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    NEED/IMPORTANCE OF THE STUDY

    STATEMENT OF THE PROBLEM

    OBJECTIVES

    HYPOTHESES

    RESEARCH METHODOLOGY

    RESULTS & DISCUSSION

    FINDINGS

    RECOMMENDATIONS/SUGGESTIONS

    CONCLUSIONS

    SCOPE FOR FURTHER RESEARCH

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LUXURY HERITAGE AND SERVICECAPE MANAGEMENT IN HOSPITALITY SECTOR OF JAMMU AND KASHMIR REGION

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ABSTRACT

India embraces a particular place in the international hospitality world. Changing trends and demands have led to innovative approaches in hospitality sector. Moreover a blended or a contemporary approach can be seen even at the Luxury heritage hotels that are intend to serve on the traditional and cultural basis. Also the definition of servicescapes in terms of hospitality sector needs a thoughtful approach especially at Luxury heritage properties where the services are supposed to be more influenced by the modernized concepts. The study aims to explore the servicescapes in terms of Indian Luxury heritage hotels and also to study the impact of modernized or contemporary styles on Indian hospitality sector. The paper is based on data collected from various sources that address conceptual and methodological issues related to extant cultural services and modernized servicescapes in Luxury heritage hotels.

KEYWORDS

Luxury, heritage hotels, servicescapes, hospitality, services.

INTRODUCTION

India is renowned for its traditional hospitality services that encompass the whole process from welcoming to seeing off the visitor. Emerging trends in hospitality elaborate some of the traditional services that need to be served with zero defects since the guest experience cannot be undone. In today's scenario accommodation concept throughout India have become extremely assorted, from cozy stays and peculiar huts to astonishing Luxury heritage villas and maharaja palaces. Travelers are able to visit to Luxury heritage hotels as these properties continues to live out traditional ways, weaving the finer details of historical honor, service and cuisine embedded with the modern demands of comfort like Wi-Fi and air conditioning. Hotels are adapting to innovative operating models by developing contemporary styles of ambiences, décor, and service etiquettes that soothes the guests especially foreigners. Service setting plays a critical role in shaping expectations, differentiating service firms, facilitating customer and employee customer goals, and influencing the nature of customer experiences (Bitner, 1992). In short, service encounters in hotels are opportunities to up-sell hotel services create positive impression on customers and enhance the image of the property (Mohsin, 2006).The servicescape is the outward appearance of the organization and thus can be critical in forming initial impression or setting upcustomer expectations (Anand, 2008). For tourists seeking exposure to, and immersion in, the luxurious history, art, culture, tastes, traditions and sentiments of chapters of a nation's (or region's) history, Luxury heritage hotels, many of which are now UNESCO World heritage Sites, offer the opportunity (Anita Mendiratta, 2013). Moreover, Ingrid Y. Lin&Anna S. Mattila, (2010) in one of their studies has supported that in order to be successful, restaurant operators need to create a pleasant servicescape and provide excellent service to their customers. In order to maintain the ethnicity and traditional service concept eachhotel has to maintain its own individuality. Also from the 1990s India is characterized among the most luxurious hospitality service provider. Even to maintain a pace in the emerging competition in the hospitality industry most of innovations in the servicescapes in the leading hotels especially in the Luxury heritage hotels has become a common scenario. While inseparability is a characteristic of all services which involves co-production, where customer is a part of the service production process, cross-cultural encounters pose greater challenge being impacted by different cultures(Mohsin, 2006).So, cultural vulnerability and fragility cannot be denied in the shadow of modernized servicescape at Luxury heritage hotels that are already starving for their age old identity and recognition.

PROBLEM STATEMENT

In India hospitality industry has made its significance in terms of economic benefits on the stake of it history and culture. Luxury heritage and history conjure up feelings and emotions that directly influence place identity by associating these feelings and emotions to a unique mental image. Emergence of new technology and changing trends in the industry has resulted in the various innovative approaches in the service implementation. In addition to this situation, it can be associated directly to the hotel industry which might affect the growth of tourism industry. In physical evidence, aesthetics of service environment is a major aspect of physical evidences compared to other physical evidences present in service delivery, especially when the services are facility driven. Even though we know the hotel especially the heritages that elegantly represents the Indian culture and traditions gives a huge contribution and tremendous importance towards the tourism growth, but it is surprising that 'there has been little research on customer satisfaction with the servicescape (Chadee and Mattsson, 1995) have been done to improve the rate for the future. Moreover it is also a point of consideration that in terms of hotels servicescape has is its impact on customers' purchase decisions (Cronin, 2003; Foxall and Yani-de-Soriano, 2005) which could be termed as is re-patronage intention to the hotel provider. Considering the Luxury heritage perspectives especially maintaining the development pace need a careful strategy especially in the developing territories of India that are competing for their survival. The need for the contemporary approach to the servicescape management is a need of the hour. As Misiura (2006) points out, it is unusual for customers not to find products available that relate to the historical artifacts they have just seen. Leighton (2007) described that this type of live interpretation has emerged in recent times as an important way of marketing an attraction in an experiential fashion. Whereas the contemporary

hotel could be termed as an approach to a existing design or architectural development with the beginning of 21st century in order to meet the needs and demands of today's customers. Therefore, the essential part in the Indian hospitality business is to acclimatize the customers' demands and to implement innovations and products not only to improve the quality of the service environment or servicescape but also to consider the age old cultural perspectives related to the luxury heritage properties.

OBJECTIVES OF THE STUDY
1. To explore the concept servicescape in terms of Indian hospitality sector especially in luxury heritage hotels;
2. To study impact of modernized servicescapes onluxury heritagehospitality perspective.

LITERATURE REVIEW
The cultural background strongly influences consumer behavior (Mohsin, 2006).Hofstede (2012) has made a conclusion that Asian cultures are more collectivistic whereas Western cultures tend to be more individualistic. At the same time, humankind has always influenced and shaped its environment to enhance the availability of certain valued services (Rudolf de Groot, & P.S. Ramakrishnan, 2005). Moreover in terms of tourism, the visitor experience is an integral component of the 'tourism product' (Pernecky andJamal, 2010). Whilst the importance of incorporating 'experiences' in products is not a new one, what is new is the appreciation that tourist experiences can be better managed and designed and the importance of this to the experience-seeking consumer (Scott et al, 2009). Furthermore heritage tourism is considered the most popular form of special interest tourism (McKercher and du Cros, 2006) and practitioners are keenly aware of the need to provide a memorable experience, particularly as much of the competition HVAs face is from the leisure and lifestyle markets for people's time and money (King, 2002).And in terms of heritage properties that are derived into hotels the experiences should be made as real, compelling and memorable as possible so as to engage each customer in an inherently personal way (Pine and Gilmore, 2004). In support of thisBerry and Bendapudi (2003) adopted the term "evidence management" to emphasize the importance of offering appropriate tangible cues in servicescapes because customers look for evidence of desirable service qualities by processing what they can see and understand.The servicescape is important for consumer experiences because this environment gives customers and employees tangible and intangible signs and signals about potential service delivery (McDonnell & Hall, 2008). Bitner (1992) derived the components of servicescapes as: (i) ambient conditions: temperature, air quality, noise, music, and odor; (ii) space/function: layout, equipment, and furnishings; (iii) signs, symbols, and artifacts: signage, personal artifacts, and style of décor.Particularly in the hotel division of the hospitality industry, guests interact with the physical environment more than with the service agent (Ingrid Y. Lin,2004). Newman (2007) recognized that helpful signage and pleasant spatial arrangements influence customers' behavior by inducing positive moods and positive images of the service organization. The socio-cultural context of the consumer is crucial because it frames possibilities for thought, beliefs, and actions and makes the emergence of certain meanings more likely than others (Arnould and Thompson, 2005; Thompson, 1997). On the other hand Rosenbaum, M.S. & Wong, I. A. (2007) has suggested that hospitality organizations can continue fashioning artificial servicescapes that generate long term profitability; however these organizations also have a social responsibility to their host nations and local cultures.Prior research into specific aspects of service environments has provided extensive evidence of enhanced performance by the service provider as a result of changes to the servicescape (Ezeh and Harris, 2007). In fact, service theorists have often underestimated this aspect in the service provision since they have tended to study commercial services (such as banks) whereby the physical surroundings were not as important as they might be in case of heritage services (Dewar, 2002).

SERVICESCAPE PERSPECTIVES IN INDIAN LUXURY HERITAGE HOTELS
Indian Luxury heritage hotels have always been known among travelers for their exceptional magnificence of experience, breathtakingly ethnicity and often times magical design, décor and detailing, unique directness of exposure to the lives and lifestyles of the royal elite in iconic times and places. To be a part of the most prestigious properties of the destination, guests are prepared to pay a premium for the opportunity to enter into such exclusive, majestic and often mysterious worlds. Some seemingly mundane details may trigger interpretation of messages, evoke customers' emotions, and make the service experience different (Kathy Pui Ying Lo, 2011). Considering the Indian heritage and cultural perspectives in hand in one of the article published by HotelNewsNow.com (2012) stated that "*The Indian heritage Hotels Association includes 170 hotels comprising approximately 8,000 rooms. And with the total number of heritage rooms in India counting fewer than 10% of the country's total hotel supply, there exists plenty of room to grow.*"Moreover,bringing the palaces and Luxury heritageto verve for guests is not, however, only about preserving the structure of the property butalso about the spirit associated with such structure and organization. Unique concept hotels are designed with a personal touch, which will enable them to brand themselves differently from those that look the same, act the same, and offer the same service (Sofie Forsgren &Carla Franchetti, 2004). Moreover considering the Luxury heritage perspectives especially maintaining the development pace need a careful strategy especially in the developing territories of India that are competing for their survival. This study approaches to broaden the concept of servicescape in Luxury heritage terminology and to refine the concept in sustenancewith the maintaining the customer satisfaction as well. In terms of Jammu and Kashmir which itself is struggling for its survival on tourism front the derivation of servicescapes needs to be handled very carefully

RESEARCH METHODOLOGY
This Paper is based on primary as well as secondary data as in this paper, the literature includes all the secondary data, while as quantitative portion is a primary data collected from the Luxury heritage hotel guest travelling to Jammu and Kashmir region with a total sample size of N= 170. The data was collected in the month of August 2013.

RESEARCH INSTRUMENT
The self administered was designed to know the guest perspective about the effect of servicescape on Luxury heritage perspective. While as secondary data was collected from published journals, books and articles.

RESEARCH TECHNIQUES
In order to go for the descriptive analysis, the mean, standard deviation and regression was applied. The data collection for this research was done after applying tools like 5- point Likert scale.

ANALYSIS & INTERPRETATIONS
In table 1, the demographic profile of the respondents is given. It is found that approx. 52% of the respondents are males and the rest 48% are females. Almost 79% of the respondents were from the age group 20 – 40 years while 19 % were between40-60. While 50% of the respondents were graduate where as 30% were post graduate and the same number were undergraduate. Out of the total population 54% respondents were married.

TABLE 1: DEMOGRAPHIC PROFILE OF RESPONDENTS (Sample size, N= 170)

S.No.	Demographic Variable	N	Percentage%
1	Gender		
	a) Male	89	52
	b) Female	81	48
2	Age		
	a) Below 20	3	2
	b) 20-40	134	79
	c) 40-60	33	19
	d) Above 60	0	0
3	Educational Status		
	a) Undergraduate	3	2
	b) Graduate	86	50
	c) Post Graduation	51	30
	d) Professionals	27	16
	e) Ph.d	0	0
	f) Others	3	2
4	Marital Status		
	a) Single	79	46
	b) Married	91	54
	c) Separated	0	0
	d) Windowed	0	0

Mean was calculated to know the highest mean value assigned and standard deviation was calculated to know how much the data is deviating from the mean value. In table 2., the statements regarding the servicescape were given, the highest mean value was given to the statement "The color of the furniture matches the overall theme of the hotel." followed by "The interior wall and floor scheme is attractive", "They play music at an appropriate volume" and "I like the music they play in hotel"

TABLE 2: SERVICESCAPE

S.No	Questions	Mean	Standard Deviation
1.	I like the music they play in hotel	2.02	0.85
2.	They play music at an appropriate volume	2.10	1.22
3.	The lighting is appropriate	1.71	0.84
4.	The temperature of hotel is comfortable	1.86	0.94
5.	The exterior of the hotel Gives it an attractive character	1.76	0.97
6.	The interior of the hotel is decorated in an attractive fashion	1.94	1.03
7.	The overall design of the hotel is interesting	2.06	0.92
8.	The layout of the hotel makes it easy to get around	2.01	1.28
9	The layout of the hotel makes it easy for employees to do their job.	1.94	0.98
10	The interior wall and floor scheme is attractive	2.10	0.90
11.	The interior wall and floor scheme matches the overall theme of the hotel	1.90	0.80
12.	The color of the furniture matches the overall theme of the hotel.	2.53	1.04

In table 3, the statements regarding the Luxury heritage perspective of the property visited is given, "the décor of the hotel reveals the cultural and historical aspects" was given the highest mean value followed by "The services show the preservation of historical pattern on which it is based" and "If I go to a hotel and I see a picture on the wall representing historical perspective of the hotel."

TABLE 3: LUXURY HERITAGE PERSPECTIVE

S.No	Questions	Mean	Standard Deviation
1.	The services show the preservation of historical pattern on which it is based	2.02	0.85
2.	The décor of the hotel reveals the cultural and historical aspects.	2.10	1.22
3.	The services offered are culturally intact	1.71	0.84
4.	The services and ambience reveals the royalty of the Luxury heritage	1.86	0.94
5.	Hotel is preserved with the Luxury heritage perspectives.	1.76	0.97
6.	If I go to a hotel and I see a picture on the wall representing historical perspective of the hotel.	1.94	1.03

Table 4 provides the average score of guest regarding their satisfaction in the hotel. It has been observed that consumer satisfaction was found highest with "I truly enjoy coming to this hotel"(Mean= 2.16), followed by (Mean= 2.10) is given to the statement. "I am happy with the experience I had in this hotel" and "I have been satisfied with my experience I perceived about this hotel" with (Mean= 2.06).

TABLE 4: CUSTOMER SATISFACTION

S.No	Questions	Mean	Standard Deviation
1.	I am happy with the experience I had in this hotel	2.10	0.69
2.	I have been satisfied with my experience I perceived about this hotel	2.06	0.83
3.	I truly enjoy coming to this hotel	2.16	0.90
4.	Coming to this hotel is delightful	1.51	0.79

Regression was applied to study the impact of modernized servicescapes on Luxury heritage hospitality perspective. In Table 5, Here the coefficient of determination, R^2 = 0.505. This implies that 50% of the variation in the servicescape is explained by the regression and the remaining 50% of the variation by error.

TABLE 5: REGRESSION OUTPUT FOR SERVICESCAPE AND LUXURY HERITAGE PERSPECTIVE

Multiple R	0.711
R – Square	0.505
Coeffient of Correlation;	r = 0.711

TABLE 6: COEFFICIENT OF OUTPUT

	Coeffient	Standard Error	t - stat	P – value
Intercept	0.477	0.221	2.157	0.036
X- variable	0.708	0.102	6.929	1.046

From Table 6, the regression equation as formed is:

0.477 + 0.708

The regression coefficient B = 0.708 shows that the Luxury heritage perspective/aspects changes by 0.7 units for each unit change in Servicescape. Thus, we find that Luxury heritage perspective is influenced by servicescape of the hotel and the value of r^2 = 0.505 indicate that about 50% changes in Luxury heritage perspective are due to servicescape of the hotel. Hence the findings shows the needful approach to the Luxury heritage dimensions along with the reliable approaches to fulfill the customer demands and comfort and hence the perception regarding the theme of the subject matter may not be affected and hence be preserved

CONCLUSION AND SUGGESTIONS

Today, hotels are well decorated and have added glamour portion into them, which ultimately become the choices of travelers and holiday makers (Riewoldt, D. 2006). Moreover, it is also a point of consideration that location of hotels is also an important aspect but such concept is not applicable to attain success. Heritage hotel properties must act as a catalyst to the culture and attractions of the surrounding destination. Talreja & Verma (2006) in one of their article published in Economic Timesrevealed the fact that old properties can yield rich, new returns, stating that: *"Having royalty and grandeur as their USP, Indian heritage hotels are now seeking new ways to earn big bucks"*. Services offered by most of the Luxury heritage hotels are substandard. Properties are good, but management standards needs to improve and require a thoughtful approach towards the thematic considerations related to hotels. Presence of the physical environment is not only sufficient to meet the customer satisfaction, but also the image of servicescapes contributes a lot in it.

In this paper, we posed some objectives to which the following brief discussion aimed to give analytical answers;

1. TO EXPLORE THE CONCEPT SERVICESCAPE IN TERMS OF INDIAN HOSPITALITY SECTOR ESPECIALLY IN LUXURY HERITAGE HOTELS

The most important point of consideration in terms of hotel servicescape is that, it has an impact on customers' purchase decisions which could be termed as is re-patronage intention to the hotel provider. So, bringing the palaces and Luxury heritagein India to verve for guests is not only about preserving the structure of the property, but also about the spirit associated with such structure and organization. Unique concept hotels are designed with a personal touch, which will enable them to brand themselves differently from those that look the same, act the same, and offer the same service as well. Moreover, considering the Luxury heritage perspectives especially, maintaining the development pace needs a careful strategy in the developing territories of India that are competing for their survival.

2. TO STUDY IMPACT OF MODERNIZED SERVICESCAPES ON LUXURY HERITAGE HOSPITALITY PERSPECTIVE

This particular research collected data from various sources that finally explored conceptual and methodological issues related to extant cultural services and modernized servicescapes in Luxury heritage hotels. India is characterized among the most luxurious hospitality service provider. Even to maintain a pace in the emerging competition in the hospitality industry most of innovations in the servicescapes in the leading hotels especially in the Luxury heritage hotels has become a common scenario. While inseparability is a characteristic of all services which involves co-production, where customer is a part of the service production process, cross-cultural encounters pose greater challenge being impacted by different cultures. So, cultural vulnerability and fragility cannot be denied in the shadow of modernized servicescape at Luxury heritage hotels that are already starving for their age old identity and recognition.

Maintaining Cultural Aesthetics in Servicescapes

Culture is a key dimension in portraying a destination's essence and sense of place (Kevin Tavares, 2011). Unlike for products, owing to the intangibility (Lovelock and Gummesson, 2004), customers generally depends upon the perception created from physical evidences to evaluate the service quality. Aesthetic response has a broad range of meanings within a number of domains from art and architecture to psychology to marketing (O'Connor, 2008). Familiarity means that one has increased knowledge concerning elements, special features or locations in the servicescapes making it distinguishable and memorable, relative to unfamiliar ones (Prestopnik and Roskos-Ewoldsen, 2000). Bloch et al. (2003) suggest that consumers who are more sensitive to aesthetics weigh the aesthetic aspects of designs more heavily than consumers who are less sensitive to aesthetics. It is essential that designers achieve a balance between the aesthetic interior design and operational needs to avoid too much human traffic, noise, and an inhibited flow of circulation (Lawson 2007; Collins, 2001; Mundy, 2008).Heritage and history conjure up feelings and emotions that directly influence place identity by associating these feelings and emotions to a unique mental image (Royo-Vela, M., 2009). Kretschmar-Joehnk and Joehnk (2009) summarized that the success of contemporary design lies in the "credibility and authenticity of a product's story". So in physical evidence, aesthetics of service environment (henceforth servicescapes) is a major aspect of physical evidences compared to other physical evidences present in service delivery, especially when the services are facility driven (Turley and Fugate, 1992).

Tourist Experiences, Perception and Servicescape Setting

Individuals generally receive a variety of stimuli from a servicescape, organize them cognitively into groups, and form images from the stimuli as a whole (I.Y. Lin, 2004).In sum, visual and spatial processing of cultural meanings are necessary, but not sufficient components of spectacular consumption (Liza Penaloza, 1998). Authors MacKay & Fesenmaier (2000)explained that each culture portrays a unique image and each individual perceives a unique image, creating a plethora of interpretations. *"Guests don't just want a bed, they want an experience"* says Struan McKenzie director of development and asset management for Hard Rock Hotels & Casinos (Yesawich et al, 2004). These behavioral responses come about because the physical environment influences (1) peoples' beliefs or cognitions about the service organization, (2) their feelings or emotions in response to the place, and (3) their actual physiological reactions while in the physical facility (Joshi, J.V.& Kulkarn, V. R., 2012). It aims to ensure that service interfaces are useful, usable, and desirable from the client's point of view and effective, efficient, and distinctive from the supplier's point of view" (Mager, 2007).

Staging of the cultural servicescapes

Ethnic servicescapes can be ideal environments for observing desires, behaviors, and activities of consumers from ethnic communities (Esi Abbam Elliot et al, 2011). The culture that dominates its servicescape will clarify its target and this aspect is not easy to control or sometimes even understand as most of the time "those factors usually exist on a subconscious level and therefore customer awareness of them is low" (Lio & Roy, 2009). Hotel designs are encouraged to integrate with the cultural diversity and local styles and applying and personal touches to expand the upper market sectors (Riewoldt, D. 2006).

IMPLICATION OF THE STUDY

- Restoration of Luxury heritage property should be in sync with the cultural background of the region.
- The material used for the restoration should be durable, economical and should match with the overall façade and aesthetic of the hotel.
- The material used for the restoration should be environmental safe
- The servicescapes in Luxury heritage property should be in accordance with the era the property belongs to.

LIMITATIONS OF THE STUDY

This research study has few limitations like the study area is limited only to hotel industry and this research may not be generlised to customers in other industries thus for better results other industries should also be considered. Also sample size was small and the method used in the research in order to collect data is Questionnaire method. Other methods like group discussions, personal interview of hotel employees etc could have also been for better results.

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