior by customers	Customers select hotels based on prior experience visits towards service provided as well as tasty food hotels in hotels.	Sun, & Lee, (1999). [20]
13	Food Waste from hotels	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 taste food and prepare food as per the protocol based on the daily requirement and requests of the customers.	Mabaso & Hewson, (2018). [21]
14.	Financial Leak and the Sustainability Practices followed	The hotel cost will come down when there is rainwater harvesting and solar power generation	Alzboun et al., (2016). [22]
15.	Innovative Strategy followed and its impact.	Innovation/a new combination of food is carried out on a trial basis of food preparation which relates to the demand raised by customers.	Rodgers, (2007). [23]

16.	Pricing effects on food choices.	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.	Simone, (2001). [24]
17.	Food safety systems in hotels	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.	Fletcher et al., (2009). [25]
18.	Importance to Minimum Wages and the end route to Wage Council.	The pay structure depends upon actual performance done towards customers in form of service.	Radiven & Lucas, (1997). [26]
19.	Website updating and performance	The hotel sees that its website information is up to date. and the concerned managers are updating records properly.	Salavati et al., (2016). [27]
20.	The Study of Guatemalan Foods from Low-Income Restaurants, StreetVendorsr, and others.	When compared to other street foods the customer has a better perception and choice of having food in this hotel due to prior visits and good ratings given by a customer.	Freese & Esther, (1998). [28]
21.	Environmental performance analysis	The total environmental performance depends upon pleasant communications of suppliers and good service.	Chen, J. S. (2005). [29]
22.	Banks lighten hotel load- With difficulty.	The hotel had repaid the loan taken during construction and repaid on time with it turnover.	Arend, (1993). [30]
23.	. The Relative importance to Chef Hygiene. Kitchen equipment and their impact on luxury hotels.	The kitchen equipment which has been bought is perceived and observed the d by the supervisor and owner as clean and is in to uss the equipment is all set to serve is and perceived as hygienic by the customer.	Yoo, Seung-Seok, (2007). [31]
24.	Hotel Food- Ready to eat. Quality Food Production on Premises for effective and healthy consumption.	Ready foods are always available at stalls that are tested by concerned food safety departments to ensure better quality foods are provided for the customer by the food department.	MacLennan & Alexander, (1969). [32]

3. RESEARCH GAP :

To know the gap in the areas of employee thoughts about the improvisation of boosting the sales, through their communication and better service given to customers to retain them forever.

4 RESEARCH AGENDA :

1. What is the business process of the operation of the hotel?
2. What are the reasons for the success of a hotel through customer satisfaction?
3. What products and services may lead to success for the hotel through customer satisfaction?
4. How can customers feel satisfied with other services by lodging and boarding?
5. How can an in-depth study be carried on tout he strategies that would contribute to the success ratio of the hotel?

5. OBJECTIVES OF THE STUDY :

- 1) To understand the business process of the operation of the hotel.
- 2) To understand the reasons for the success of a hotel through customer satisfaction.
- 3) To understand the products and services which may lead to success and pave the way for customer satisfaction.
- 4) To analyze how customers feel satisfied with other services through boarding and lodging.
- 5) To carry out an in-depth study on factors that contributes to the success of the hotel through customer satisfaction by controllable and uncontrollable factors.
- 6) To carry out a SWOT analysis, as well as ABCD analysis.

Table 2: The following matrix denotes the objectives to understand the process, operations, and room services

S. No.	Construct	Customer response	Controllable and Uncontrollable
1	A/C and Fans	Customers feel pleasant having A.C and fans	A.C Expenditure uncontrollable
2	Music	Customers felt happy when they listen to pleasant music during consuming foods	Controllable
3	Lighting	Customers feel a pleasant environment by observing the pattern of lighting	Controllable
4	Food Quality	Customers feel happy with the quality of the food when compared to other hotels.	Controllable
5	Food Taste	Customers feel happy with the taste of the food when compared to other hotels.	Uncontrollable (based on the quality of raw material) hence uncontrollable
6	Food Nutrition	Only Nutritious food is prepared to customers based on their health pattern	Uncontrollable (based on the freshness of the raw materials)
7	Service Quality	The customer feels very much happy about the service given by the suppliers.	Controllable (manpower can be trained or retrenched)
8	Service Timings	Customers feel happy about that the time taken by the suppliers to provide food to customers. Through their approach	Controllable (to be followed as mentioned in front of the showroom)
9	Service Delivery	Few Customers sometimes feel the delivery is quite slow due to	Uncontrollable (speed of vehicle for delivery)

		preparation and time taken by the suppliers to deliver food due to miscommunication between suppliers and customers regarding food.	is uncontrollable due to traffic)
10	Visual appeal	Customers feel the visual appeal as great one in form of great taste and behaviour of waiters towards customers.	Controllable (can be modified as per the season)
11	Price of the food	Customers feel the price is affordable for them and worth paying what they expect out of food.	Un-Controllable
12	Variety of food	Customers feel that they have a variety of food to taste all the time, especially, at in the timings.	Un-controllable
13	Diet Food items	Some diet foods are prepared based on the customer's request, so customers feel happy about the service given by the hotel.	Controllable
14	Fat food items	Some customers like fatty food so based on customer requests, the fat food is prepared.	Controllable
15	Sweets, desserts and other items	Sweets, desserts and other items are also included in a menu as an additional source of income as well as these items are made and sold as per customer request and for company profits.	Un-Controllable (Specialized cooks) not available

6. METHODOLOGY :

An emphatically and exploratory method is adopted to study the business operations and observe the hotel's working conditions daily. An observation method is used to conduct this study regarding the working conditions of a hotel on daily basis as how many employees are working daily, to cope with the organization and support the success of the hotel. Better communication is done with employees as well as customers at every point in time, to attain customer satisfaction not only by way of food but also by good service provided to customers at both levels.

The questionnaire was developed based on the above matrix and the below model of Vishwa Sagar hotel. The interactions with the employees, vendors, customers and delivery boys were done to understand and develop the case study.

The following model shows how Vishwa Sagar operates.

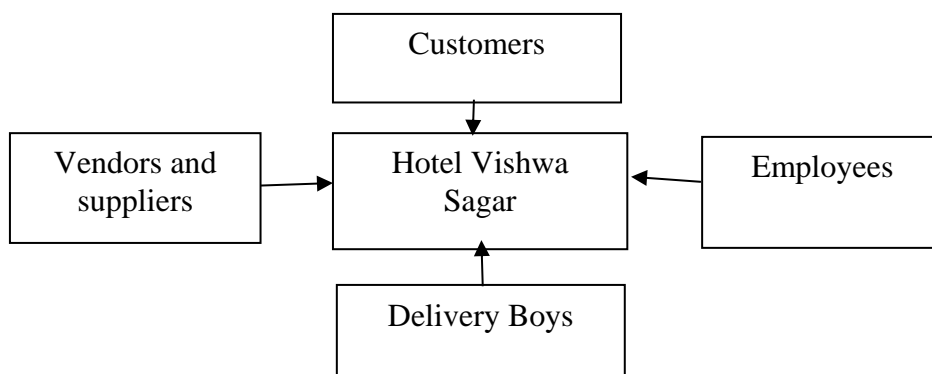


Fig. 1: Operation of Hotel Vishwa Sagar

Table 3: The following is the income generated by Vishwa Sagar hotel, due to its business operations.

S. No.	Minor Income	Major Income
1	Weighing Scale	Room service plus room rent
2	Use of used oil cans	Outdoor catering service
3	4-Wheeler parking behind the building	Outdoor catering services
4	Sweets and savouries, Juices etc	Income from the main source by sale of foods
5	Booking of train and bus tickets for inside customers and outsiders.	Home delivering food service to every customer depends upon the request of the customers

7. COMPANY UNDER STUDY :

The company had started in 1987, by Mr. Mahesh. During its initial phase, only 5 employees including 3 managers were working. The owner Mr. Mahesh is a great philosopher who thinks about upgrading the services and every loop and corner to maximize profits by introducing a new product or expansion of business units at other places.

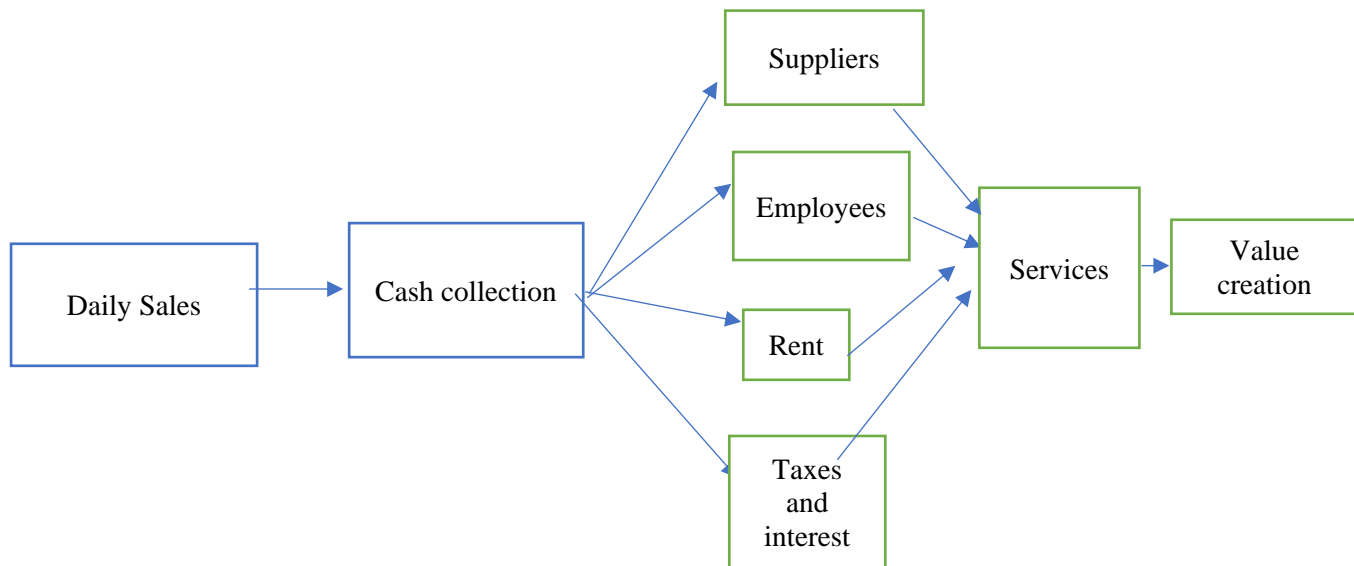


Fig. 2: Daily process in the restaurant, creating value for customers

8. BUSINESS PROCESS AND FOOD SYSTEM :

The Typical Outline suggested would motivate hotel and the lodging organisations to look their perspective from cross industry viewpoint rather than a narrow viewpoint. The Process involved for a hotel business could be categorised as a functional classic, a typical organizational structure and along with the integrity of vertical management with their weakness. A devoted transformation of the hotel industry to a business process management system would take a horizontal viewpoint or a process perspective viewpoint in order to gain attention from its employees, managers and its stakeholders for a different type of business process to be adopted.

A Mechanism for Food system that concentrates on hygiene shall ensure that the food prepared for its consumers are good and safe to eat. The harmful microorganisms which would cause illness as they would be contaminated with dangerous substances are prohibited. The organisation complies with the necessary laws and protects the name and reputation of the organization by adhering to the same.

The Food production department basically involves in food preparation. It's a process by which raw materials are processed into cooked food. They would be combined and added with delicious substances in order to make them as a complete dish.

9. PRODUCTION PROCESS :

A Chef does more than cooking and has to handle many responsibilities. Being a Chef requires great experience and a flair for cooking. A Chef is responsible for overseeing subordinates and the work they do. The chef is responsible for menu planning and menu engineering, and special dishes to be added from time to time. He/she is also responsible for creating recipes, indenting, and costing. A Chef supervises the purchasing, preparation of food, organization of kitchen, equipment required in the kitchen, recruitment of staff, maintaining the cleanliness, and inspecting the quality of raw materials to be used in cooking; at the same time, be aware of safety standards.

Promotion from a junior Chef to a head chef may take years and is competitive, but if you have that extra edge and are focused, you could be a famous Chef at a young age. Pursuing a career as a Chef is challenging, exciting, and rewarding at the same time.

Some of the 3 main areas of the production process in this hotel area. The main kitchen, 2. Chat stall 3. Coffee and tea and food stall.

9.1 Food production control:

Generally, Food Production is a tedious process and they concentrate on preparing the same with at most care and zero tolerance towards adulteration. The Respective goals are kept in mind while preparing the same. For Instance, during the Purchase of raw material the adequate quantity required would be calculated and necessary purchase of the same would be done. The price factor would be kept in mind and the necessary negotiation would be done with the supplier as the purchase would be high in volume.

The No compromise policy would ensure only quality raw materials are purchased and a necessary control to check on the quality would by experts to validate the same. The same procedure would be followed not only in Purchase but also while designing the food preparation, during the storage and until the cooked food reach the consumer. An honest production system in involved which would ensure only the right quality and quantity would end up in the table of a consumer.

9.2 Food Production Control and Volume Forecasting:

The Typical word called as 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 categorisation would be considered when a healthy food production is concerned.

- A. Forecast of a volume.
- B. Yield based on 2 standards.
- C. Recipe along with a respective standard.
- D. Size of Portion along with a standard.

a. Forecast of a volume:- As the name suggests, the volume forecast would target the Planning Production. A method which is completely devoted to predict the Sale Volume for a specific period of time and for its future. The objectives could be termed as:

To predict the no of meals sold at each and every outlet of a food organisation during each meal period (i.e., The total count of breakfast being served in a dining hall, a coffee shop and during a floor service.

- a. Prediction by customers based on the choice available in menu.
- b. Purchasing being facilitated.
- c. The required ingredients are made available all the time.
- d. Stocks are filled enough according to the requirement at hand.
- e. To Control the cost of food and its sale.

- f. A food controller to estimate and compare the food being sold at each and every outlet along with its sales in order to facilitate the management about the volume of sales and necessary action that need to be taken from time to time.

9.3 Standard Yield:

The price on the menu of the food items is completely based on the cost of production of the same. The Production size and its standard would completely concentrate on the food that is being served to the guest. The quantity would be expressed in terms of any numerical values or in any form of weight (i.e., in ounces). The Food items are measured in terms of standard size as decided by the respective management in association with their chef and the manager of the restaurant. They would ensure sufficient quantity would be served to the guests each and every time.

9.4 Recipes of Standard Type:

A Standard recipe could be prepared on emphasizing a strong control on the quality factors and as well as cost. The Standard procedure may not be diluted by any one especially the chef in particular. The Control is with the hotel authorities when it comes to quantity, cost and quality. The Standard recipe would be given importance as they seem to be favourite among chefs. The Recipe which is standard would have all ingredients, their method of preparation, and the quantity and so on. The number of portions that would be served also take a high importance and they would indicate the control of entire production. Significant variations could be added in order to reduce the recipe that are required further.

Key Advantages :

- a. A good recipe would ensure a tasty and consistent product.
- b. The size of the portions is controlled where they play an important role when it comes to costing.
- c. The Cost of the food especially for a particular dish it could be easily ascertained.
- d. The procedure for a pricing factor is easily formulated.
- e. Possibilities of error is greatly reduced.

9.5 Standardised Portion Size:

The Portion size is completely dependent on the respective establishment, the consumers involved, the beverages and the food that is being served. In precise, the following points shall be considered.

- a. The category of Customers Involved.
- b. The Operations with respect to the beverages and the food.
- c. The Consumer potential to Purchase and Spending.

10. RETAIL OUTLET :

The term refers to retail sales establishment. In this hotel retail sales refer to sales done for basic food service, Additional stalls were established recently like stalls for selling chips and fruit juices after their renovation process. With this plan, the hotel sales had improvised on daily basis from 40 to 45% by improvising the business. It has been found that even during a pandemic period, the sales of additionally introduced stalls for packaged chips, which have been done in the hotels, were sold out at 40% more than packets bought from concerned dealers. In a normal situation, it is observed that the sale from the other items like chips and other spicy items made at the same primes is sold out at Rs.30 when compared to packaged items bought from a concerned dealer is Rs.35. and it is found that packaged foods made from the hotel have good sales with comparison to taste, quality and price.

11. PROMOTIONAL ACTIVITES :

- a. Activity carried out by way of directly promoting the product to the customers when they come to buy the product as well as by communication.
- b. Done promotional activities by mentioning the items on the notice board to represent the number of new items available on daily basis, during morning and evening timings.
- c. Done in the form of new items bought for the first time and prices have fixed low in form of discounts for regular as well as existing customers.
- d. Done through close contact with regular customers.

12. TURNOVER :

The hotel’s normal turnover per month is around 2, 00,000/- per annum, especially during the summer seasons. But during the rainy and winter seasons, it will be around 50,000/- to 60,000/- But during the pandemic time, 2020, the business had seen a less volume of sales due to less population as well as business operations working with 30% of employees. It has been observed that with normal day-to-day food service movements, the hotel had achieved the minimum target of 60,000 to 70,000 per day. And during other seasons, it was only 35,000 to 40,000 per day. But during a pandemic, the turnover was around 25,000 to 30,000/- due to low volume of sales as well as a limited labor workforce. And later the business bounced back and started getting its customers in a full-fledged manner and had a turnover of 45,000 to 50,000/-. By introducing the additional packaged production of food items by own production unit as well as packaged food packets bought from the dealers who had generated the additional revenue on the normal basis from 65,000 to 75,000/- Rs. Hence the turnover of this hotel is good when compared to other hotels, in and around baikampady.

13. COMPANY INFRASTRUCTURE :

The hotel is situated near the industrial area baikampady, the hotel consists of 2000 sq. feet approx. including the boarding and lodging area. The hotel structure consists of a dining area of around 10 sq. feet. and 2 food stalls around 10 sq. feet. 25sq.feet remaining space is used for the kitchen area and storage area around 25sq.feet. 25sq.feet area is used for labor stay room, 30 sq. feet used for boarding and lodging, and the remaining space is left vacant.

14. ORGANIZATIONAL PROCESS :

The Organizational Process of this restaurant involves the food and the respective beverages, HR Team, Marketing Team and the accounting team. The beverage and food department would handle the customer services which includes the respective discounts that have been provided for beverages and food when it’s taken away. The process is very comprehensive as the owner of the hotel had described the refined role and responsibilities for the respective department. The Standard structure would depict the organizational procedures involved specifically for the front desk team, the room service team and one for the Human resource team as well.

15. HIERARCHY OF THE COMPANY :

The Following is the hierarchy of the company

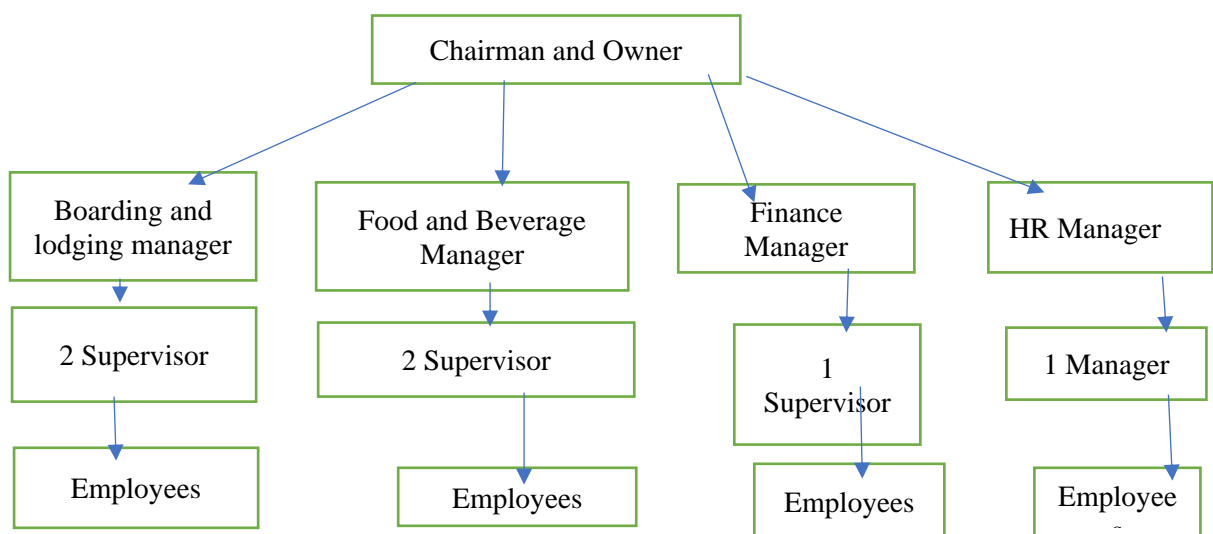


Fig. 3: Hierarchy of the company

16. ROLES AND RESPONSIBILITIES :

a. The Beverage and Food Manager Part:

Roles: The Primitive role of the Beverage and the hotel owner would be to look after the overall functions of boarding members per day by making an entry in a manual notebook after the rooms are allotted to customers. The major role of the boarding and lodging manager is to give proper information about the vacated rooms as well as the vacating of the rooms as per the timings mentioned in the receipt. The boarding and lodging manager has to ensure that he has provided the vacated room with proper cleanliness and sufficient facilities available in the room for the customers to stay in the room for their relaxation.

Responsibilities: The main responsibility of a boarding and lodging manager is to see every loop and corner of the workforce carried out more smoothly. Another major responsibility of the boarding and lodging manager is to see and verify the background check of the customers, to ensure the smooth functioning of the boarding and lodging area.

b. Food and Beverage Manager:

Roles: The major role of the food and beverage manager is to look after the production and operations of food preparations carried out in the food department. The food and beverage manager has to ensure that the employees working in the food department use food safety measures during work to avoid contamination happens in food. Another main role of the food and beverage manager is to see that any wastage is done while preparing the food.

Responsibilities: The major responsibility of the food and beverage manager is to look after the purchase process of raw materials entering the hotel. The manager has to check the items properly which are exactly mentioned as per the list prepared by him, to carry out the day-to-day operations, Not only the food, even he has to check the beverage bottles appeared as per the order given by him. And even he has the responsibility to look after the waiter's supplying food to customers as the order is given to waiters and ensure that any delay in supplying food on time.

c. Finance Manager:

Roles: The main role of the finance manager is to check the collection of sales both by checking the bill book as well as bills generated through billing machines. at the end of the day, tally with the available cash balance. The first major role is to see whether the cash is paid to concerned dealers on mentioned date and time. The second major role is to see whether any pending bills have to be settled by any dealer.

Responsibilities: The major responsibility of the finance manager is to handle cash management as well as to deal with employee salaries. Has to ensure that not involved in fraud activity.

d. Human Resource Manager:

Roles: First major role of human resource managers is to seek employees. Since the salary is less, as well as the timings, are more in the hotel industry, some of the employees leave the job out of dissatisfaction, So the chances of getting jobs are moderate. Like any other organization in this field, only one round of interviews is fixed based on the employee's work experience in a previous hotel. If he is working as a waiter or manager, the vacancy is moderate, for a cleaner it's high, due to the non-availability of labor for that particular job. Hence the major role of the HR manager has to see whether the positions are filled or whether any job vacancy is available. For any post or job.

Responsibilities: The major responsibility of the human resource manager is to see whether the employees in each department are working properly. The HR manager has to see whether there is any absenteeism or there is labor turnover, to ensure the required manpower is present on that day to carry out the concerned operation. To see whether the people in the stall are present if r any leave was sanctioned by the owner for such people on the previous day, to arrange for alternatives.

17. OVERALL EMPLOYEES OF THE HOTEL :

The total number of employees in the hotels is around 30. In that Waiters are 10 in number, stall in charge -4 in number. Kitchen workers around 6, Cleaners-5, and finally managers- 3 and cashiers-2. The total number of employees is key to the growth of the organization. They render dedicated service that is beyond expectations and beyond imagination. They are an asset. They teach each one how to

manage the hotel completely. This is essential for any organization. Hotel Vishwa Sagar is an example for others who are in the hotel business. Indeed, they have created an example for the rest of the world. Running a team of people with diverse backgrounds and heterogeneous tea is a challenge. Hence the overall employees of the hotel are good performers.

18. LIMITATIONS OF THE STUDY :

the study is restricted to only one organization. The observations were constantly noted down in a word format to further analysis. The second limitations are the study is restricted to the hotel industry only. The other limitations are homiscallingalling's and a few of them cannot be noted in terms of the money they pay to the various departments to get approvals.

19. LITERATURE REVIEW :

The following literature about the scholarly review has been done and it is as follows

19.1. Food choices for the customer:

- The food choices had been made to the customer by way of the menu as per category so that foods can be selected by customers easily.
- On the menu, a variety of food categories is displayed, so that customers can have a choice of doing a better selection of food that they like.

19.2. Taste and Waste:

- When it comes to taste, is very important for a restaurant's profitability. Food that is cooked should be sold, and food that should be cooked should be eaten. All the food that is wasted is checked by the owner daily. The observations of food that is wasted are analysed and informed to the concerned cook daily to avoid future wastage of food.

19.3. Veg Restaurant:

- Vegetarian food is available in the coastal regions. As most of the restaurants serve fish as well as other non-vegetarian items, hence for people who are looking for Vegetarian food after 10.00 PM, becomes very difficult. The veg restaurants start early in the morning and close in the evenings.it is observed that families visit veg restaurants in the evenings and it creates a good business for the restaurants.

19.4. Menu Preparation:

- The menu prepared in the hotel is good. The menu is categorized in form of breakfast, lunch, snacks, and dinner. The menu prepared will always be hot and ready to serve every time, so that customers feel happy about having food in this hotel every time.

19.5. Pricing of food:

- The pricing factor is good when compared to other hotels. For the same taste and quality, other hotels charges. Rs.50 to 60, or even more. But in this hotel, the food is charged at a reasonable price. Thus, not only with price aspects, even with quantity and quantity aspects customers feel satisfied in visiting this hotel.

19.6. Documentation:

- The documentation process consists of sales volume carried on a day-to-day basis. Any purchases done by the hotel, have to be recorded in the books of accounts for taxation purposes. Documentation has been made in form of notebooks and files for safeguarding the work done on daily basis.

19.7. The Commissioning and the establishment of the Hotel:

- The first and the foremost law that usually govern the hotel industry would be the law pertaining to commissioning, construction of restaurant, the entire hotel, the house for the guests and other similar kind of one such. They would usually include the laws pertaining to land, industrial and the act of management etc. The insurance Policy is important as they

are customized to full fill the needs of the hotel sector. The coverage is comprehensive as from dining to boarding and as well as lodging would be covered by them. A standard insurance policy would cover all the risks that would arise from fire, accidents and from natural calamities and so on.

- Fire safety, and cooking safety, are a must be followed to the prevention of accidents, and fatalities. Therefore, care should be taken so that fire accidents do not occur

(Arend, M. 1993). [25].

The management, Operations, and maintenance are involved in Hotel Industry:

- The Second law would emphasize the working procedures of the hotel industry and they are closely associated with maintenance, management, and the respective operational activity of the hotel. These laws would generally include insurance, safety and the security of the workers, the standard for food and hygiene, getting a license, food and the act of administration, establishment act for shops, and so on. For instance, The Food and the adulteration act would insist on the prohibition of sub-standard palest sales in the common interest of protecting the consumers from eating poisonous food and thus eliminating the practices of fraudulent.

Taxation, Contracts and employment in Hotel Industry.

- The Third law would insist on the governing procedure of the hotel and its related matters. The law would deal with employment and enterprise contracts. For instance, the act like apprentice act and the employee state insurance act and so on. They all would indicate how such entities shall be taxed which includes the service tax, income tax, excise duty, expenditure tax, entertainment tax, value-added, luxury tax, and so on. The employee 'state insurance tax along with establish act would insist on employers and the employees with a standard aim of regulating the relationship between them. The Former rule would lay down the specified statutory obligation for the employers in tatters that is regarded to wages, holidays, work hours, overtime payment, paid leaves and so on.

The Other Laws that govern the Hotel Industries

- The Other law would include the law for local law norms or for the local land norms/guidelines that were issued by the respective tourism industry. The approval for hotels during the project stage. The classification/reclassification of the hotels. The guidelines for the hotels of heritage, The Time Share resorts (TSR), The Guidelines for Apartment hotels, Stand-alone restaurants, The guideline for the approval of Guest House, The Guidelines for the approval of Hospitality development and Promotion Board, The implementation of a transparent system with regards to effective monitoring of hotel projects. The necessity for Timely approval/ necessary clearances/NOCs by the various agencies facilitating the implementation of respective hotel projects/clearances and so on. All these would ensure that hotel projects are completed on time and the enhanced rooms are available for the respective tourists.

19.8. Payment Management:

- The payment management was good, before the pandemic, but during the pandemic, only 50% was given due to low sales volume and a smaller number of employees. The payment system is based on employees coming at regular timings as well as with regard to their absenteeism. And leave provided to them. And even a yearly bonus is given to them. Even they have an option of ESI and PF facilities provided by the hotel.

19.9. Vendors and Suppliers:

- In the whole Procurement process, Vendor evaluation is a key element. This is key because it helps in reducing the risk of procurement and maximizes overall value to the organization.
- Efforts were taken to update the website regularly; this is done in order to ensure that the details are kept updated and the latest updates are made available to the guests in general. From an advertiser's perspective keeping an updated website shall pull esteemed customers to the organization.

19.10. Bankers for the hotel:

- The banks help the hotel industry by lending MSME loans to undertake the operation and also by giving an appropriate date to recollect money from the hotel industry. Especially to manage the crisis, the hotel industry uses to borrow loans from banks to carry out its operations on daily basis or for payment purposes to its employees.

19.11 Cooking Equipment:

- Ovens- As far as the two workhorses of the kitchen are concerned the range top and the oven gain the highest importance. The major number of small units of those would be found available in the kitchen. As far as the functionality of the oven is concerned, the food gets heated through them by hot air, through microwaves, and by infrared radiation in general.
- Steamer Ovens and their combination- A new kind of oven does exist which could be operated in three different modes. One as a conventional one, the second as a convection steamer, and the third as a combination of both. The third combinatorial method could be a consign-humidity oven. Moisture could be injected into the oven in order to reduce shrinkage and as well as for drying, especially they would be considered when meat foods are involved.

Salamanders and Broilers

- The Broilers are often referred to as overhead broilers in order to avoid confusion among grills as they almost look and perform similarly. Usually, Overhead broilers would heat from above, the food items would be kept on a grate that is beneath the respective heat source. The Broiling method is a favorite way to prepare chops, sticks, chicken, and others. Heavy Duty broilers are also available, but they would produce intense heat and the consumption of energy is also high in number. There are some broilers that would go as high as 2000⁰F or 1100⁰C. The Foods should be closely watched all the time in order to prevent over-burning. The Temperature while cooking is adjusted by raising or lowering the grate that holds the food. The salamanders are called small broilers, by which the browning or glazing of the food item top would be done. Sometimes they would be used to broil small quantities during the peak time and generally, they are mounted over the range.

Mixers- Vertical mixers are very important as they play a vital versatile role during food mixing and processing. These items play a vital role in the bathing shop and as well as in the kitchen.

Food Cutter- The Food chopper or Food cutter that is popularly known as Buffalo Chopper, would be found as a common utensil in the kitchen primitively used for chopping foods. The numerous attachments attached to it would make them as a versatile tool for the kitchen.

19.12. Measuring Devices:

The Measuring devices are vital and they play a key role in the kitchen. The US measurements are adopted and the items are compared in metric tonnes.

(a) Scales play an important role, as most of the ingredients are usually measured by weight. Accurate scaling is very important thus far. Usually, the scales called as portion scales are used for measuring the ingredients and as well as portioning the products for the service.

(b) In order to measure the liquids a volume measure is used, as they have lips for easy and convenient pouring. Various sizes of the same are available. They are available in the name of quarts, pints, gallons and half gallons. The sizes are marked into fourths with the help of ridges on their sides.

(c) Measuring cups are also available. They are available in the size of 1, 1/2, 1/3 and 1/4 size. They could be used to pour liquids and as well as for a dry measure as well.

(d) Measuring Spoons are also available in order to measure the quantities in small. 1 Table spoon, 1/2 Tea Spoon and 1/4 Tea Spoon are available. Spices and seasonings make use of them at most and they are usually measured through them.

(e) Ladles are also evenly used for measuring and as well as for pouring liquids. The Size in ounces would be stamped in the handle.

19.13. UTENSILS AND KNIVES:

a. Material of Knife

- The knife blade metal is important as they are considered to be generally sharp and should be good enough to hold with fine edges.
- The most favourite is carbon steel, as they could be honed to sharp edge. The Major drawback is that it gets easily corroded and disappearance of colour happens as they come in contact with acid food and onion. They also get the food discoloured especially when hard-cooked eggs are used. Metallic taste is also left behind in the food as they get used for nonextended period of time.
- The impact of Stainless steel is that it neither corrodes rusts but it's very harder to get sharpened. Aigh carbon stainless steel shall be used as this alloy would combine the best part of carbon and stainless steel. Almost similar properties of carbon steel where they won't get rusted, corroded or discoloured Knives that belong to this category are highly priced thus making it more expensive to buy one.

b. Knife Handles:

- The Handle of the knife is called as tang, the best quality knives have the best tang i.e., the tang would cover the full length of the handle.

c. Knives and their respective uses:

- French Knives or Chef's Knives are the most used knives as far as kitchens are concerned. They are better used for Chopping, Dicing, Slicing, and so on. The blade of the knives is wide at their heel and tapers along to the point. The Blade length would be usually around probably with a length of 10 inches i.e., 260 mm and they are considered as the popular tool for most work. Larger knives are usually preferred for heavy cutting and chopping whereas a smaller one would be preferred for a dictate and tender one.
- **Utility or Salad Knife**- They are narrowly pointed with 160 to 200 mm long i.e., 6 to 8 inches in length. They are mostly preferred for Preparing and cutting Lettuce, Pantry Work, Cutting Fruits etc. They are also widely popular for carving duck and roasted chicken.
- **Paring Knife**- They have blades that are pointed in small probably around 50 to 100mm long i.e., 2 to 4 inches. Mostly used for Paring vegetables and fruits and Trimming.
- **Boning Knife**- They have blades that are thin in shape around 160mm long i.e., around 6 inches. They are typically used for boning raw meat and in poultry. Flexible and stiff blades are available where the former is used for lighter and filleting fish work the latter would be used for heavier work.

- **Slicer-** They are slender, long, and flexible blades around 360mm long i.e., 14 inches. They are mostly used for slicing cooked meat and carving.

19.14. REFRIGERATORS:

- The cleaning of the refrigerator should be done weekly especially if it's used in a small establishment. In order to do an effective cleaning, they had to be disconnected from a power supply, the doors should be kept open, and the respective shelves should be removed and washed thoroughly in warm water with the instructions being followed by intersepective manufacturer.

19.15. Deep freezer:

- In this hotel, a total of 3 deefrezer are used. One for ice cream second for keeping butter and curd. And third is for milk and other vegetable items to keep the items fresh and clean.

19.16. Fans and A.C:

- Nearly 15 fans and 1 AC is installed in the hotel. Fans in the dining area and AC only in the chairman room.
- In the lodging area, 35 fans are installed and 2 A/C are installed in a room.

19.17. Grinding and cutting:

- For grinding, Grinder and mixer are used. Nearly 3 grinders and 2 mixers are used on daily basis. One for the dosa maker, one for idly maker, and chutney maker.
- For cutting, 2 knives are used, one for vegetables and another for cutting banana leaves for parcel services.
- While grinding the noise should be less as possible and does not disturb the customers (Mishra, N., Goyal, D., & Sharma, A. D. 2018) [26].

19.18. Juice making:

- 2 types are juices are served in this hotel, one as bottled beverages come from the dealer and another one from juice-made in counters.
- Even tetra packs are purchased and served for customers.

19.19 Oils used:

- Two major oils are used for cooking purposes. One is cooking oil and another one is palm oil. Mainly cooking used for making oily items like dosa, vada. etc and palm oil for evening snacks.
- Quality oil is used, which is bought from a quality dealer (Due, J. M., & Gehring, D. C. 1973) [27].

19.20. Waste oil:

- Waste oil or remaining oil is used for making the oily food kinds of stuff for the next day to minimize the wastage and maximize the use of remaining for further cooking.
- Waste oil should be recycled for making sources to prevent pollution (Lita, R. P., Surya, S., Ma'Ruf, M., & Syahrul, L. 2014) [28].

19.21. Parking space:

- The parking area in the hotel consists of nearly 50 sq. feet. Both for two-wheeler and four-wheelers. Even there is enough space to park. Heavy motor vehicles.
- Parking is essential and it will be a better strategy implemented by the hotel for sales turnover (Thitame, S. N., Ponde, G. M., & Meshram, D. C. 2010) [29].

19.22. Lodging room:

- The lodging space consists of nearly one reception area connected to 35 rooms. With 35 fans and 2ACC in 2 rooms. With an attached bathroom. With heaters installed. And also, the customer has access to watch TV in rooms.
- As there is no ranking by google agencies. The ranking of 4.0 is given by just a few agencies. (Iman, M., & Hamid, A. 2006) [30].

19.23. Cleaning and sanitation:

- The cleaning process is often carried out daily to ensure better hygiene in the hotel. And even machines are installed for hygiene purposes towards ants not to sit on foods, which creates contamination in foods.
- Even sanitization is maintained properly by the employees. By wearing gloves while serving and using a mask and head cap, while cooking.
- Cleanliness and sanitation are crucial for the success of restaurants in general. (DiPietro, R. B., Gregory, S., & Jackson, A. 2013) [31].

19.24. Gas for cooking:

- The gas is used in this hotel as a multipurpose process, for steam, to keep the food to serve hot, and for cooking purposes.
- The steam goes to food that is already served at stalls and at the same time used for boiling rice as well as for making dosa.
- Nearly 12 to 13 gasses are purchased from 2 dealers. Simultaneously to carry out the production process in a hassle-free manner.
- Frequently gasses are purchased to keep the stock required for cooking on daily basis.
- The firewood is not used for cooking, hence there is not much pollution which is good for the environment. (Thorndike, L. 1928) [32].

19.25. Additional stall:

- An additional stall has been installed for both selling chips and for the juice counter with the motive of increasing the sales volume. It has been observed that even 10 to 20 % profit is generated from these chips and juice counters.
- Street foods are a bigger competition for existing hotels due to pricing. (Njite, D., Njoroge, J., Parsa, H., Parsa, R., & van der Rest, J. P. 2015) [33].

19.26. Food full-flavored in the hotel:

- Flavours are mainly used in food for taste as well as smell to attract customers at every point in time.
- Flavors mainly used in badam keer give an awesome flavor to serve the customers better.
- The hotel meals are always of new recipes innovated by the cooking team. (Rathi, N., & Lee, K. 2016) [34].

19.27. Ice-cream counter:

- On an ice cream counter variety of ice creams are sold. These ice creams are purchased from a famous dealer that is from Ideal Ice-creams.
- A variety of ice creams are purchased like, Cone, choco bar, family pack, and a new variety of Kaju kismis are purchased [35].

19.28. Table and chairs:

- Nearly 15 tables and 75 chairs are placed in a dining area to serve the customers better manner.
- All chairs are cushions typed so that customers feel comfortable sitting and having their favourite food.

19.29. Extended Stay:

- People stay for long periods in the above rooms. These people are employees from the industrial area (Lewinson, T. 2010). [36]. they stay for long periods paid by the company till they get proper accommodation.

20. SWOC ANALYSIS :

Strength, weakness, opportunity, and threats to this hotel are studied along the following lines: [37-40].

S- Strength: The following are the strength of this hotel are

- The hotel provides good food to customers
- Provides good services
- Provides boarding and lodging services
- Better hospitality services
- Prominent location

W-Weakness:

- No non-vegetarian food is served.
- The hotel closes too early
- No A.C in the dining room
- No separate family room.
- They are not into the catering business.

O-Opportunity:

- Possibility of expansion of business
- Door delivery can be started if they tie up with Zomato or swiggy.
- Sweets and condiments are an additional business. For the hotel.
- Tie up with baikampady industries for everyday lunch
- Own website can be created that can source online food sales.

C-Challenges:

- If the highway expands buildings may be demolished.
- Surrounding hotels are a threat.
- Even fast food is also a threat.
- When no proper service is done will be a threat.
- If the quality of the food is not maintained, then it will become an issue.

21. ABCD ANALYSIS FRAMEWORK :

ABCD analysis is reanalysed the organization from various points of view. ABCD analysis gives us an in-depth understanding of how the organization has been ped over some time. The following is the analysis of the Vishwa Sagar Hotel (Aithal, P. S. 2017, Mendon, S., & Aithal, P. S. 2022) [41, 45-47].

A. Advantage: This hotel is the best in and around baikampady, which has a supportive staff as an asset for the hotel, strives hard for organizational success. Every time. This hotel allows workers, those who are willing to do a job in this hotel. Food is also good and tasty. Provides good services all the time.

B. Benefit: Benefits in giving opportunities and seek to additional profit from establishing additional sales outlets with regards to customer satisfaction.

C. Constraints: The constraints faced financial as well as retention of young employees

D. Disadvantages: The organization could not operate at full scale as employees were sent home. The entire operations had to be stopped during the pandemic. The owners were not at all interested even to operate the parcel service despite the partial lifting of restrictions. Not able to move the business operations to the net level that is moving online due to some constraints and limitations.

The ABCD analysis is described in the table format based on understanding and observation of the hotel operations. Indeed, it is very interesting to know that the advantages are not properly understood by the people who are owning and run the hotel. Therefore, this analysis will be an eye-opener for everyone.

The hotel can create a monopoly as a source of profit by generating higher marginal productivity which is essential to the competitive advantage differentiation, and trade-off.

As there are economic cycles and business cycles in any business the pandemic has been a surprise to the owners for, they were not prepared ofovid-19 has taught them to be e prepared for any such eventualities in the future.

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

<p style="text-align: center;">Advantage</p> <p>a. This hotel is the best in and around baikampady, which has a supportive staff as an asset for the hotel, strives hard for organizational success</p> <p>b. Every time. This hotel allows workers, those who are willing to do a job in this hotel. Food is also good and tasty. Provides good services all the time.</p> <p>c. if an additional machine is installed, it would be an added advantage.</p>	<p style="text-align: center;">Benefit</p> <p>a. Benefits in giving opportunities and seek to additional profit from establishing additional sales outlets with regards to customer satisfaction.</p> <p>b. Customers are heavily benefited because of the affordable pricing.</p> <p>c. They also provide discounts for regular customers.</p>
<p style="text-align: center;">Constraints</p> <p>a. If there is a lockdown the business becomes zero.</p> <p>B The employees left the workplace due to a pandemic situation.</p> <p>c. In case of future lockdown there may a challenges terms maintain service quality?</p>	<p style="text-align: center;">Disadvantages</p> <p>a. Due to the expansion of roads, buildings may get collapsed.</p> <p>b. Being in main road parking is a challenge in case there is a rush.</p> <p>c. If there is a disturbance in the industrial area the business may go down due to nearby industry areas.</p>

Source: Author

22. FINDINGS :

- a. It has been observed that some of the customers feel unsatisfied with the service
- b. Customers feel happy when food is served in a better manner
- c. The hotel surroundings are good and environmentally friendly.
- d. The hotel is kept clean and hygienic at all times.

23. SUGGESTIONS :

- a. Menu card has to be changed.
- b. Menu items to be changed based on various categories of people
- c. Cleaning of gloves used for serving food to be implemented at all levels.
- d. Head caps to be worn each time when serving food to customers.
- e. Computerised billing to be introduced.
- f. Other payment modes to be introduced.

24. INFERENCE :

The final understanding is that the organization is to be prepared for any eventuality by adopting click and brick business model so that the revenue generation is constant. Therefore, it is pertinent to state that, expansion and contraction should be expected in business operations. This will enable any kind

of future shops and risk arising out of Volatility, Uncertainty Complexity, and Ambiguity. (LUCA). The management of the hotel is very well prepared and geared to face any consequences that may arise due to VUCA.

25. CONCLUSION :

The organization has survived difficult times in the past 2 decades, and will also survive the next Name Vishwa Sagar-Vishwa, which means Universe, and Sagar means- the ocean. And is appropriately named for the scale of business that they are currently executing. There is a great future for the hotel. The employees of the hotel also have a great future with the hotel. Indeed, hotels are the lifeline for people who are on the move and it is very difficult to work at times when there is no food. Food helps people to energize themselves and move on to the day's schedule. Hence food that is served should be nutritious and delicious. This prevents wastage and losses to both the customer and the hotel. On the days when people lose health due to malnutrition, one may fall sick hence the rules to be followed are to ensure that one eats at the right time, warm food, and fresh food every time.

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