ORIGINAL ARTICLE

"TO STUDY ABOUT THE SERVICE PROMOTIONAL TECHNIQUES BEING PRACTICED IN NAGPUR HOTEL" (BIG HOTELS AND SMALL HOTELS)

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Abstract:

Service plays an important role in hospitality industry. The service culture focuses on serving and satisfying the customer. Creation of a service culture has to start with top management and flow down. The service culture at big brand star hotels is driven through employee communications, company policies, and personal actions. Due to this all employees are reinforced in big hotels. Employees who go to extraordinary efforts to satisfy the customers are made Employee of the Year. A service culture empowers employees to solve customers' problems. It is supported by reward system based on customer's satisfaction. Human beings do generally what is rewarded. If an Organization wants to deliver a quality product, the organization's culture must support and reward attention to customer's needs.

KEYWORDS:

hospitality industry , company policies , communications , Organization .

INTRODUCTION

Hospitality industry is related with the provision of food and drink together with accommodation services in high specialized environment characterized by high investment and high labour cost. Eating away from home is generally increasing due to leisure purpose or due to same home from home basis. The industry provides millions of meals a day in a wide variety of types of food services operations.

A sale is a business term that refers to a company's departments that come in contact with clients, including the marketing, sales and service department.

In hotel industry, the front office welcomes guests to the accommodation section, meeting and greeting them, taking and organizing reservations, allocating check in and out of rooms, organizing porter service, issuing keys and other security arrangements, passing on messages to customers and settling the accounts.

In American professional sports, the term refers to upper management of a club, especially player personnel decision-makers.

Hospitality industry mainly survives on public relations. People in public relations department act as an anchor to get ahead in the business. The front office plays an important and crucial role in any hotel business. The front office is the first impression of the business, and it always has to function perfectly. Most of the front office desks are computerized and the hotels use software packages to run their daily tasks. A sales assistant or executive has to make bookings and see that the guests are welcomed properly into the hotel. This is their primary responsibility; however, the additional responsibility is to maintain logs of all the activities using the software provided for that. Candidates who are interested in applying for this job should have a degree in hotel management, and should also have basic computer skills. The hotel management course is essential to get into the hospitality industry.

The hospitality industry is expanding its business spectrum and offering many kinds of Services to people in various industries. They have services for the business people and companies; they have services

for the medical industry and of course the tourism industry. The job opportunities within the industry have increased tremendously and constantly needs people in various roles. Even the growth opportunities have become plenty.

The research will be comprised of study on the following hotels of Nagpur:

BIG HOTELS
Hotel Sun n Sand
Hotel Pride
Hotel Radisson blu

SMALL HOTELS
Hotel LB
Hotel Heritage
Hotel Hardeo

OBJECTIVES AND LIMITATIONS

AIM: To study about the service promotional techniques being used in Nagpur hotels.

OBJECTIVES:
To study about the role of service in hospitality industry.
To study the principal characteristics of service.
To understand the importance of sustainable practices in service.
To study about the service strategy and service culture mainly used in hospitality industry.
To study about the service quality measurement in hotel industry.

LIMITATIONS:

The study is restricted up to the hotel front office, housekeeping, food and beverage service, human resource and hotel sales department only.

The study is limited to Nagpur region.
The study is limited to a short period of work only.

REVIEW OF LITERATURE

Service plays an important role in hospitality industry. The service culture focuses on serving and satisfying the customer. Creation of a service culture has to start with top management and flow down. The service culture at big brand star hotels is driven through employee communications, company policies, and personal actions. Due to this all employees are reinforced in big hotels. Employees who go to extraordinary efforts to satisfy the customers are made Employee of the Year. A service culture empowers employees to solve customers' problems. It is supported by reward system based on customer's satisfaction. Human beings do generally what is rewarded. If an Organization wants to deliver a quality product, the organization's culture must support and reward attention to customer's needs.
In most segments of the hospitality industry, the guest and the employee are both personally involved in the service transaction. If a customer purchases a pair of shoes or a car, he or she takes the finished product away without much, thinking about who made it or how. In hospitality, to give one example, a lunch is served. The service is produced and consumed at the same time. The service experience is an essential element in the transaction. If the server is grumpy and heavy-handed, it is likely that the guest will be unhappy. A cheerful and efficient server enhances the guest experience. Notice we say "enhances." The tangible side of the transaction (the "product") must be acceptable too. All the cheerfulness in the world will not make up for a bad meal or a dirty guest room. At the same time—as we've noted throughout this book—it is also true that a good meal can be ruined by a surly server, just as a chaotic front office or poor service from the bell staff can ruin a stay in a hotel that is physically in excellent shape. The hospitality product, then, includes both tangible goods (meals, rooms) and less tangible services. Both are essential to success. The server's behavior is, in effect, part of the product (and of the total guest experience). Because servers are not the same every day—or for every guest—there is a necessary variability in this "product" that would not be encountered in a manufactured product. The guest is also a part of the service transaction.

A guest who is not feeling well or who takes a dislike to a member of the staff may have a bad experience in spite of all efforts to please. Because service "happens" to somebody, there can be no recall of a "defective product." It is now a guest's experience (and, in a sense, history). For this reason, there is general agreement that the only acceptable performance standard for a service organization is zero defects. Defects, however, should be defined in terms of the type of operation and the guest's expectations. At a good restaurant, waiting lines can be expected during the rush hour and will be accepted as long as they move with reasonable speed. However, a dirty or cluttered restaurant, even in a rush period, represents a "defect," an emergency that needs to be remedied right away. A waiting line at a restaurant in a Four Seasons Hotel, however, is, by Four Seasons' own definition, a defect. It is an emergency that needs to be remedied by a hostess or manager offering coffee or soft drinks and apologizing for the delay. Zero defects is the goal for which both organizations design their systems, but what counts as a defect varies according to company goals and customer expectations. This is the reason that hospitality companies establish standards: to help create consistency and to eliminate the margin for error. While neither McDonald's nor Four Seasons is perfect, both have standards and dictate emergency action, such as management stepping in to help out, when a defect occurs. The notion of zero defects has also been approached in a more statistical manner focusing on the business method Known as Six Sigma. The consumption of the service and its production occur simultaneously, there is no inventory. An unused room, as the old saying goes, can never be sold again. A dining room provides not only meals but the capacity of a certain number of seats. While unused food remains in inventory at the end of the day, unused capacity- an unused table today—has no use tomorrow. This puts pressure on hospitality businesses to operate at as high a level of capacity as possible, offering special rates to quantity purchasers. A hotel's corporate rate structure is one example of such Quantity pricing.

TYPES OF SERVICES:

There are three general types of service transactions: electronic-mechanical, indirect personal, and face-to-face transactions. Electronic-mechanical transactions in hospitality range from vending machines to such services as automated check-in and checkout. Other examples are online boarding passes printed by the passenger and a hotel's automated wake-up call service. Electronic-mechanical transactions are generally acceptable and sometimes even preferred by the guest where they eliminate inconvenience, such as waiting in lines. However, as frequently vandalized vending machines eloquently testify, electronic and mechanical failures often infuriate people. There is a premium on correct stocking, maintenance, proper programming, and adequate capacity so that breakdowns in service will not occur when no person is there to speak personally for the operation. Indirect personal transactions include telephone (or e-mail) contacts such as hotel reservation services, the reservation desk at a restaurant, or the work of a room service order- taker. Some indirect transactions such as those just mentioned are generally repetitious in nature and, thus, subject to careful scripting. That is, because most of these interactions follow a few, very similar patterns, employees can be trained in considerable detail as to what to say and when to say it. Some indirect contacts, however, are nonstandard. For instance, a guest calls the maintenance or housekeeping department directly from his or her room with a problem. An individual response to the particular guest problem is necessary, but the general procedure in such cases can be clearly specified in advance. Training in telephone etiquettes—and careful attention to just who answers the phone in departments that don't specialize in guest contact Work is essential to maintaining the guest's perception of the property. Face-to-face transactions have the most power to make an impression on the guest. Here, the guest can take a fuller measure of service employees—their appearance and manner. People whose work involves frequent personal contact with guests must be both selected and trained to be conscious, effective representatives of the organization. Because an increasing part of the services in modern organizations are automated, the personal contact that does take place must be of a superior quality. It is also important that public contact employees be prepared to deal sympathetically with complaints about automated services. As John Naisbitt (a futurist and author of Megatrends) has pointed out, the more people have to cope with high technology, the more they require a sympathetic human response from the people in organizations. Naisbitt calls it "high touch." We must continue to be interested in all kinds of service transactions, whether personal or not. The work of designing computerized systems or scripting standardized indirect transactions, however, is generally specialized and done by experts. Virtually all those who work in hospitality, however, will have to deal with guests face-to-face. Accordingly, much of our attention in the balance of these things focuses on personal Service

The characteristics of the service: There are four characteristics of the service which are Intangibility, Inseparability, Variability, and Perish ability
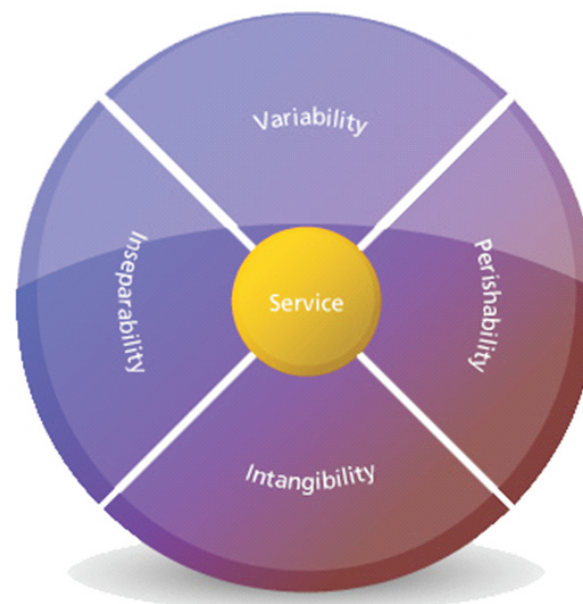
Intangibility: The service which cannot be seen, tasted, felt, heard or smelled before its purchase is called as intangibility form of service. For example prior to boarding an airplane, passengers have nothing but an airline ticket and the promise of safe delivery to their destination. Members of hotel sales department cannot take a hotel room with them on a sales call. In fact, they do not sell a room. Instead, they sell the right to use a room for a specific period of time. When hotel guest go they have nothing to show for the purchase but a receipt. Robert Lewis observed that someone who purchases a service may go away empty handed, but they do not go away-headed, means they have gone with the memories of what they had experienced in the form of service. Some hotels in Nagpur realized this and has started making a deliberate effort to create memorable guest experiences. Marriott vacations international clubs realizes that a white-water rafting trip along with their other experiences at the resort will make them want to return.

Inseparability: In the most hospitality services, both the service provider and the customer must be present for the transaction to occur. Customer-contact employees are part of the product. The food in a restaurant may be outstanding, but if the service person has a poor attitude or provides inattentive service, customers will down-rate restaurant experience. They will not be satisfied with their experience. Service inseparability also means that customers are part of the product. A couple may have chosen the restaurant because it is quiet and romantic, but if a group of loud and boisterous conventioneers are seated in the same room, then couple will be disappointed. Managers must manage their customers so that they do not create dissatisfaction for other. Another implication of inseparability is that customers and employee must understand the service delivery system. Customers must understand the menu items in a restaurant so that they get the dish they expect   In Taipei, Taiwan, there is an unpretentious restaurant, Ting Tai Fung that specializes in Chinese dumplings. The restaurant is so popular that many customers used to wait on the sidewalk in the front. Japanese movie starts have been seen waiting with everyone else. A waitress assigns a "wait number" and takes orders on the sidewalk so that the food is ready when the customers are seated. An electronic sign over the sidewalk displays the number of each table when it is ready. Most non-Chinese customers can't read the menus, so they are given a portfolio of color photos and need only point to the dishes they want.

Variability: Services are highly variable. Their quality depends on who provide them and when and where they are provided. There are several cause of service variability. Services are produced and consumed simultaneously, which limits quality control. Fluctuating demand makes it difficult to deliver consistent products during periods of peak demand. The high degree of contact between the service provider and the guest means that product consistency depends on the service provider's skills and

performance at the time of the exchange. A guest can receive excellent service one day and mediocre service from the same person the next day. In the case of the mediocre service, the service person may not have felt well or perhaps   experienced an emotional problem. Lack of communication and heterogeneity of the guest expectations also lead to service variability. A restaurant customer ordering a medium steak may expect it to be cooked all the way through, whereas the person working on the broiler may define medium as having a warm, pink center. The guest will be disappointed when he or she cuts into the steak and sees pink meat. Restaurants have solved this cause of variability by developing common definitions of steak doneness and communicating them to the employees and customers. Sometimes the communication to the costumer is verbal, and sometimes it is printed on the menu, customer usually returns to a restaurant because they enjoyed their last experience. When the product they receive is different and does not meet their expectations on the next visit, they often do not return. Variability or lack of consistency in the product is a major cause of customer disappointed in the hospitality industry. On the other hand, consistency is one of the major reasons for the worldwide success of hotels.

Perishability: Services cannot be stored. A 100-room hotel that sells on 60 rooms on a particular night cannot inventory to 40 unused rooms and then sell 140 rooms the next night. Revenue lost from not selling those 40 rooms is gone forever. Because of service perishability, airlines and some hotels charge guest holding guaranteed reservations even when the fail to check into the hotel. Restaurants are also starting to charge a fee to customers who do not show up for a reservation. They, too, realize that if someone does not show up for a reservation, the opportunity to sell that seat may be lost. If hospitality companies are to maximize revenue, they must manage capacity and demand. Service marketers can do several things to increase service effectiveness in the face of intrinsic service characteristics. Just like manufacturing businesses, good service firm use marketing to position themselves strongly in chosen target markets. The Radisson hotel position itself as offering a memorable experience that "enlivens the senses, instills well-being, and fulfills even the unexpressed wishes and needs of our guest". These and other service firms establish their positions through traditional marketing mix activities. However, services differ from tangible products and often require additional marketing approaches. In a product business, products are fairly standardized and can sit on shelves waiting for customers. But in a service business, the customer and frontline service employee, and on the service production and support process backing these employees. Successful service companies focus their attention on both their employees and customers. They understand the service profit chain, which links service firms profit with employee and customer satisfaction.

This chain consists of five links.

1.Healthy service profits and growth – superior service firm performance.
2.Satisfied and loyal customer- satisfied customers who remain loyal, repeat purchase and refer other customer.
3.Greater service value- more effective and efficient customer value creation and service delivery.
4.Satisfied and productive service employees- more satisfied, loyal, and hardworking employees.
5.Internal service quality- superior employee selection and training, a high-quality work environment, and strong support for those dealing with customers.
          Therefore, reaching service profits and growth goals begins with taking care of those who take care of customers.

SERVICE AS A SUSTAINABLE COMPETITIVE ADVANTAGE

          It has often been said that service is increasingly becoming the differentiating factor between companies. The products sold in hospitality are strikingly similar. One hotel room is very much like another. Although there are important differences among food service segments, within each segment there is considerable similarity—often, almost uniformity. Service offers the most important opportunity to differentiate one product from another. When a service system is established at the chain level, the ability to operate multiple units across a wide territory successfully gives the company an advantage over newcomers to the field. The company's reputation for a dining experience or night's (or week's) stay is an invaluable resource. Almost certainly, it is based on personal interaction with company employees. That is, the company's reputation, its sustainable competitive advantage, is most likely based on its service—and that means its service employees.

SERVICE STRATEGY

The basis of a service strategy is market segmentation. Market segmentation identifies groups of customers and prospects who share sufficient characteristics in common that a product and service can be designed and brought to market for their needs. A wide variety of service levels and types are available in hospitality. In food service, these range from quick service, to coffee shop, to dinner house, to haute cuisine. Each of these levels of service denotes a different style—counter service; fast, simple table service; informal, unhurried table service with multiple courses; and, with haute cuisine, most probably formal European-style service. Each level denotes a particular price level and likely a distinctive ambience as well.

We said that zero defect is the standard that service organizations must set. This very high standard, however, is set in the context of customer expectations for a particular segment and operation type. The level of service is an intrinsic part of the service segmentation strategy. A leading management book on customer service points out:

"Segmenting by customer service, rather than by customer, often reveals that it is possible to give great service to a wide range of people who share a narrowly defined set of expectations." A rising young executive may take clients to haute cuisine restaurant, his or   her spouse to a casual dinner house, and the kids to a quick-service restaurant. When alone, the executive may lunch at a nearby family restaurant because it is convenient, serves the food quickly, and offers a suitable selection. The needs of the same person and that person's expectations of the operation vary according to occasions. Similarly, different people in each of these situations will have different needs. The primary business of a restaurant is serving food. Second only to that, however, restaurants are in the business of providing guests with experiences that meet their expectations. Rather than targeting guests solely by demographic and lifestyle factors—although these are important too—restaurants can target guests by the kind of dining occasion a guest is seeking. Quick-service restaurants fit relatively few kinds of dining occasions, though they fit a whole variety of demographic or lifestyle segments—depending, of course, on the occasion. Thus, restaurants are designed with particular occasions and dining experiences in mind as much as they are with particular groups of people in mind. A point to consider is that there is no intrinsically "better" kind of service, only service that fits the setting and is designed to meet guest needs and expectations. With service level, of course, go other factors such as price, atmosphere, and location. Indeed, these are crucial to the zero-defect goal of a service operation. A Four Seasons room rate is roughly ten times that charged by Motel —and that rate differential is necessary to fulfill the luxury guest's expectations. Yet Motel customers are not disappointed by the service level they encounter. It is what the budget guest expects. Earlier, in the lodging chapters, we segmented the market broadly into two groups, "upstairs" and "downstairs" customers. The upstairs customer is seeking a guest room (i.e., upstairs) for the night and minimal supporting service. For this customer, Marriott offers the Courtyard concept, with limited food and beverage facilities in the property, and Fairfield Inns, which have no food and beverage facilities but are located near other restaurants. Courtyard and Fairfield both offer topflight guest rooms and highly competitive rates for their segment. These properties have eliminated some services but, because of that, are able to provide attractive rates. Most significantly, the service level they do offer fits the guest's expectation for that kind of property. Some guests, however, want the "downstairs" services of a full service hotel. These include the luxurious lobby and a range of restaurants and bars as well as shops. Meeting and banquet facilities are important to the downstairs guest too. Marriott targets the downstairs guest with its Resorts and Hotels

Division—and a quite different price range. For each price and service range, operating standards are set to meet the target segment's expectations. Strategy in service, then, involves picking a distinct segment and crafting facilities and services specifically to fit the expectations of those guests. Care must be taken not to overpromise, because anything less than the service your guest expects will result in disappointment, lost sales, and unfavorable word-of-mouth reputation.

SERVICE CULTURE

A company's culture can be defined as a system of shared meaning held by members that distinguishes the organization from other organizations. The visible commitment of top management to the service culture sets the tone for the rest of the organization. The following conversation between a young trainee and the restaurant manager, overheard in a restaurant dining room just after the breakfast rush, illustrates the logic of management commitment to service. During the rush, the restaurant manager had been on the floor almost continuously, generally pouring coffee and water refills for guests and occasionally even busing dirty dishes.

SAY IT AND MEAN IT

Research on company culture in the hospitality industry suggests that where there is a wide divergence between what company officials say and what they do, employees will be cynical and indifferent to the quality of service. Where there is a close relationship between what the company publicly claims its service policies are and the way things actually happen within the organization, employees' ratings of managerial competence tend to be high.

COMMUNICATION

Top management must not only take a position but communicate it to employees. Department meetings and general employee meetings are important. A popular tool in companies that have many low-wage employees in constant contact with customers is the employee council. Employees from each department elect a representative, and the representatives meet weekly with the general manager. The general manager updates them on everything he or she is doing; they ask questions, offer suggestions, voice opinions, and then go back to their departments to explain what's going on. Other media such as employee newsletters, posters, or even the annual report to employees that ARAMARK publishes help create and maintain a climate of enthusiasm for service.

MANAGER AS HELPER

Karl Albrecht's book Service America made famous the motto "If you're not serving the customer, you'd better be serving someone who is." This approach sees employees as internal customers whose needs must be met. In effect, managers treat the employees as they'd like to have the employees treat the guests. The intention is that employees follow management's example. The philosophy underpinning this view is that "a manager's main responsibility is to remove obstacles that keep people from doing their jobs."

THE EMPLOYEE AS PRODUCT: THE IMPORTANCE OF PEOPLE

The service employee (and often the back-of-the-house employee too) is involved personally in transactions with the guest, the employee usually comes to represent the operation to the guest. Managing, it has been said, is getting results through people, and that is doubly true of managing service. The tools that are being used to undertake this job at the company level are employee selection, training, motivation, and award and reward programs.

PARTICIPATION IN PLANNING

Workers must have a sense of ownership of service standards and procedures if the standards and procedures are to be accepted in the workplace. The necessary step to secure acceptance is to involve employees in planning, either by consulting them fully in the planning process or by asking them actually to do the planning themselves. Both hotel and restaurant companies have found success with the formation of employee work groups designed to improve productivity. In fact, productivity targets (that include service as a component) as established by the employees often exceed those that are targeted by management. The process of making the employee is a key part of the product.

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SERVICE QUALITY IN HOSPITALITY MANAGEMENT

Service quality is a way to manage business processes in order to ensure total satisfaction to the customer on all levels (internal and external). It is an approach that leads to an increase of competitiveness, effectiveness and flexibility of the entire company. Benefits arising from a high quality are reflected in a more competitive positioning on the market, but also in a better business result. This statement can be proved by measuring the increase of profitability and market share. The results of a research carried out in the USA on a sample of 2600 companies in the period between 1987 and 2002, show a direct connection between the level of quality of goods and services and their financial performances. As a matter of fact, it was observed that all indicators of success of a company, like market share, return on investments, property turnover coefficient, and show significantly more value in companies with a higher level of goods and services. The efficiency of the whole system is possible only if we monitor and analyze the demands of the customers, as well as define and control the process and implement constant improvements. Quality is a complex term, made up of several elements and criteria. All quality elements or criteria are equally important in order to obtain one hundred percent quality. If only one element of quality is missing, the complete quality of product or service is impossible to obtain. Besides the mentioned general elements of quality, the product or service have to satisfy specific elements of quality, according to the demands of the profession in their pertaining activity. Today quality is the result of growing and increasingly diverse needs of the consumers, along with a highly increasing competition, market globalization and the development of modern technology. Problems in service quality measurement arise from a lack of clear and measurable parameters for the determination of quality. It is not the case with product quality since products have specific and measurable indicators like durability, number of defective products and similar, which make it relatively easy to determine the level of quality.

Dimensions	Definitions
Availability	Product or service is easily available
Guarantee	The personnel is polite, kind and educated
Communication	Clients receive information on all products and services and their changes in the language they can understand
Expertise	The personnel has the necessary knowledge and skills to produce and sell products or provide services
Standard	Products and services are up to the standard
Behavior	Kindness, good manners and care of the personnel towards clients
Flaw	Each quality that is not defined and affects the satisfaction of the client
Duration	Performance, service result or product last longer
Engagement	The personnel shows understanding and gives individual attention to each client
Humanity	Product or service are provided so as to preserve dignity and self-respect of the client
Effects	Product or service produces the expected effect
Reliability	Capability to sell products or provide services in a discreet and reliable manner
Responsibility	Definite duration of product sale or providing of services
Safety	Product or service are provided in the safest possible way, without any kind of risk or danger

GENERAL ELEMENTS OF PRODUCT AND SERVICE QUALITY

The most important characteristics of services, separating them neatly from products, are the impossibility to separate production from consumption; the impossibility to store services; their non-material quality; transience and heterogeneity. The impossibility to separate production from consumption and the impossibility to store services implicitly includes a simultaneous production and consumption, which is characteristic for most services. Since the services are performances, ideas or concepts rather than objects, they cannot be seen in the same way as products and are, therefore, characterized by their being immaterial. Furthermore, it is impossible to preserve services, which raises the issue of harmonizing offer and demand for services. The same service can be provided by different persons in an institution, and each of them might provide it in their own way so that heterogeneity also counts among characteristics of services that differentiate them from products. Two basic approaches to service quality have been identified in the early nineties of the twentieth century. The first approach is "technical" and product oriented, while the second approach is customer related. These two approaches have been recognized as results of managerial efforts to consider the aspect of quality when providing services from two angles: on one hand, the manager tends to abide by the set standards, while on the other, he wishes to satisfy the customer. The first approach is production oriented and tends to the consistency of service by impeding or minimizing the influence of the personnel directly involved in providing a service. The service providing process is defined as a standard performance. The role of the staff providing services is reduced to the realization of the defined performance and the staff's discretion, i.e. its influence on the performance itself is minimized. In that way we can achieve maximum efficiency. Such a "product based" approach to the process of service provision is the result of the managerial view on this process as a series of elements that require a trained coordination and control, while the service itself is strictly standardized. The "product based" approach is contradictory to the aspirations of the consumers to be treated as individual people with marked personal tendencies and expectations. Besides, such an approach, "industrial" and cliché, is in contrast with the wish of the consumer to find warm and friendly manners when consuming the service. The second approach is consumer oriented. Expectations are the basis for satisfaction. After consuming the service, they compare their earlier expectations with experience. Results can range from satisfaction to dissatisfaction. The consumer anticipates the service standards in his expectations. It can be said that, "The seed of the consumer's dissatisfaction is sown in the pre-purchase stage, before reaching the decision to purchase." According to this, the consumer creates his own, individual benchmark, and the rating of his satisfaction is the result of his after purchase state. Normann, the creator of the concept "moment of truth", points out that the first generation of researchers in the field of service sector management, had the task to determine the specificities of the services as opposed to other sectors, which paved the way for the second generation of researchers who focused on the relations in the service industry, the behavior when providing service and service design, with the aim to optimize the "moment of truth". The understanding of service quality is based on the paradigm of service. In that sense, the service sector company manager looks for a "balance between the human factor and technology, between expenses and profit and, after all, between quality and productivity".

The organization has to strive for success. When the set goals are achieved, we set other goals, striving for higher levels of product, processes and service efficiency. Accepting the concept of constant improvement means changing the management style. A total quality cannot be a program of changes with a set duration; it is a continuous, constant process. The questions set before the organization are the following: How do you keep up the constant striving for new improvement? What kind of measures and revisions of the business process do you have to use? How do you convince the employees that the business success and survival of the organizations can only occur if all employees accept constant actions to improve all their activities in the organizations?

A successful organization constantly identifies and tackles the causes of problems or potential problems that employees have in doing their jobs. For that reason every employee has to be trained to identify such problems. The management and the employees must work together on implementing suitable corrective and preventive measures.

Each business process is subject to variability. Process variability is considered a normal phenomenon that is usually counted on. Parameter variability in the field of transformation of incoming values into out coming values of the process affects the variability of the entire business process. For example, a lack of a specific product on the supplies market may require a substitution with another product of similar characteristics. Departure from the usual process (variability) can affect the quality of meals as results of a process, the timing of a process cycle, expenses of process quality, and the level of satisfaction of the consumer/user with the process result. Each episode of variability and a departure from the optimal process does not necessarily have a negative impact on the quality level of the process results. However, if

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the process is moving away from its optimal course so much as to get close to the acceptable limit or it has surpassed the limit, cost incur due to poor quality. The process becomes too expensive, jeopardizing the quality of the results and thus seriously risking dissatisfaction on the part of the client/consumer, in other words, it becomes irrational.
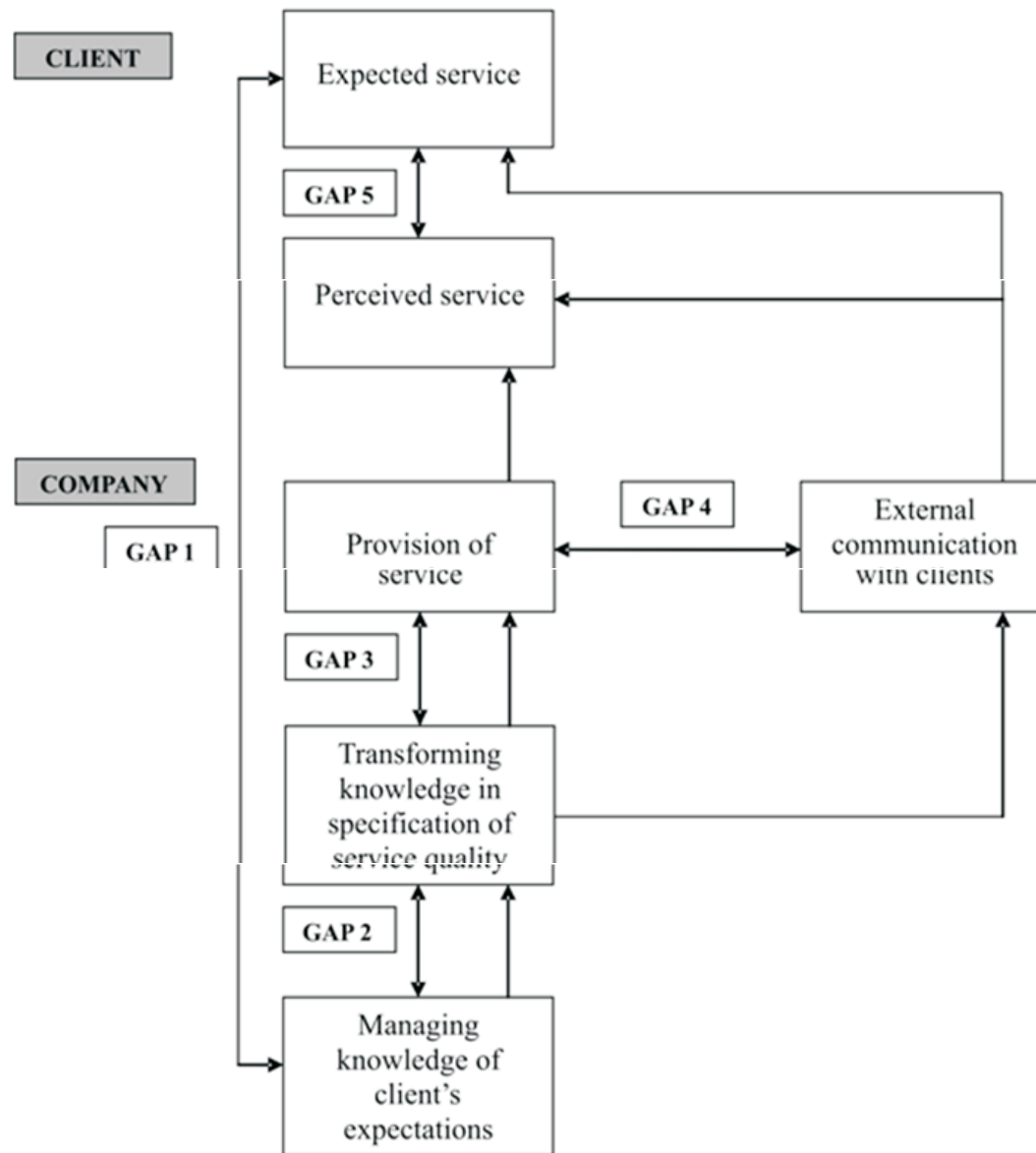
Conceptual model of service quality

Source: Parasuraman, A., Zeithaml, V., Berry, L. L., "A Conceptual Model of Service Quality and Its Implication for Service Quality Research

In order to achieve rationality the models of business excellence also, in a way, determine whether the criteria have been met, but the evaluation of business excellence is based not only on the fulfillment of the set criteria but also on the determination of the level up to which the criteria have been fulfilled (systems of points). When analyzing the quality of service it is desirable to analyze the largest possible number of companies supplying the same type of service. As we already mentioned, if a company carries out a research and finds that the results are negative, it can interpret this information in the wrong way and conclude that it provides services in a totally wrong way. On the other hand, when analyzing a large number of companies, it is possible to compare data and obtain a realistic picture of the position of an individual

company compared to others regarding quality.

The upper part of the image includes phenomena tied to the consumer, while the lower part shows phenomena tied to the supplier of services. The expected service is the function of earlier experiences of the consumer, their personal needs and oral communication. Communication with the market also influences the expected service. Experienced service, here called perceived service, is the result of a series of internal decisions and activities. The management's perception of the consumer's expectations is the guiding principle when deciding on the specifications of the quality of service that the company should follow in providing service. If there are differences or discrepancies in the expectations or perceptions between people involved in providing and consuming services, a "service quality gap" can occur, as shown in image. Since there is a direct connection between the quality of service and the satisfaction of clients in hotel industry, it is important for the company to spot a gap in the quality of service.The first possible gap is the knowledge gap. It is the result of the differences in managing knowledge and their real expectations. This gap can lead to other gaps in the process of service quality and is, among other things, caused by:

incorrect information in market researches and demand analysis;
incorrect interpretations of information regarding expectations;
lack of information about any feedback between the company and the consumers directed to the management;
Too many organizational layers that hinder or modify parts of information in their upward movement from those involved in contact with the consumers.

The second possible gap is that of standard. It is the result of differences in managing knowledge of the client's expectations and the process of service provision (delivery).

This gap is the result of:

mistakes in planning or insufficient planning procedures;
bad management planning;
lack of clearly set goals in the organization; and
Insufficient support of the top management to service quality planning.

The management can be right in evaluating the client's expectations and develop business methods to satisfy these expectations, without the employees being correct in providing service. For example, a restaurant can order the waiters to serve the customers in two minutes after they sit at the table. Nevertheless, the waiters can ignore that specification and talk between them on the side.
The fourth possible gap is the communication gap arising when there is a difference between the delivered service and the service that the company promised to the clients via external communications.

The reasons are:

the planning of communication with the market is not integrated with the services;
lack or insufficient coordination between traditional marketing and procedures;
organizational performance not in keeping with the specifications, while the policy of communication with the market abides by the given specifications; and
Tendency to exaggerate in accordance with exaggerated promises.

If any of the mentioned gaps arise, the "service gap" will also appear because the real service will not satisfy the client's expectations. Hotel companies try to detect the "service gap" with survey questionnaires. Gap analysis is the fil conducteur for the management to find the causes of problems regarding quality and to find suitable ways to remove such gaps. For this reason the first four gaps are also called organizational or internal gaps.

MATERIAL AND METHODOLOGY

TITLE OF RESEARCH: To study about the service promotional techniques being used in Nagpur hotels.
SELECTION OF AREA: Nagpur
SELECTION OF SAMPLE : The questionnaire will be prepared and would be discuss in the form of tables, on the basis of that result was carried out and the information taken out. According to that the feasibility and the result of the study made. The questionnaire samples were collected from the above hotels.

"TO STUDY ABOUT THE SERVICE PROMOTIONAL TECHNIQUES BEING PRACTICED................

Hotel sun n sand.
Hotel pride.
Hotel Radisson blu.
Hotel lb.
Hotel heritage.
Hotel tuli international.

COLLECTION OF AREA: the researcher has done careful study on the view of prospective hotel employees. Methods used in the study is been divided into two parts-

1.Primary data: It includes the data collection from interviews, questionnaire and it is very practical and good method.
2.Secondary data: It includes the data collected from books, internet related to the topic and various other journals and noted.

ANALYSIS OF THE DATA: The data will be collected from the questionnaire is presented in the form of the tables.

RESULT AND DISCUSSIONS
THE IMPORTANCE OF SERVICE IN HOSPITALITY INDSUTRY

SR NO.	OPTIONS	NO. OF RESPONDENDS	PERCENTAGE
1	YES	40	100
2	NO	0	0
	TOTAL	**40**	**100%**

From the above survey the researcher can say that the majority says there is importance of service in hospitality industry.
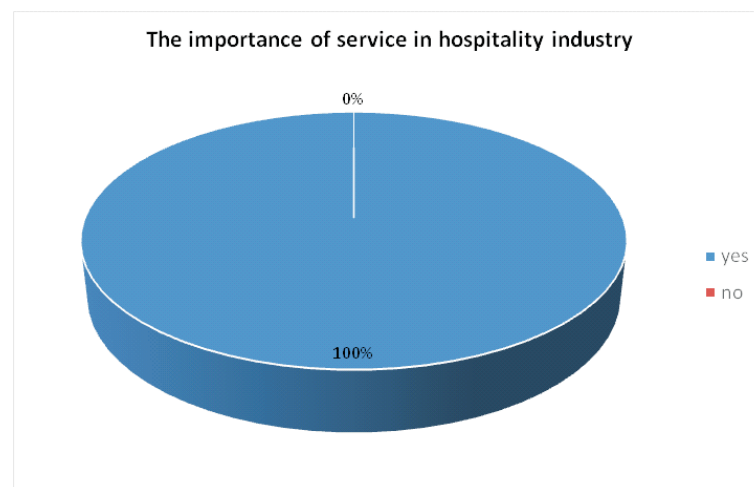

FIGURE NO-1

THE OUTCOME RATED BY THE FOLLOWING TRAINING CONDUCTED BY THE HOTELS

"TO STUDY ABOUT THE SERVICE PROMOTIONAL TECHNIQUES BEING PRACTICED................

SR.NO	OPTIONS	NO. OF RESPONDENDS	PERCENTAGE
1	Service training	16	40%
2	Soft skill	12	30%
3	Skilled base training	8	20%
4	Promotional training/appraisal	4	10%
	TOTAL	**40**	**100%**

From the above table it is clear that 40% employees are strongly agree and given most rating to service training from 1-to10, so does 30% employee are strongly agree that soft skill training should be conducted by hotel, 20% employees say skilled base training should be conducted by hotel, 10% say promotional training.
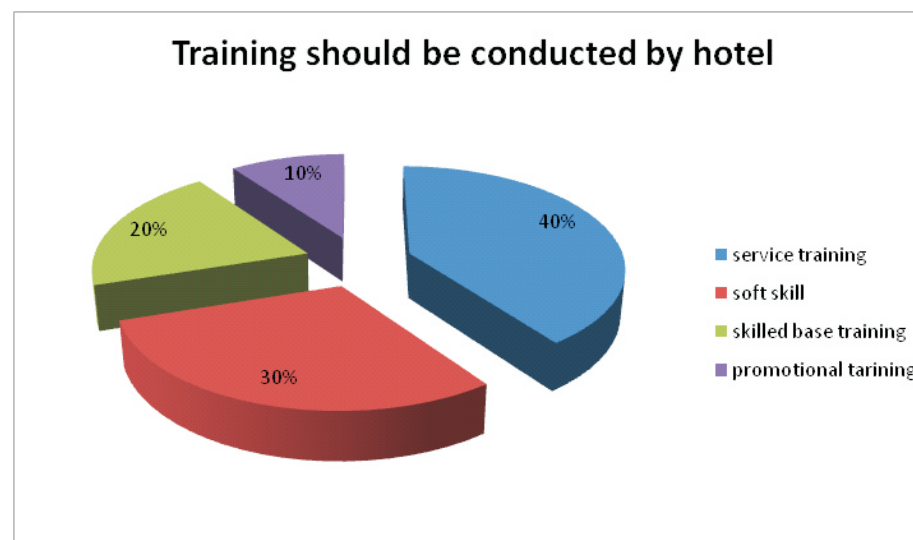
SUMMARY AND CONCLUSION

Service is an intangible experience of performance that the guest receives along with the tangible side of the product purchased. Both server and guest are a part of the transaction, which complicates quality control. Service quality has two sides: the task and the interpersonal interaction. Different planning and control problems arise for mechanical, indirect, and personal service transactions, with personal service the most difficult to manage. The service transaction is the heart of service in hospitality. Controlling the details of task performance fits well with a product view of service; a process view focuses more on the personal interaction between guest and server. In the process approach, servers are empowered to solve problems for the guest. The basis of service strategy is market segmentation, largely based on consumer service expectations. Successful service companies develop a service culture based on commitment by top management, consistency between policy and practice, and well-developed channels of communication. Because service people are a part of the product, a good service team is essential. Service teams are based on careful selection and training and built on motivational programs that include rewards and involvement in service planning. Because most hospitality products are strikingly similar, service is the most significant sustainable competitive advantage.

In today's competitive world of business service has become very essential factor, service concepts are now a day's changing from traditional approach to a very modernized , approach, adaptive to these changing scenario. During this project study, it has been seen that service industry in general and food

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industry in particular need a different type of service concept which can fight the day to day demand of the market. If the hotels are not giving importance to the service promotional techniques, the organization will not survive in the market. There must be continuous changes made in the service strategies as the demands of the customers are also changing. The survey shows that, quality service requires a commitment on several levels. Whether it is a manager making policy decisions or an employee addressing guest concerns, service must be protected from a unified front. The only true means of providing seamless service is through a team approach, with management guiding and ensuring full implementation of the process.

Service providers must involve all of their staff in each department in an effort to provide quality service. Everybody in the organization should work together toward the common goal of delivering quality and satisfactory service. Guest are the judges of the service quality. Their expectations of services greatly influence their resulting level of satisfaction. It is far easier to please a guest with lower expectations than those with higher expectations. The researcher came to a conclusion that providing a very good, standardized service is the base of any organization. It is not only important aspect in hospitality industry but in every segment where the buyer and seller are concerned. The overall experience of the buyer and seller should always be positive.

SUGGESTIONS AND RECOMMENDATIONS

1)The hoteliers should change and develop the service strategies according to the change in market and the customer expectations.
2)The hotel should conduct service training programs to educate its staff.
3)The hotel should have a service feedback column on the website so that the guest can post their views. This will help in identifying the service faults.
4)The hotel should empower the staff to make decisions to respond to unusual circumstances (and train them so that they can do this well).
5)The hotel should promote their services through email.
6)The hotel staff should always treat their guest like god.
7)There should always be an under promise and over delivery.
8)The hotel should give awards to the employee for their hard work.
9)Float incentive schemes to encourage staff
10)Comfortable and positive work environment can help provide better services .
11)Communication skills should be laid stress on, while training of staff.
12)All promotional activity should become a part of staff awareness campaign , to ensure uniform information supply .

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