

Attributes Building Business Excellence For Different Class Of Star Rated Hotels Using Fuzzy Logic AHP Approach

Deepali Anand, Dr. Alka Munjal, Dr. George Thomas

Abstract: The purpose of this paper is to analyze the factors of business excellence that are important in formulation of strategy for different categories of hotels based on Baldrige Model of Business Excellence. Survey using questionnaire was conducted and data collected from top and middle management employees of different star-rated hotels of Delhi NCR region. Questionnaire was administered personally and the sample size was 80 respondents. AHP as a statistical tool has been used to identify important criterion of business excellence based on Baldrige Model of Business Excellence. The study revealed that only those hotels can expect better financial outcomes, long term relationship with customers, channel partners and employees, efficient operating performance and a positive image in the society when there is effective leadership, clearly specifying hotel's goals, plans and strategic planning. All this can be realized through implementation of business excellence model. However different star rated hotels have different areas on which they focus while attaining excellence. All of these defined processes should lead to enhanced customer satisfaction. Important factors of Business Excellence for different categories of star rated hotel have been identified. If these parameters are considered while formulating strategies it can lead to competitive advantage for the hotel.

Index Terms: Analytical Hierarchy Process (AHP), Budget Hotels, Consistency Index (CI), Consistency Ratio (CR), Indian Hotel Industry, Luxury Hotels, Tourism Sector.

1. INTRODUCTION

HOSPITALITY industry has a wide range and categories of hotels servicing different segment of customers with diverse needs. Each category of hotel wants to give best of service to its clientele and build long-term relationship with them, this can be achieved through application of business excellence model that will help in strategizing for creating a winning situation. One important question that needs to be addressed before developing business excellence model is whether or not the criteria for achieving business excellence is same across different categories of hotels or they must focus on their strong attributes? This paper made an effort in identifying the attributes building business excellence for different class of hotels. Focusing on such attributes will help in achieving business excellence that can lead to competitive advantage. The discussion is based on results of AHP fuzzy logic approach applied on responses collected from selected experts from the industry. Different class of customers have different needs and hence there is an array of services being offered by different categories of hotels. Product mix offered by the hoteliers is no longer restricted to lodging (although it is still a major source of revenue), they are into organizing weddings, parties, conferences, meetings etc. Competition has made the environment hostile and turbulent; Customers nowadays are more aware, knowledgeable and demanding making competition more intense and sophisticated. Marketer will have to identify innovative ways of providing service while remaining profitable. The heart of all improvement in process, quality and excellence lies in the art of partnering with people through the process of continuous improvement and makeover

of business processes art of partnering with people through the process of continuous improvement and makeover of business processes ("Assessing Business Excellence" Porter and Tanner; 2003). In order to assess business excellence people must be involved in the process of self-assessment enabling an organization to recognize its strengths that can be utilized to explore an opportunity for further progress. Excellence programs must be monitored in a systematic way. Researcher has tried to establish role of excellence in tourism and hospitality industry. Indian tourism industry is growing and has led to the growth of hospitality sector as well. Various formats from luxury hotels to Bed and Breakfast have evolved over the years giving customers a wide variety of choice depending upon objective of vacation. With increase in foreign tourist arrival and domestic travel average occupancy ratios and room rates have increased. The Indian Hospitality industry is a promising sector due to increase in leisure travelers, ever expanding middle class, growth of millennials and DINKS (Double income no kids) who have higher disposable income than previous generations, are more informed and technology savvy. Hence there is a huge demand by both domestic and foreign traveler creating a gap in between demand and supply. Due to these factors international companies are also increasingly looking to setup more hotels in India. With such a wide variety of offerings, customers bargaining power has increased manifold times and has forced the marketer to provide best of service at most competitive price. Several government initiatives are being taken in order to ensure growth of the hospitality industry.

Investment glimpses in the Hospitality Industry "Keys Hotels" a subsidiary of Berggruen Hotels is planning to increase its capacity by adding 20 properties in India; by year ending 2021, Hilton Group plans to open 18 more properties pan India; Radisson Group plans to reach to the mark of 200 properties by the end of 2022; Louvre Hotels currently has approximately 7% market share in India. It plans to increase its business to 10-15% by 2021. Louvre Hotels group is the fifth largest group in the world. Foris (2014) in her study defined "hotel classification" as the process of providing information to

- Author, Deepali Anand is currently pursuing Ph. D program in Strategic Marketing in Amity University, India, PH-9891450129. E-mail: dachopra@amity.edu
- Co-Author, Dr. Alka Munjal is Dean (Student Academic Affairs and Support Services) in Amity University, India, PH-9810702680. E-mail: amunjal@amity.edu
- Co- Author, Dr. George Thomas is Director, Shri Vaishnav Institute of Management, India, Ph-9425900016. E-mail: georgethomas7169@gmail.com

the customer in the form of symbol regarding range of services offered and comfort level provided by a specific category of hotel (Sufi, et. al, 2019). Hotels can be classified according to star categorization (five, four, three, two star) hotels and heritage hotels (heritage basic, classic and grand), this classification has been given by ministry of tourism. Parameters for deciding the category includes status of ownership, location details, capital structure, site details, project details (size, area, facilities, energy conservation etc.) (MOT, 2013) (Sufi, Tahir; 2015). Based on these definitions many big and small players are operating in different star categories with distinctive brand name and image. Luxury and Five Star Hotels in India

Bespoke

experiences have created a new benchmark in the luxury market segment. Bespoke tourism is tailored made experience based on customer's expectation (both expressed and latent needs). It's the highest degree of augmented product that luxury hotels are providing to their customers. Luxury has been defined beyond yoga and spa sessions, detailing along with being authentic and genuine is the key to create a niche in this market segment. Luxury has been redefined, now the customer does not want what is available to all. He is looking for those marketers who can provide a unique bouquet of services according to his statement of expectations. As a segment, bespoke experiences constitute about 12% to 15% of hotels annual revenue. In the near future bespoke experience will become a force in the luxury. According to a report published by CARE Ratings Ltd on 7th January 2019, business travelers have accounted for premium segment room demand in between 70 -90% in cities like Mumbai, Bengaluru, NCR, Chennai, Pune, Ahmedabad, Hyderabad, Kolkata. Whereas the premium room demand is due to leisure travelers in cities like Jaipur, Goa, Kerala, Agra etc. Considering the rising demand in premium hotel industry hoteliers are planning to add more and more rooms by the end of FY23.

Four Star Hotels in India

Mid segment hotel market refers to three- and four-star category hotels. There has been an increase in the mid-size hotels and number of factors are responsible for the same like increase in business travelers, adventure tourists, rising middle income group, higher economic growth, increase in foreign tourist arrival (Business Standard, 2018). Achin Khanna, managing partner, Hotelivate highlights that average room rate (ARR) has grown by 8% since 2008 and the occupancy has been around 65%. Though supply is growing by 8% but demand is growing at double the speed. Growth in this segment has been contributed by the millennials who make 35% of the Indian population. They are attracted by convenience and transparency making ITES important for any industry. One very important characteristic of middle-income millennials is that they have higher spending potential and travel extensively for business and leisure purpose as compared to their previous generations.

Budget Hotels in India

With growing economy (Bal, 2007) there has been a significant growth in trading activities that has resulted in increase in travel from business perspective. Executives from small and medium size organizations have started to travel more for the sake of growing business, resulting in rise of small size hotels (Sunday Business, 2005). Although being

small in size there is just no compromise on quantity, quality, professionalism etc. Current budget hotels offer a good ambience and comfort of star rated hotel but at a more competitive price. Biswal, S., & Mishra, B. (2010) in their study highlighted that critical success factor in budget hotels would be controlling cost and increasing operational efficiency and this would be possible through technology and design. All this is to be achieved without making any compromise on security, cleanliness and hygiene. This paper aims at identifying different attributes that measures business excellence across different categories of hotels and do a comparison of critical factors of business excellence across different categories of hotels.

2 LITERATURE REVIEW

Companies that showcased extra ordinary performance were recognized differently and awarded to highlight excellence in their operations. This was further supported by Porter and Tanner (1998) who in their study discussed about Deming's award. Established in 1951 it is the first model for quality control. This award was given to those companies that projected excellence by establishing quality control in the entire organization. This framework was developed by Japanese scientists and engineers as a tribute to Dr. Deming. Deming's award focused only on quality control but later it was realized that leadership too plays an important role in creating winning organizations. US government in the year 1987 established MBQNA with an objective to provide able leadership and enhance competitiveness of US companies (Vokurka et al., 2000; NIST, 2006). A company or organization can achieve award in either of three categories namely service, small business & manufacturing. Maximum of two companies can receive awards in each category. Soon companies realized that survival was only by offering quality products to its customers hence EFQM was incorporated by leading European business houses in the year 1998, catering to the companies requirement to offer quality products (Bohoris, 1995) as a result in the year 1991 EQA (European Quality Awards) was established with the support of European organization for quality. This model has nine parameters which are broadly categorized under two heads namely "enablers" and "result" criteria. "Enablers" evaluates what an organization does while "results" focus on organizations achievement. There are 5 enablers and 4 result criterions (EFQM, 2006). MBNQA introduced in the year 1989 is managed by Canada's National Quality Institute (NQI). It awards those Canadian organizations that works towards continuous quality improvements. All the models discussed above expects the organization to prepare a comprehensive report on the procedures it follows to achieve what it has set as a criterion. These business excellence models are general and prescriptive that is more applicable for manufacturing industries with many departments. No specific model has been developed for service industry by these organizations. Camison (1996) and Soriano (1999) in their study have developed specific business excellence model for the hospitality sector. In this study we have used Malcom Baldrige model of performance excellence, this framework is used as an assessment tool that identifies and highlights role model organizations that have best leadership and management practices. The focus is to strive for excellence and improve overall performance by building an integrated performance

management framework. Baldrige model realizes that no two organizations are alike and hence its non-perspective. It motivates the organizations to assess its systems as against the foundation criteria. Baldrige identified seven categories for performance excellence, out of these six represents collection of processes and seventh represents the outcome. This integrated approach fulfils three major goals: -

- Enhancing and improving customers value that contributes to marketplace success
- Improving organization effectiveness by enhancing organizations capabilities
- Provide organisational and personal learning

A business excellence model needs the existence of a set of discrete, independent and nonredundant criteria.

Factors of Business Excellence

Although broadly there are seven factors of business excellence but for the purpose of detailed research, they have been further divided into sub factors based on Malcom Baldrige Model of Business excellence and review of literature. Leadership: It includes factors like strategic intent, involvement of senior leadership with employees, involvement with the community and creating an environment for learning and empowerment. Human Resource Management: It is the ability to create a healthy work culture through effective leadership, empowering employees and building organizational capability through people development. Strategy & Planning: It encompasses strategic direction and planning process that helps to manage uncertainty by predicting the future and then accordingly making strategic plans to realize the objectives with given resources. Information & Knowledge: It includes factors like data accuracy and knowledge application that enables a firm to gather relevant information about the customer and strategize accordingly to gain competitive advantage. Customer & Market Focus: In depth knowledge about the customer in order to develop products and services that fit customers' requirements the best. Emphasis is on maintaining customer relationship that helps to build customer loyalty it also includes factor on customer perception so as to bridge gap in between expectation and performance. Process Improvement, management and innovation: It includes factors like process management, improvement and output. The focus is to create value through linkages in between all stakeholders, benchmarking for continuous improvements and monitoring the effectiveness of process in creating customer delight. Success & Sustainability: It includes factors like measuring organization performance and achieving sustainability with an objective of involving all decision makers while dissemination of information, improvement in initiatives taken as per the strategic objectives, creating valuable offering for future customers, continuous evaluation of strategic planning process etc. (Refer Table2A) Business excellence model if implemented thoroughly can lead to competitive advantage. Excellence model helps an organization to identify and benchmark best practices, improvement in leadership and develop a holistic model for organization improvement (Sampairo et al., 2012). With growing competition and implementation of performance improvement initiatives the concept of quality evolved from being product specific to a concept being followed in the entire organization (Vokurka et al., 2000). Hospitality sector is a service-based industry and

excellence here refers to exceeding customers' expectations and reaching the stage of delight with an objective of long-term profitability and increased customer loyalty (Gouthier et al., 2012; Heracleous & Wirtz, 2010; Johnston, 2004). Motivation to undertake this study lies in the fact that review of literature reveals no such study has been undertaken in the hospitality industry in India, wherein business excellence has been used as a tool for gaining competitive advantage. A business excellence index has been developed, which if adopted by different categories of hotels can lead to competitive formulation of strategies thereby enhancing customer satisfaction and long-term relationship.

3 RESEARCH METHODOLOGY

3.1 Objective

Business Excellence is a multi-attribute structure; multiple decision analysis is a resultant of multiple objective decision analysis and multiple attribute decision analysis both of them combined together for effective decision making. Through multiple objective decision analysis, the decision maker can reach to optimal goal via limiting critical conditioning; Multiple attribute decision analysis is based on the theory of multi attribute value theory. This is applied when more than one attribute needs to be considered under confirmed situation. Perception of top management executives with respect to business excellence of different categories of star rated hotels was measured. In order to study and measure business excellence across different category of hotels, survey was conducted with 80 senior and middle management people working with hotels in Delhi-NCR. These management executives selected in study were requested to provide their input in the form of paired comparison of different dimensions representing business excellence. A square matrix is formed for the purpose where each cell in upper triangular matrix provide a space for making comparisons of different dimensions selected to measure the business excellence. The square matrix is designed in such a way that the diagonal contains the number "1" and the cells in lower triangular cells are crossed so that the experts don't provide their inputs in these cells. The inputs from top management executives is mainly required in cells of upper triangular matrix. After the responses are collected, the AHP method is applied in order to find out the relative importance of different dimensions of business excellence and effort is made in order to provide an index to measure the business excellence for different categories of hotels. In each cell of the upper triangular matrix the selected experts compared the two features for different categories of hotels and provided their inputs on the scale of 1 to 10 where 1 represents equally important and 10 represents absolutely important. Each cell is supposed to get one rating from each expert. After getting the inputs from all the experts, the average rating of each cell is calculated. the average rating for each cell is the input for AHP process applied in the study

3.2 Statistical Method

AHP or Analytical Hierarchy Process was first introduced by Prof. Thomas L Satty in the year 1977 and it became popular amongst management professional for decision making. AHP helps to provide measures of judgement consistency. It derives priorities among criteria and alternatives by simplifying

preference ratings amongst decision criteria using pairwise comparison. As given by Satty (1984) and Suryn (2003) there are four main steps to conduct AHP. It starts with defining the problem and statement of the desired solution. Keeping the managerial viewpoint in mind structure the hierarchy. This is followed by defining evaluation attributes, criteria and then establish pairwise comparison matrix. Calculate the eigenvalue and eigenvector to get the relative weights of attributes and alternatives and finally check the consistency ratio. After identifying factors contributing towards business excellence, each attribute of the identified factor is scaled numerically indicating their relative importance. We begin by assigning a score of 10 to most important factor i.e. the respondent feels that the factor under consideration is most important as compared to others. Then a score of important will be less than 10 as it has to be less significant than most important, i.e. the respondent feels this factor is important but not critical in creating business excellence hence a score of 9 is assigned. Likewise, scores are allotted for each level. As given by Satty (1980, 1984) and for the purpose of simplicity we assign these scores as 10, 8, 6, 4 and 2 respectively for most important, important, equally important, unimportant and most unimportant.

Table 1: Satty's Scale

1	Equally Important
3	Moderate importance of one factor over another
5	Strong or essential importance
7	Very strong importance
9	Extreme importance
2, 4, 6, 8	Values for inverse comparison

The Consistency Ratio (CR) of Consistency Index and average random consistency index has been defined in the literature given by Satty (1980). The consistency level should be less than 0.1 for the same to be considered. If this is higher than 0.1 then comparisons have to be analyzed again to reduce the inconsistency.

4 FINDINGS

Five-Star and luxury hotels seek to create differentiation amongst its target audience by creating a unique position in customer's mind. In order to achieve this objective, strategy & planning (28.40%) plays a vital role. Strategic direction and planning process are two important criteria in developing effective strategy for hotels. Strategic direction (13.10%) helps the management to define overall purpose and direction for the organization, helping to identify markets (customer segment) where it can sell its core competencies. Luxury and five-star hotel's product offerings are niche and tailor made. It cannot remain competitive if it offers a generic product to its elite customers. Strategic planning process ensures that there is no room for error and service is delivered right at the first time itself. Customers visit to luxury and five-star hotels to be treated specially and hence it becomes important the value and philosophy of organization is imbibed in each and every employee across hierarchy. Second most important criteria in this category of hotels is leadership (26.70%), that again supports the fact that effective strategic planning is only possible if competent leadership is steering the organization. Strategic Intent (11.60%) and Strategic Direction (13.10%) are closely related to one another. When purpose is set clearly, strategies can be formulated for success and sustainability.

Table 2: Priority of different dimensions of business excellence for 5-Star Hotels

Dimensions of Business Excellence	Priority	Rank	Cumulative Frequency
Planning Process	15.30%	1	15.30%
Strategic Direction	13.10%	2	28.40%
Strategic Intent	11.60%	3	40.00%
Customer Relationship	10.70%	4	50.70%
Customer Knowledge	8.00%	5	58.70%
Achieving Sustainability	7.60%	6	66.30%
Leading Organisation Culture	6.20%	7	72.50%
Community Involvement	5.30%	8	77.80%
Knowledge Application	3.60%	9	81.40%
Building OCP	3.60%	10	85.00%
Measuring Organisational Performance	2.60%	11	87.60%
Process Improvement	2.60%	12	90.20%
Employee Empowerment	2.20%	13	92.40%
Process Management	1.70%	14	94.10%
Creating Work Culture	1.60%	15	95.70%
Personal Involvement	1.40%	16	97.10%
Customer Perception	1.20%	17	98.30%
Process Output	0.90%	18	99.20%
Data Accuracy	0.80%	19	100.00%
Total Weight	100%		
No. of Paired Comparisons	171		
Consistency Ratio (CR)	9.6%		
Principal Eigen Value	21.807		

Table 3: Relative weight of attributes (consolidated criteria wise) for 5-Star Hotels

Strategy & Planning	28.40%
Leadership	26.70%
Customer and Market Focus	19.90%
Success & Sustainability	10.20%
HRM	5.20%
Process Improvement, Management & Innovation	5.20%
Information & Knowledge	4.40%

By analyzing table 2 and table 3 along with insights given by top and middle managers of different categories of hotel, it can be concluded that in luxury and five-star hotels planning, strategy and leadership play a vivacious role in practicing business excellence. This is due to the fact that hotels under

Dimension of Business Excellence	Priority	Rank	Cumulative Frequency
Community Involvement	15.80%	1	15.80%
Achieving Sustainability	11.60%	2	27.40%
Strategic Decision	10.70%	3	38.10%

Table 4: Priority of different dimensions of business excellence for 4-Star Hotels

Data Accuracy	8.10%	6	65.20%
Measuring Organisational Performance	6.40%	7	71.60%
Customer Perception	6.40%	8	78.00%
Customer Knowledge	4.60%	9	82.60%
Building OCP	3.10%	10	85.70%
Personal Involvement	2.80%	11	88.50%
Leading Organisation Culture	2.80%	12	91.30%
Knowledge Application	2.20%	13	93.50%
Employee Empowerment	1.80%	14	95.30%
Process Improvement	1.30%	15	96.60%
Strategic Intent	1.00%	16	97.60%
Process Management	1.00%	17	98.60%
Process Output	0.80%	18	99.40%
Creating Work Culture	0.60%	19	100.00%
Total Weight	100		

study were group hotels present across different segments (Luxury, 4-Star and Budget) with different brand names. Strategic direction and planning done at top management sets a tone for other category of hotels by clearly identifying different market segments and USP for different category of hotels.

Business traveler's makeup for major client base of four-star hotels. Employees of 4-star hotels highlighted that leadership is an important factor for creating business excellence for the very reason that hotel industry by itself is characterized by busy schedule, long working hours, real time decision making, high degree of competition and dynamic travel patterns making it stressful for people managing it. Hotels work 24/7

Number of comparisons	171
Consistency Ratio CR	9.70%
Principal eigen value	21.852

and 365 days a year, which requires effective leadership and guidance to remain competitive in such a volatile industry. Since the major purpose of stay in this category is for business and conferences, need of the customer is real time and unique that requires quick decision making.

Transformational leaders empower its employees through decentralization in order to respond quickly to customer's need. Satisfied customers helps in building positive reputation for the organization. Stavrinoudis et al., (2015) in their study

established role of leadership in developing corporate reputation. They concluded that in order to achieve competitive advantage and customer loyalty it is imperative to have skilled and trained staff as they collectively contribute towards good corporate reputation. Community Involvement (15.80%) ensures that while strategizing, interest of all the stakeholders are taken into consideration (from employees to customers) by making flexible strategies that allows to respond smoothly to changing and unique customer needs. Contribution to community in the form of education, community development, corporate citizenship are important constructs.

Table 5: Relative weight of attributes (consolidated criteria wise) for 4-Star Hotels

Leadership	22.70%
Customer and Market Focus	20.40%
Strategy & Planning	20.10%
Success & Sustainability	18.00%
Information & Knowledge	10.30%
HRM	5.20%
Process Improvement, management & innovation	3.30%

Leaders of 4-star hotels will have to strategize in such a way that it clearly defines activities and action at each level, this will facilitate effective establishment of corporate reputation. Hoteliers in order to gain competitive advantage must formulate both qualitative and quantitative goals in their effort to strive for excellence. Hotel's leadership must be able to convince and lead every individual who is responsible for developing and making the product available in the market, also their conduct should instill trust and dependability. Ruetz and Marvel (2011) defined budget hotels as a branded chain of hotels that offer limited services, are systemized and have no frills e.g. limited F&B, meeting facilities etc. Across globe both chain and independent budget hotels have adopted this strategy to become competitive. In-depth interviews with management professionals pointed out that customer relation (16.30%) and customer knowledge (11.20%) are two most important sub criteria in achieving business excellence in budget hotels. While formulating strategies for budget hotel focus should be on providing core product with best hygiene and convenience, customer of budget hotel is not only looking for value for money but are also concerned with kind of attention and respect they get from staff. Clientele of budget hotels comprises of business traveler, leisure and adventure traveler, millennials who are looking for more than an affordable stay. Guest security, amenities, responsiveness to their demand, flexibility and quick response are some of important factors considered by the customer.

Table6: Priority of different dimensions of business excellence for Budget Hotels

Attribute	Priority	Rank	Cumulative Frequency
Customer Relationship	16.30%	1	16%
Achieving Sustainability	13.90%	2	30%
Customer Knowledge	11.20%	3	41%
Measuring Organisational Performance	8.50%	4	50%
Personal Involvement	7.90%	5	58%
Planning Process	6.50%	6	64%
Customer Perception	6.50%	7	71%
Strategic Decision	4.00%	8	75%
Strategic Intent	3.90%	9	79%
Building OCP	3.90%	10	83%
Knowledge Application	3.50%	11	86%
Process Management	3.00%	12	89%
Process Output	2.50%	13	92%
Data Accuracy	2.00%	14	94%
Community Involvement	1.40%	15	95%
Leading Organisation Culture	1.40%	16	96%
Creating Work Culture	1.40%	17	98%
Process Improvement	1.20%	18	99%
Employee Empowerment	1.10%	19	100%

Table 7: Relative weight of attributes (consolidated criteria wise) for Budget Hotels

Customer and Market Focus	34.00%
Success & Sustainability	22.30%
Leadership	10.60%
Strategy & Planning	10.50%
HRM	10.40%
Process Improvement, management & innovation	6.70%
Information & Knowledge	5.50%

Number of comparisons	171
Consistency Ratio CR	9.50%
Principal eigen value	21.771

Budget hotel segment is mushrooming giving rise to new format like Air BnB, Oyo rooms, guest house etc., customers have a range of choice to make decision from. This has intensified competition in the given segment. Repeat consumers go by their previous experience with hotel while making a choice, thus behavioral intention is largely influenced by satisfaction of customers. Strategist must develop systems and process that helps them to have complete knowledge about customer and offer them services which enhances customer satisfaction.

5. CONCLUSION

A comprehensive comparative analysis amongst different star rated hotels using AHP shows that in Luxury and 5-star hotels, strategy and planning (28.4%) takes highest importance from the perspective of employees where as in 4-star hotels leadership (22.70%) is given due importance to achieve business excellence. Strategy and planning help to clearly define purpose for the organization that further imbibes value and gives direction to each and every employee to work towards customer satisfaction. This was supported by Snyman & Drew (2003), who in their study emphasized that strategy planning techniques and tools are more common in large organizations due to the availability of resources both human and capital. Luxury hotels are focusing on niche customers who have unique needs and are always on lookout for a bespoke experience. Strategic planning will only be successful if the leadership is right and hence leadership (26.70%) in this category of hotels got almost similar weightage. This is for the reason that only visionary leaders are able to transform goals into action. A charismatic leader positively influences and enhances organization's performance pertaining to financial, corporate, organizational aspects etc., same has been established by previous researchers as well (Asree et al., 2010; Bono and Judge 2004, Suresh et al., 2012). A dynamic leader helps in setting up organization culture that makes real time decision making a reality, an important factor to be successful especially for 4-star hotels. Hence it can be concluded that business excellence can be achieved in luxury, 5-star and 4-star hotels by focusing on strategy & planning and leadership simultaneously. This finding further gets verified from previous studies where researcher concluded that positive leadership helps build hotels reputation both in terms of providing quality service and being a good employer (Ruiz et al., 2014; Suresh et al., 2012) Although some researchers have cited importance of strategic planning for all hotels despite their age and size (Aldehayyat et al., 2011; Hussein & Ayoun, 2001). Budget hotels need a different strategy for creating business excellence as the client profile is completely different. Although the category of hotels is budget but no longer the customer is looking for price discount only. This was supported by literature where researchers found that customers of budget hotels place greater importance to value for money as compared to loyalty, they also look for recognition and customized services (Hua et al., 2009; Luck and Lancaster, 2013; Brotherton, 2004). There is a benchmark set by the customer pertaining to minimum acceptable level of service received and behavior of staff, he is truly looking for value for money. Safety, security, hygiene, cleanliness, location are some of important parameters that he weighs

before making final decision. Key to creating business excellence in budget hotels lies in understanding needs of the consumers and improve continuously in order to keep existing and new customers happy. Since loyalty schemes and strong branding are missing (Imrie and Fyall, 2000) in budget hotels, effective CRM plan that keeps customer's need as focus point while formulating strategies to increase satisfaction will ensure that the customer keeps coming back. Due to this reason customer and market focus (34%) gains maximum weightage that helps in creating business excellence in budget hotels.

6 BUSINESS IMPLICATION AND LIMITATION

This study has tried to explore different criteria of business excellence specifically in hotel industry and their relative importance. The results can be utilized by employees of different category of star rated hotels while formulating strategies that will help them in creating differentiation amongst identified customer groups. In this competitive scenario one plate for all is not going to increase profitability, on the contrary this will lead to business unit getting extinct from any industry. Clear visibility of excellence factors with their criteria and sub criteria helps leaders to formulate correct strategies. Researchers can further extend the study by analyzing the result criteria of the model. This study has explored enablers of business excellence and developed an index, researchers can study the impact of these enablers in the given industry. Study has been conducted only in NCR region, the same can be conducted other part of the country to further establish validity of the results.

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d. Boutique	Residential
e. Suite	d. Apartment
f. Residential	e. Extended Stay
g. Conference centres	7. Ownership
h. Green hotels	a. Independent Hotels
	b. Chains

Table2A: Business Excellence Attributes with their sub factors

HRM	Information & Knowledge
<ul style="list-style-type: none"> Personal involvement 	<ul style="list-style-type: none"> Data Accuracy
<ul style="list-style-type: none"> Creating Work Culture 	<ul style="list-style-type: none"> Knowledge application
<ul style="list-style-type: none"> Employee Empowerment 	Customer and Market Focus
Leadership	<ul style="list-style-type: none"> Customer Perception
<ul style="list-style-type: none"> Community Involvement 	<ul style="list-style-type: none"> Customer Knowledge
<ul style="list-style-type: none"> Strategic Intent 	<ul style="list-style-type: none"> Customer Relationship
<ul style="list-style-type: none"> Building organisational capability through people 	Process Improvement, management & innovation
<ul style="list-style-type: none"> Leading organisation Culture 	<ul style="list-style-type: none"> Process management
	<ul style="list-style-type: none"> Process Improvement
	<ul style="list-style-type: none"> Process Output
Strategy & Planning	Success & Sustainability
<ul style="list-style-type: none"> Strategic Direction 	<ul style="list-style-type: none"> Measuring organisational performance
<ul style="list-style-type: none"> Planning process 	<ul style="list-style-type: none"> Achieving Sustainability

ANNEXURES

Table 1A: Classification of hotels is done on the basis of (as per report published by ICSI, 2018)

1. Size	2. Star
<ul style="list-style-type: none"> a. Small b. Medium c. Large d. Very Large 	<ul style="list-style-type: none"> a. 2 Star b. 3 Star c. 4 Star d. 5 Star e. Heritage
3. Level of Service	4. Location
<ul style="list-style-type: none"> a. Luxury Service b. Mid-range c. Budget 	<ul style="list-style-type: none"> a. Downtown b. Sub Urban c. Resorts d. Airport e. Motel
5. Clientele	6. Duration of Stay
<ul style="list-style-type: none"> a. Commercial b. Casino c. Transient 	<ul style="list-style-type: none"> a. Commercial b. Transient c. Semi