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HOSPITALITY INDUSTRY CSR WITH MARKETING USP – CASE STUDY OF TAJ HOTELS & IHM-A

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ABSTRACT

India is experiencing the open economy for the last 20 years. Globalisation and industrialization are the key concern areas for which government has given open policies to educational sectors to grow in support of the nation building. Indian education system with the ladders of privatization is growing in delivering diplomas, degrees, masters and above, only few are in the business of providing certificate programmes of life skills, profession skills, and apprentice skills programmes. In the last two decades some institutions have come up with apprentice skills programmes to support the people for suitable earning hands. In this case study, Pratham – PACE of Aurangabad of Maharashtra is an example of a successful CSR (Corporate Social Responsibility) initiative of Taj Hotels in absorbing the trained Hospitality service apprentices trained with the life skills of hotel industries. PACE – trains the rural youth of less than the qualifications of graduation in different hotel industry skills of serving the guests with special arrangement with the TATA Group Company, for which Taj hotels, resorts & palaces is the prime recruiter of the trainees from the campus at basic entry levels. Disadvantaged rural youth are trained and prepared fit for the basic recruitment by the hotel industry by PACE as a social benefit norm of the NGO, supported by IHM –A of Taj hotels for the content and curriculum development. A small step towards nation's progress is examined in this case study.

KEYWORDS

NGO, Skills Training, Hospitality Industry, Taj Hotels, Employment.

1. PRATHAM – A HOLISTIC VIEW OF THE NGO OF EDUCATION & PACE – SKILLS TRAINING PLATFORM

 NGO is a common terminology of serving the unprivileged or the under privileged community in India as the common man thinks. Non-Government Organization, from which the abbreviation NGO was coined in the taxonomy of the modern world. Charity for the noble cause of society's benefits is the activity at large for any NGO in India. Many NGOs do operate out of the frame of this connotation. India being a developing economy inhabits world's one third poor population as the World Bank estimation provides evidence. Change in the Indian economy is evident with the introduction of the open economic policy from 1991. At the same time China adopted an open economic policy since 1978. A gap that India is facing in the world economy is due to its untrained and unskilled manpower along with many policy lacunas at the macro levels. Role of the NGOs came in to the picture in the nation building as national policies provided the avenue to involve the masses for the noble causes of serving the community and the society. Today, more than thousands of NGOs are operating in India for the benefits of the society with noble and praise worthy intentions. One such NGO that supports the corporate world by providing semi trained and skilled manpower for the Hospitality Industry, located in the rural area of Aurangabad district is PRATHAM.

PRATHAM is the largest nongovernmental organization working to provide quality education to the underprivileged children of India. Pratham was established in 1994 to provide pre-school education to the children in the slums of Mumbai city. Since then, the organization has grown both in scope and geographical coverage. Today, we reach out to millions of children living in both rural and urban areas through a range of interventions. The Pratham team comprises of educationists, development professionals, media personnel, corporate, workers, activists, PhDs, MBAs, CAs, civil servants, bankers, corporate professionals, consultants, who all bring their experiences and perspectives to the organization and are unified by the common vision of improving the future of the children in the society. That includes the youth unemployed in the rural and semi urban areas in and around Aurangabad district of Maharashtra. Pratham's mission is to ensure "Every Child in School and Learning Well". The organization is founded on the firm belief that education is the fundamental right of every child and no child should be deprived of this basic right simply because he/she does not have access to it or does not have the resources to realize his/her dreams. The principal focus of our programs is to ensure quantum and visible improvement in the enrolment and learning levels of the underprivileged children. Pratham started its operation in the Khultabad area of Aurangabad almost two years before. India's leading hotel chain Taj Hotels, Resorts and Palaces which is one of the

entities of TATA corporate group tied up with the NGO for training assistance and recruitment support of its students. The technical learning support provided by Institute of Hotel Management, Aurangabad has made a success story together in bringing 22 batches of students being trained and placed in different hotels of India out of which 65 percent are absorbed in the Taj hotels of IHCL (Indian Hotels Company Ltd.). This initiative has miles to go with the cooperative efforts of the tripartite cooperative initiative of providing employability to the local youth by training them the basic skills of the hospitality industry requirements across the country. Unlike most other NGOs which are born out of the enterprise of only a few individuals, Pratham was established as a Public Charitable Trust in 1994 by the Commissioner of the Municipal Corporation of Greater Mumbai, UNICEF and several prominent citizens of the country. Over the years, the network has been expanded to various other cities where like minded people wanted to replicate the Pratham experience. Central to this massive expansion of Pratham's work has been a whole new way of approaching the education problem in India and a new way of implementing programs to create a national impact. Today Pratham has a nationwide presence with its net works as a reputed NGO. The board of trustees of the organization are people of eminence from different walks of life which includes; **Ajay Piramal** (Chairman), Chairman, Nicholas Piramal Group, **Gunit Chadha**, CEO, Deutsche Bank Group, India, **Kumara Mangalam Birla**, Chairman, Aditya Birla Group, **Mukesh Ambani**, Chairman, Reliance Industries, **Ramesh Mangaleswaran**, McKinsey & Company, **Sanjay Motwani**, Sansar Capital, **Narayana Vaghul**, Former Chairman, ICICI Ltd, **Rajat Gupta**, Former Chairman, McKinsey & Co., **Sanjay Nayar**, Kohlberg Kravis and Roberts, **Vijay Goradia**, Chairman, Vinmar International, **Sunny Varkey**, GEMS Education, **Atul Varadhachary**, President, Pratham USA, **Sharad Kale**, IAS (retd.), Secretary, Y B Chavan Centre, **Shahid Mahdi**, Former Vice Chancellor, Jamia Milia Islamia University, **Arvind Sanger**, Chairman, Pratham USA, **Reita Gadkari**, Trustee, Pratham UK.

Dr. Madhav Chavan is one of the founders and CEO of Pratham. He holds a Masters degree in Inorganic Chemistry from Mumbai University and a Ph.D. degree in Chemistry from the Ohio State University (1983). After a stint as a post-doctoral fellow and a Visiting Assistant Professor at the University of Houston he returned to India and was appointed Reader in Physical Chemistry at the University Department of Chemical Technology, University of Mumbai (1987). In 1989 he got involved in the adult literacy work in the slums of Mumbai. Dr. Chavan has been a visiting fellow to the Chinese Academy of Sciences (1986), Queensland University of Technology (1999) and has lectured on issues in education at various universities outside India. Dr. Chavan has been a creative contributor in the field of adult literacy, elementary education, sanitation, and the development sector in general. Dr. Chavan was awarded the FIE Foundation (India) award in 1999. He served in the Prime Minister's National Advisory Council in 2004-08 and is also a member of the Governing Council of a new initiative to rate educational institutions created by the Indian rating agency CRISIL. Dr Chavan was invited to be a Senior Ashoka Fellow and was recently given the Skoll Social Entrepreneurship Award. He has also penned many songs on women's and human rights issues, in the seventies. His song "Tara's school" was declared Maharashtra's theme song for the girl child in mid-nineties. He scripted, and anchored a prime time television program on Mumbai Doordarshan in the magazine format on adult literacy (1990-91). Dr Chavan has also worked to produce radio programs on adult literacy for AIR. He has anchored talk shows for youth on E-TV and is involved in creating educational audio-visual programs. He also has to his credit a short Marathi novel Parameshwar, in a thriller form that deals with the issue of faith.



2. CSR – INITIATIVE FOR CAPACITY BUILDING

Pratham centre PACE a new wing of the organization in Aurangabad district of Maharashtra is the pioneer of developing the human skills of the unemployed rural youth for the hospitality industry of India in collaboration of the Taj Hotels hotel management institute IHM –A of Aurangabad. IHCL is a Tata Group company represented by its popular brand Taj Hotels. Tata’s social mission statement always underlines their social concerns ahead of their products and the business. Their efforts to spot and develop the sports talent in Jharkhand where they have India’s biggest private sector steel plant, are well known.

IHCL has a 100 room Luxury grade five star hotel at Aurangabad supporting the training of the Asia-Pacific’s premier residential Hotel education college – IHM-A. Two years back IHCL forged another initiative in partnership with a social entrepreneurship group the PACE [Pratham Arora Centre for Education]. PACE has been a training organizer for many grass-root level village functionary programmes of government and local bodies for intermediation between the government schemes and the rural community. IHCL offered Pratham to become its partner in a different capacity building platform. IHCL understands its industry leadership role in India. As such, IHCL neither binds the IHM-A students in any kind of obligatory bond nor lays any preferential claim on them to join the Taj system. They feel happy in training the youth to become proper professionals to serve the industry at large. Keeping in line with this policy and a sense of corporate responsibility towards the neighbor-hood service, IHCL worked out a plan to pick up, train and equip the disadvantaged and barely-literate rural youth from the hinterland in basic hotel skills. The Taj-Pratham initiative has a very wide perspective. Unlike the IHM-A focus of purveying the five-star category staff needs of the industry, the Taj-Pratham plan aims at providing the venue-level functionaries to all the star and non-starred category of hospitality establishments. It has the twin objective of helping the neighbor-hood youth on the one hand, and upgrading the operating level service standards of non-descript hotels, restaurants and dhabas in the country side. The 12-week programme targets ostensibly the unemployable youth for training them into the desired soft skills, grooming standards and basic hotel and culinary skills, to instill in them a sense of empowerment and confidence.

In last two years 21 such batches of trained apprentices of such youth manpower, have rolled out and available data shows that all of them have been gainfully absorbed in hotel and hospitality industry, from Taj Coromondal at Chennai to Taj, Goa and down the line some local restaurants. That has brought about a big change in their life and attitude. The experiment has been driving home the message in the area for change of a traditional and cynical mind-set. The community thinking is also transforming into more positive outlook towards life and the life aspirations.

The Pratham offers a structured approach to institutionalized Skills Learning – Beyond Horizons. It redefines the employability delivery mode for Industry and the possible Market Reciprocation.

3. THE HOSPITALITY MANPOWER NEEDS IN THE INDIAN MARKET

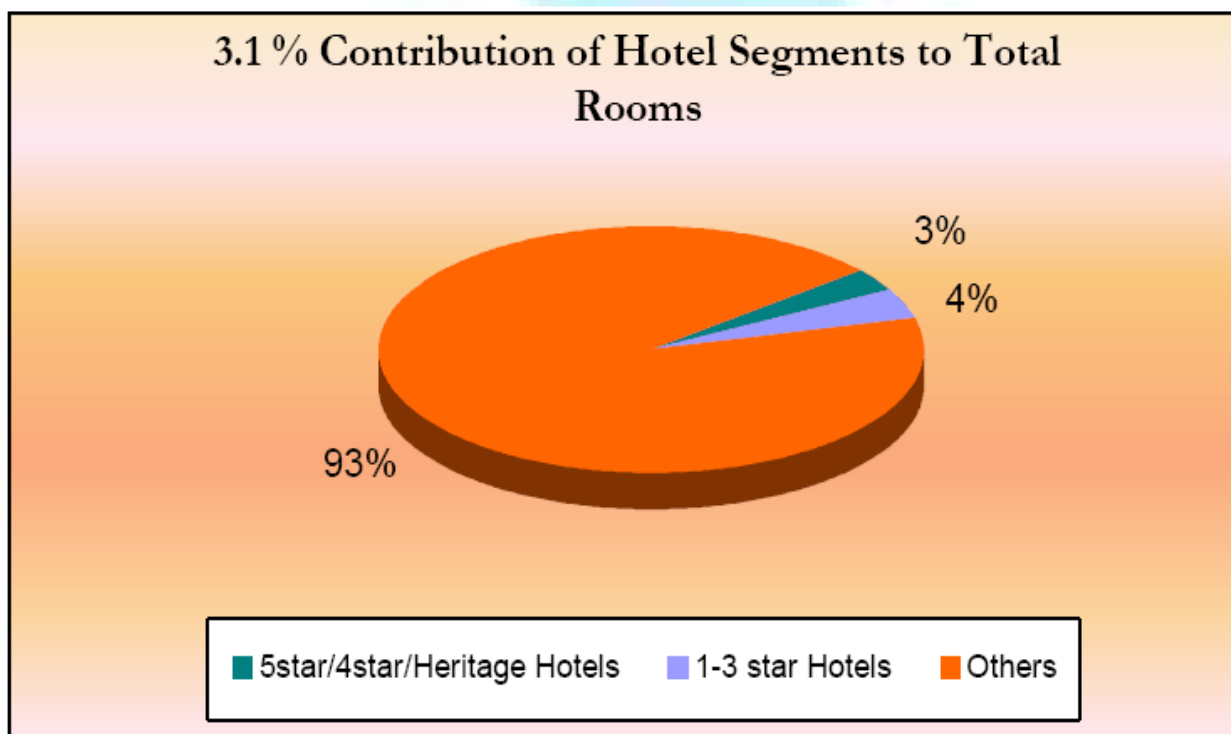
A HOTEL MAP

There is an estimated 1171000 hotel rooms in the country in both the organized and unorganized sectors combined. The star category and heritage hotels account for 7% of the hotel rooms; the balance is contributed by other places of lodging such as budget hotels, guesthouses and inns.

3.1 FIVE & FOUR STAR/ HERITAGE HOTELS

These hotels have a total of almost 36000 rooms. The metropolitan cities of Delhi (21%), Mumbai (17%), Chennai (7%), Hyderabad (5%) and Kolkata (5%) account for 55% of the rooms in this category. Goa accounts for 7% of the rooms.

HOTEL SEGMENTS IN ROOMS ESTIMATIONS IN INDIA



Source: Ministry of Tourism, Government of India, 2011

3.2 THREE, TWO & ONE STAR HOTELS

These hotels have 43000 rooms and are more extensively spread than their larger counterparts. They are not concentrated in the metropolitan cities. Both Mumbai and Goa have a significantly higher presence of these hotels; they together account for 5939 rooms (14%). The states of Andhra Pradesh (5045 rooms), Tamil Nadu (6213 rooms) and Maharashtra (6588 rooms) together account for almost 42% of the rooms in this category.

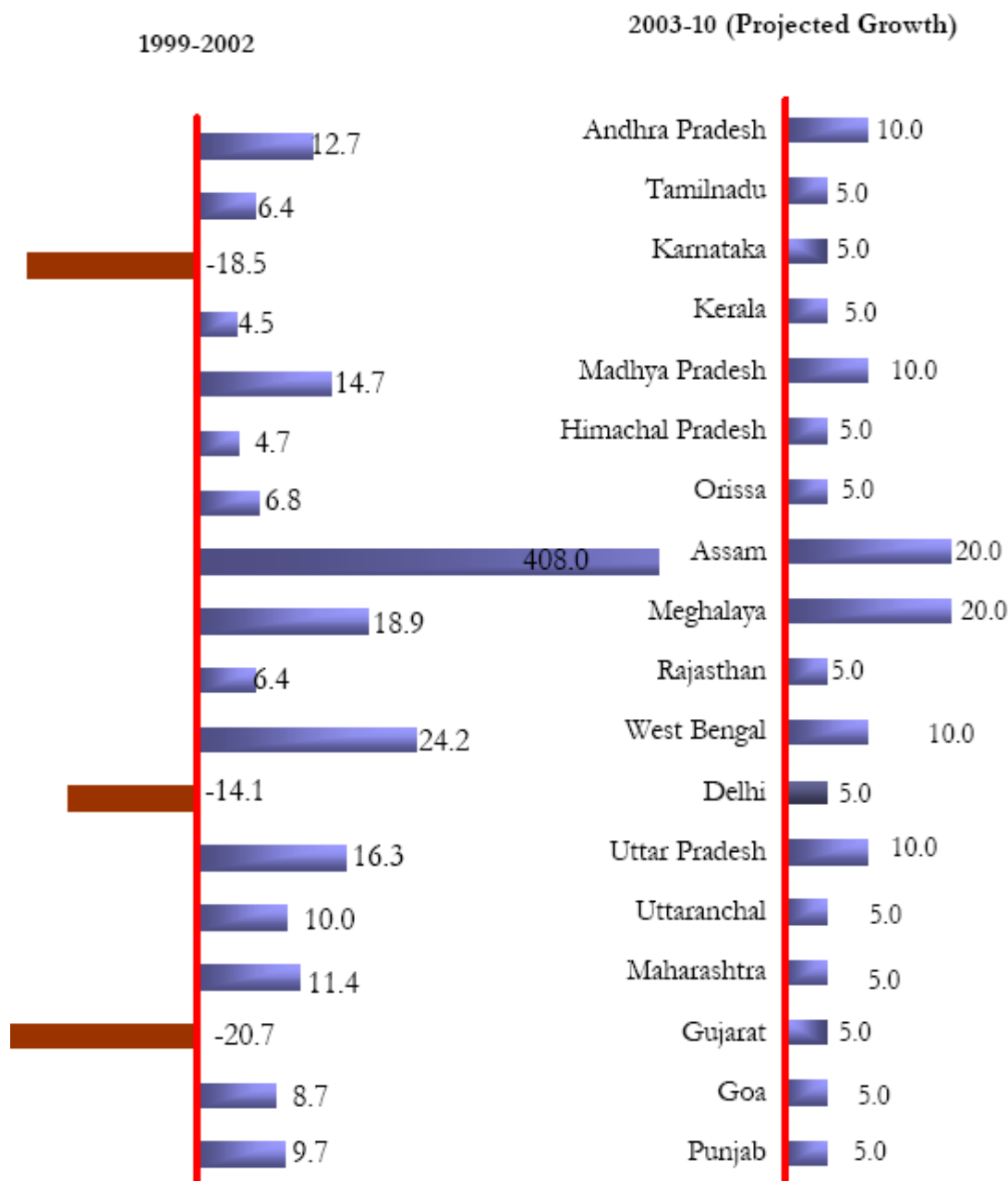
3.3 OTHER HOTELS IN THE UNORGANIZED SECTOR

These hotels are also well spread throughout India; their presence is correlated with the number of domestic tourists visiting different tourist destinations. The 3 states of U.P, Rajasthan and Tamil Nadu account for almost 45% of the total availability in the country.

3.4 TOTAL ROOMS AVAILABILITY PER LAKH TOURISTS

Places of pilgrimage such as Tirupati and Haridwar have significantly lower availability of rooms – 28 and 150 rooms per lakh of tourists, respectively. Even Agra’s availability of rooms is substantially lower (175) than the national average. However, this could be attributed to the fact that a large number of Agra tourists stay in Delhi. By comparison, states such as Delhi, Karnataka, Himachal Pradesh, Orissa, Rajasthan and Gujarat have substantially higher availability of rooms for tourists.

GROWTH IN TOURISM TRAFFIC IN INDIA



Source: Ministry of Tourism, GOI, New Delhi, 2010

3.5 ROOMS AVAILABILITY: A FORECAST (2010 – 2020)

In order to arrive at an estimate of hotel rooms in different states, the following bases have been assumed.

- The growth in star category hotels will follow the same trend as in the last 4 years. This trend has been obtained from the projects approved by the Ministry of Tourism in the last 4 years. If growth rate in tourism accelerates, this estimate can be treated as a conservative estimate.
- The growth in hotels in the unorganized sector will depend on the growth in tourism (domestic and foreign combined).
- The other assumption is that the 18 important states covered in the primary research will continue to represent 88% of hotel rooms in the unorganized sector. In 2010, there will be a total of 2.9 million hotel rooms, more than twice the numbers in 2002. Star category hotels will have almost 100,000 hotel rooms, while the balance will be present in the unorganized sector. The states of Andhra Pradesh, Madhya Pradesh, Uttar Pradesh, Assam/Meghalaya and West Bengal will register the quickest growth trends. The states of Delhi, Karnataka and Gujarat might experience a stagnant phase. These are also those states that already have a high availability of hotel rooms. In the year 2020, there should be approximately 6.6 million hotel rooms, if the full Potential of tourism is tapped. We feel that the contribution of North-eastern states as well as J&K would be substantially higher than the present levels.

3.6 EMPLOYMENT PATTERN

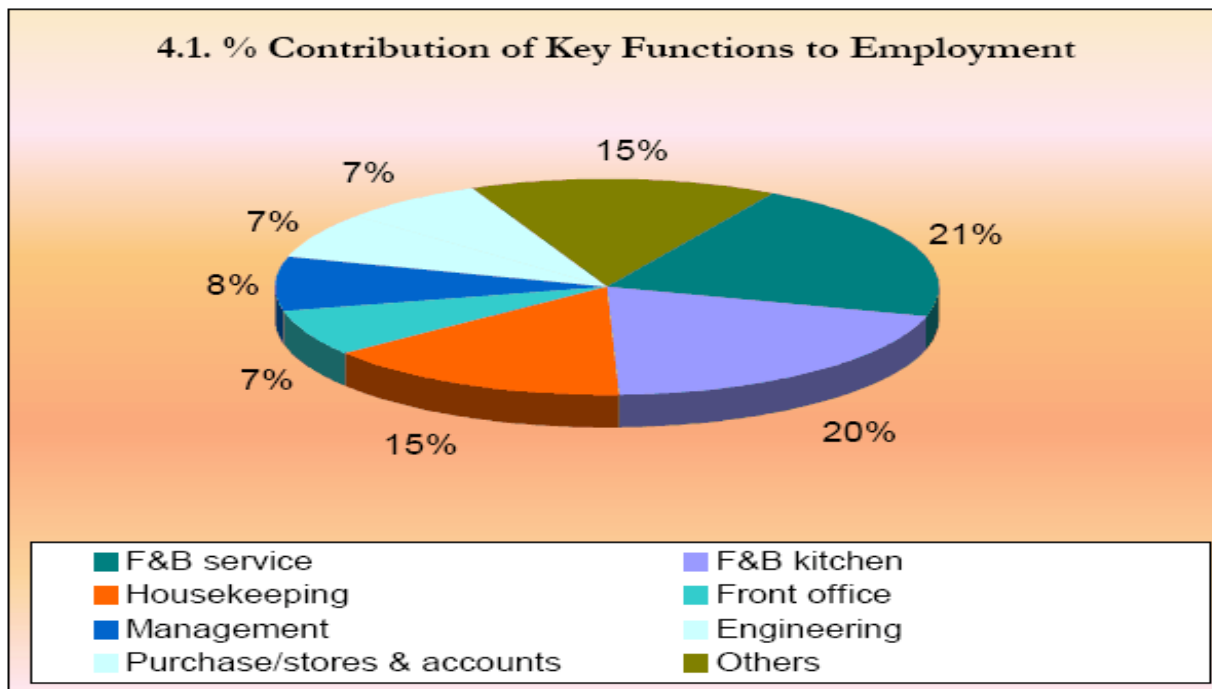
3.6.1 Five, Four Star/Heritage Hotels: A single five star hotel could employ more than 400 employees. A total of 57508 people are employed to service about 36000 rooms in this category. On an average, there are approximately 162 employees per 100 rooms in these hotels. The employment pattern is the across geographic regions. The major employing functions are F&B Service, F&B Kitchen and Housekeeping. They, together, account for 56% of the total employment in these hotels.

3.6.2 Three, Two & One Star Hotels

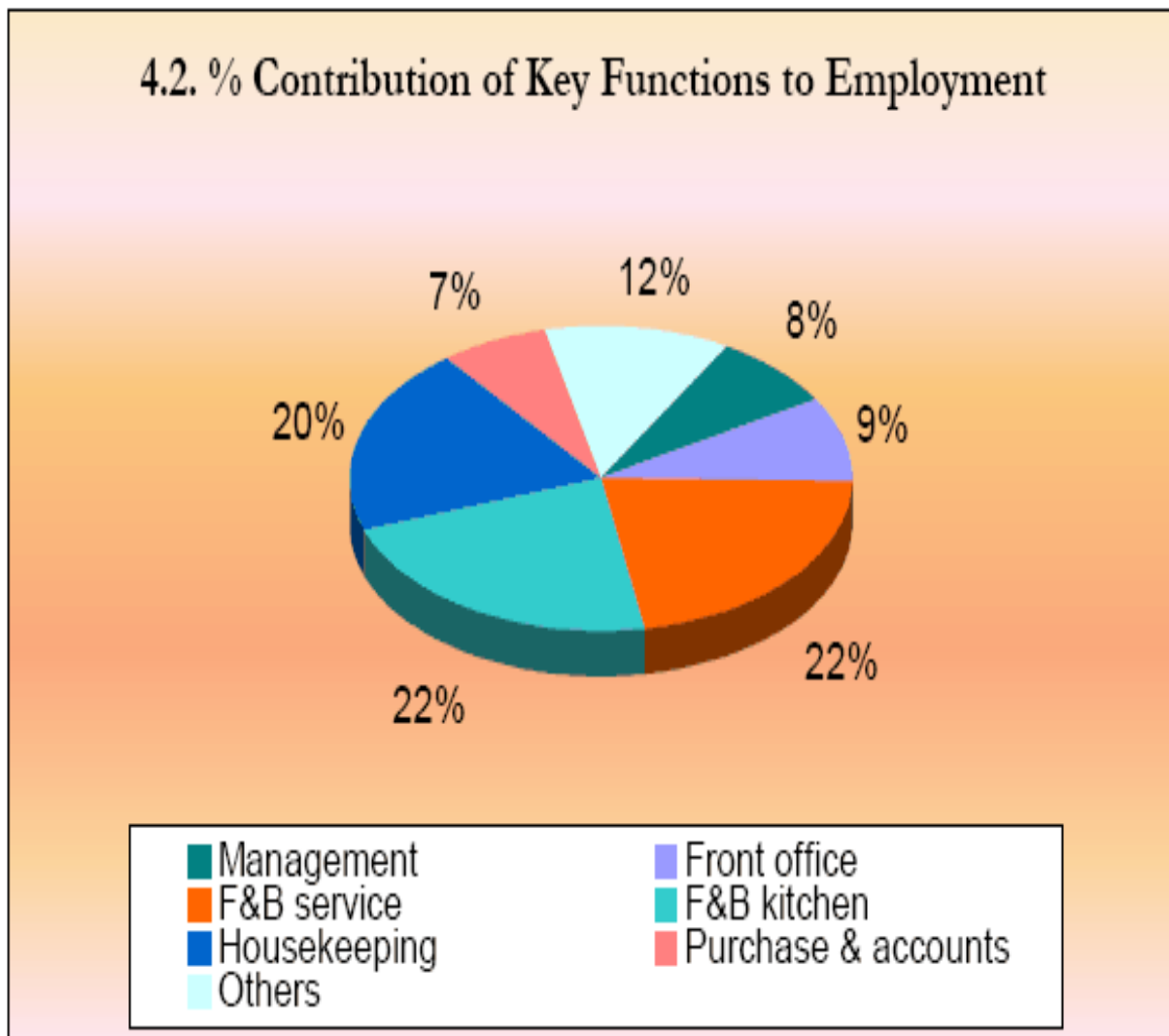
A total of 52,577 employees are present in these hotels to service almost 42,991 rooms nationally. On an average, there are 122 employees per 100 rooms in this category. The key employing functions are F&B and housekeeping. These together accounts for 62% of the total employment in these hotels.

3.6.3 Regional Employment Intensity

To a large extent, the employment across geographic regions depends on the presence of hotels; however, there are some differences in the employment intensity across regions.



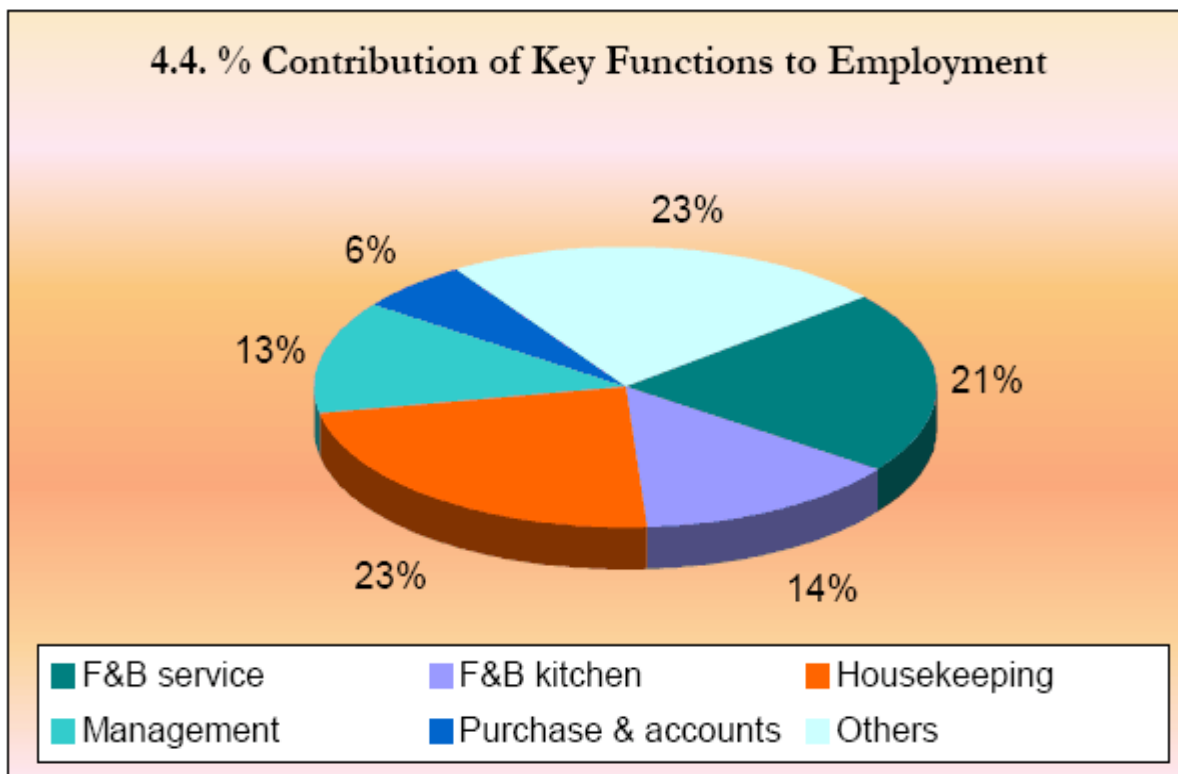
Source: Ministry of Tourism, GOI, New Delhi, 2011



Source: Ministry of Tourism, GOI, New Delhi, 2011

3.7 Other Hotels in the Unorganized Sector: There are approximately 638,000 employees working in hotels in the unorganized sector. These almost 58 employees for every 100 rooms in this sector, substantially less than in the star category hotels. Although employment pattern across geographic regions depends on the presence of hotels, there are some minor differences in the employment intensity across regions.

EMPLOYMENT PATTERNS OF THE OTHER HOTELS IN THE UNORGANIZED SECTOR IN INDIA

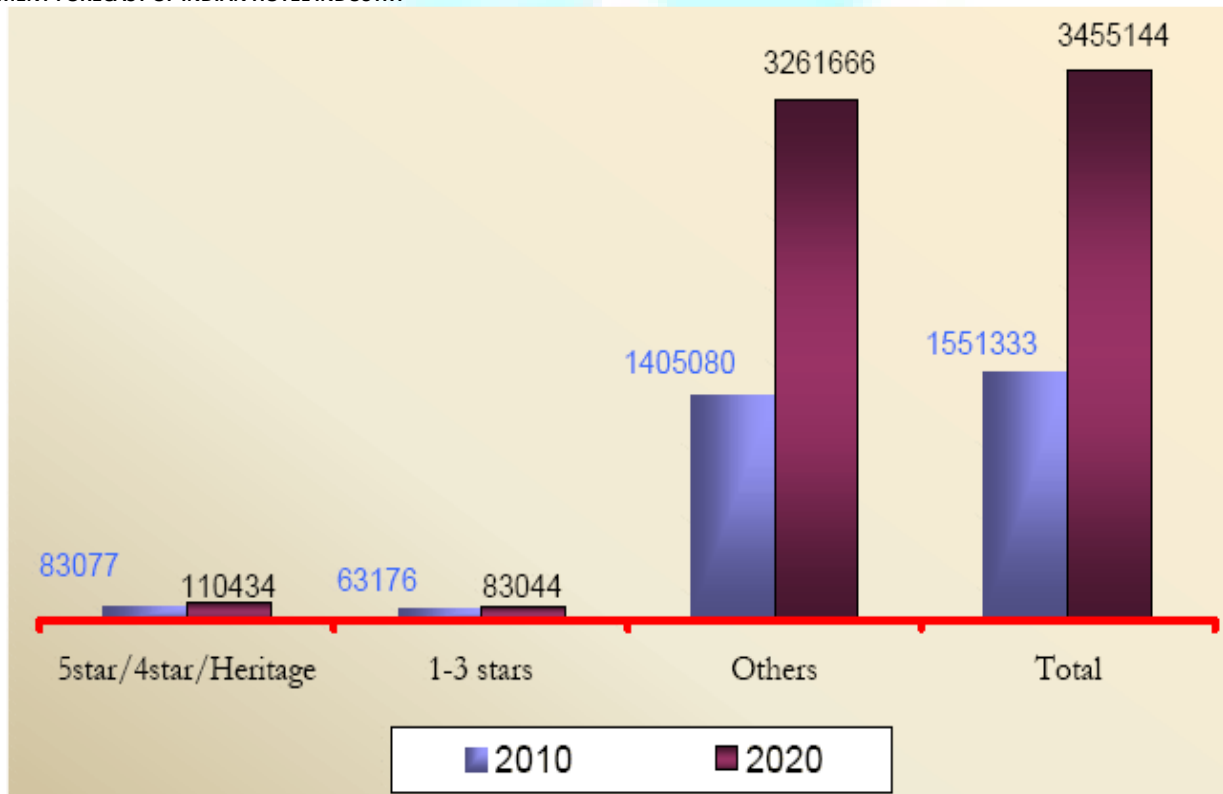


Source: Ministry of Tourism, GOI, New Delhi, 2011

3.8 EMPLOYMENT FORECAST (2010 – 2020)

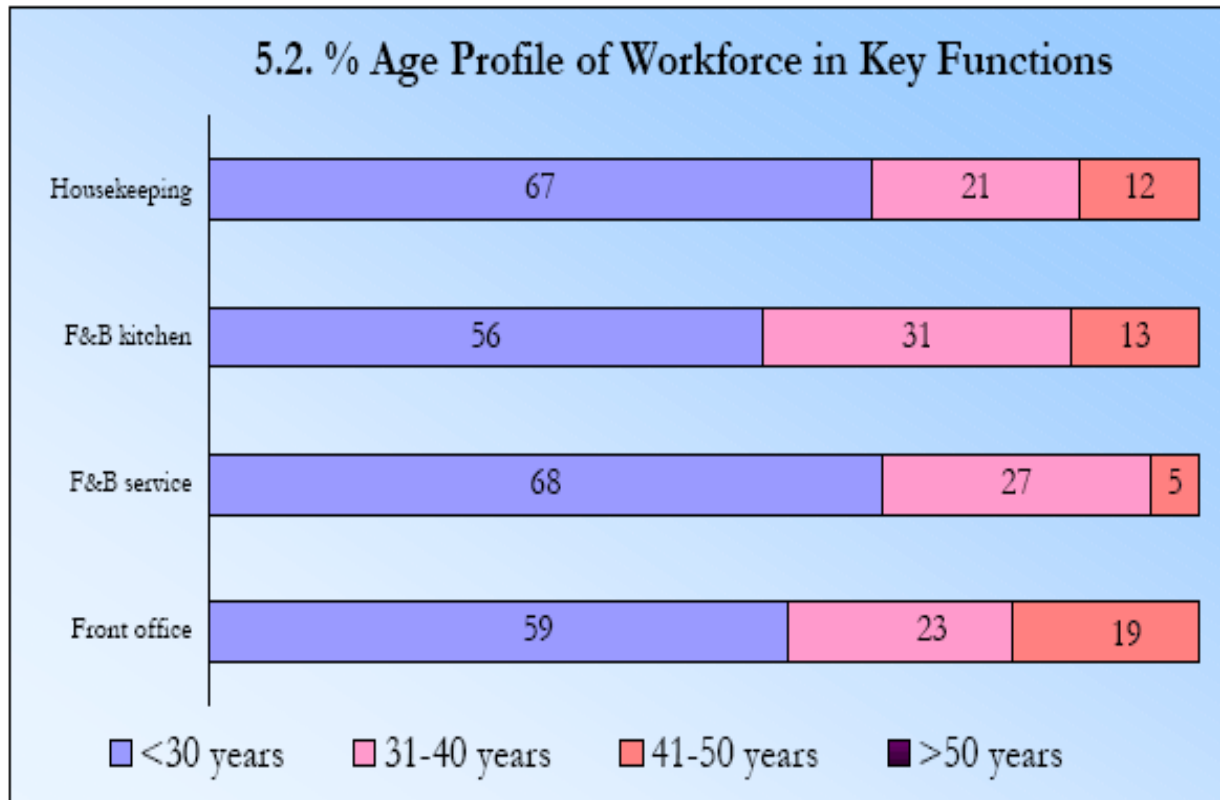
The employment forecast has been computed on the basis of the forecast of hotel rooms in different categories. Employment intensity per room has been assumed to be the same as the present level. The employment potential in different states is in direct proportion to the number of hotel rooms in future. In the years 2010 and 2020, there will be more than 1.5 million and 3.4 million people employed in hotels, respectively. However, given the trend in the growth of star category hotels and the higher employment intensity in these hotels, we expect a substantially higher numbers of employees in the five & four star/heritage hotels.

EMPLOYMENT FORECAST OF INDIAN HOTEL INDUSTRY



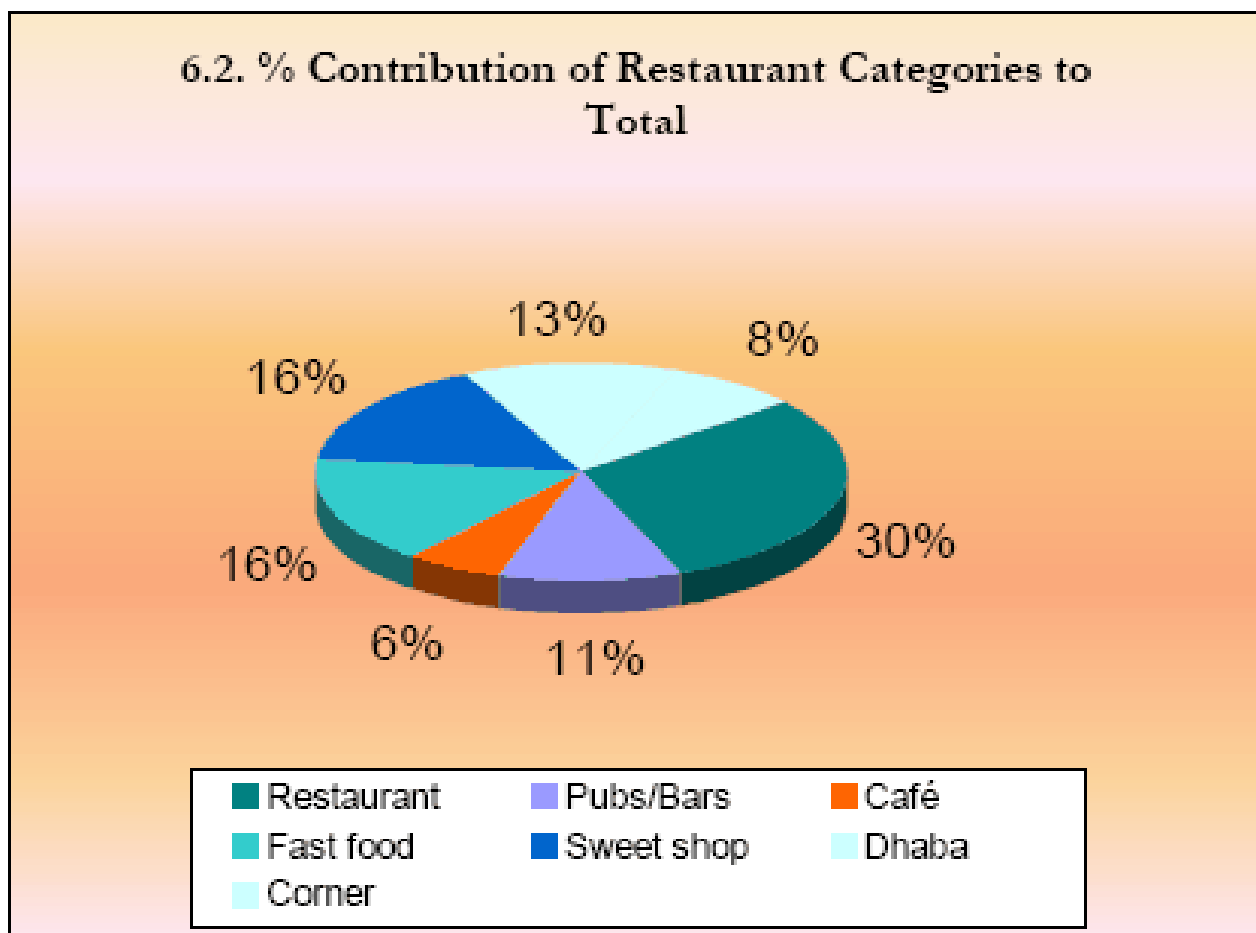
Source: Ministry of Tourism, GOI, New Delhi, 2011

3.9 Five, Four Star/ Heritage Hotels: None of the employees are more than 50 years old. Bulk of them are less than 40 years of age; particularly in the key functions of front office, F&B and housekeeping. A majority of them are less than 30 year of age.



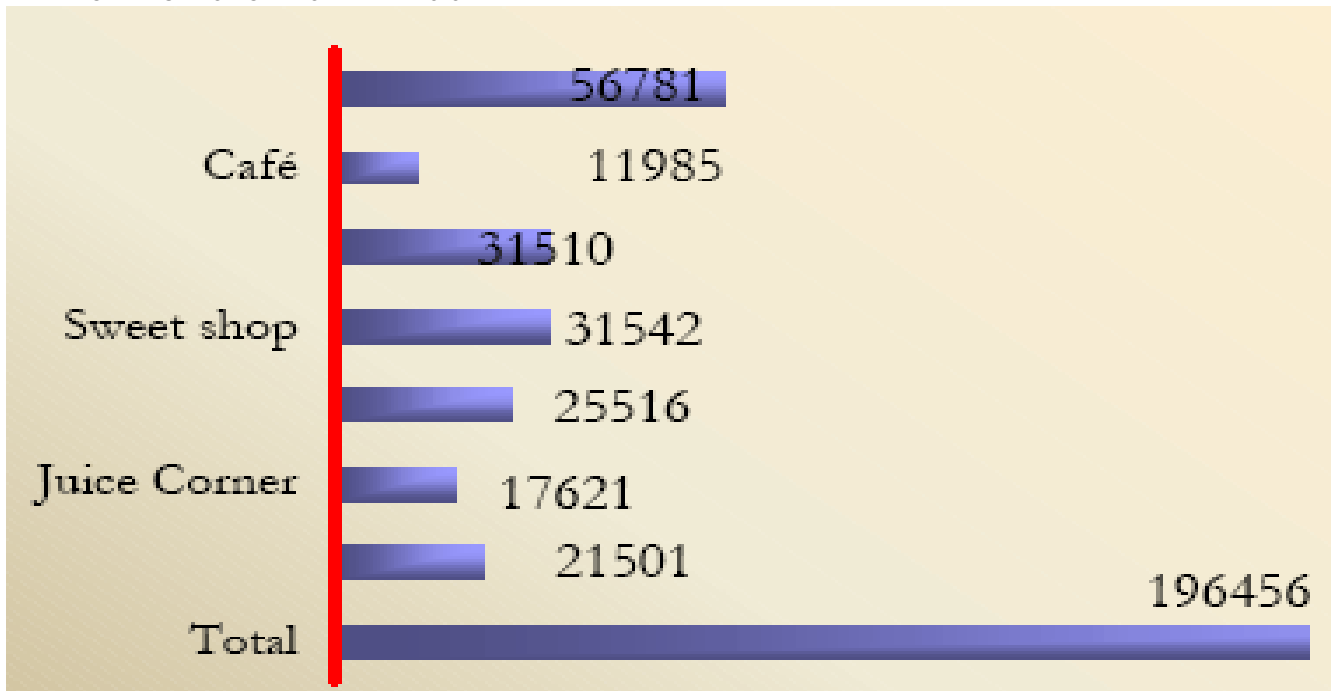
Source: Ministry of Tourism, GOI, New Delhi, 2011

RESTAURANT SEGMENTATION IN INDIA



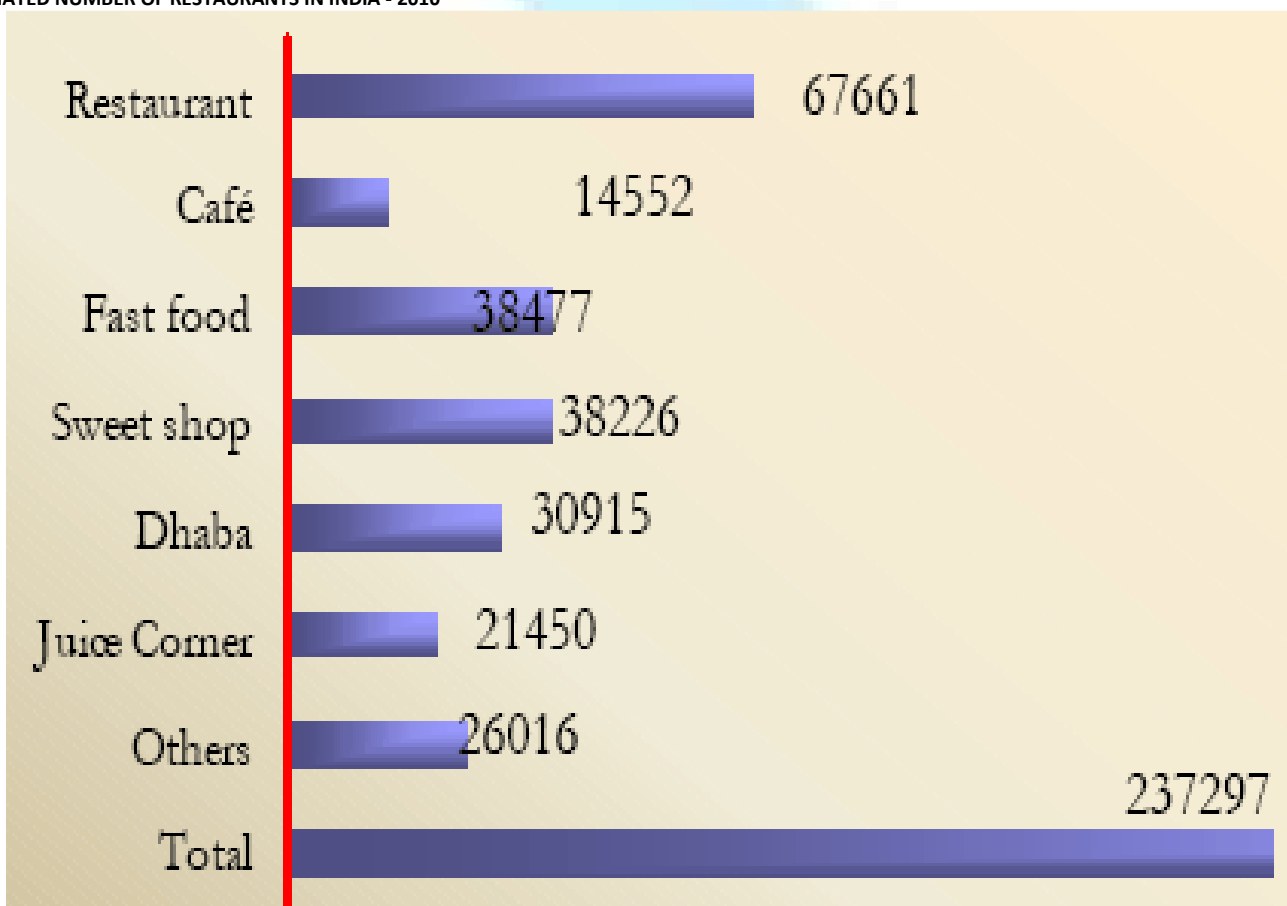
Source: Ministry of Tourism, GOI, New Delhi, 2011

ESTIMATED NUMBER OF RESTAURANTS IN INDIA - 2010



Source: Ministry of Tourism, GOI, New Delhi, 2011

ESTIMATED NUMBER OF RESTAURANTS IN INDIA - 2010



SOURCE: MINISTRY OF TOURISM, GOI, NEW DELHI, 2011

Indian hospitality market is gearing up for new change between 2010 and 2020. Several market surveys and reports do confirm the changing scenario of Indian tourism market in international and the domestic segment too. Current rank of India in the global as estimated by the WTO (World Tourism Organization) stands as 41 where as neighboring China is at the 5th position. Heritage capacity and diverse culture and languages of India have ample to serve the tourist market of the future. Central government initiative of Incredible India campaign is a continuous effort to promote the tourism industry indirectly the hospitality industry. Few branches of tourism have taken up the stand and position to compete in the global scenario. Growths of the hotel and the hospitality industry have attracted foreign direct investments in a mega way in the hotel properties. When the experts do talk about the 'Budget Hotel' as the future hotel in the industry, Indian hotel industry doesn't have the organized players in this segment. Unconventional hotel industry is at a baby stage in India. Resorts and motels in India along with the roadways like highways have miles to go. Larger than Europe, in the Middle and Lower Middle Class economy segment, India demands the hospitality industry beyond government estimations.

4. PACE – OPERATIONS AND FUNCTIONS IN IMPARTING HUMAN SKILLS TRAINING & FUTURE PROSPECTS

- PACE in its delivery of employable human skills for the recruitment of the rural untrained youth with little education that is 10th and 12th of the school in the regional language enrolls them to the training institute for a 12 weeks program in the areas of hotel services program in House Keeping, Food & Beverage Services and Bakery Services. After in house training as per the recommendations of the IHM-A (Institute of Hotel Management – Aurangabad) for twelve weeks the trainees are put before the employer hotels for recruitment process. Taj Hotels, Resorts and Palaces turns out as the prime recruiter with more than 65 to 70 percent of the trainees other hotels also recruits from the campus. In order to train youth in marketable skills such as banking, entrepreneurship, agriculture, and hospitality, Pratham has set up **training centres** Aurangabad, Kolhapur, Latur, Nandurbar, Nashik, Ralegaon, Sangli, Satara, and Solan.
- PACE Pratham has well researched in to the requirements of the manpower demands of the Indian hotel industry at the entry level especially the service staff of Food & Beverage, Room Services and House Keeping, Kitchen assistance services, Bakery production, Restaurant services etc. departments of the star category hotels. Employments are at base level remunerations for these kinds of the recruitments. Aurangabad center located in the rural location between the famous Daulatabd Fort and the Ellora Caves. This center caters almost to a distance of a fifty km. radius. This has started expanding beyond territories. With a turnover of 21 batches the good word of mouth spreads far wide. In house full time residential programme for twelve weeks trains the students with the employable human skills of the industry. Training curriculum developed and designed by IHM –A of Taj Hotels and training skills delivered by the fulltime faculties resident in the campus from the hospitality industry with adequate professional qualifications and master skills.
- Rural unemployed youth including boys and girls from the rural area are selected for this programme with nominal charges for the hospitality skills training in the center. As per the requirements of the industry standard they are strictly trained with the basics of the grooming standards on day to day basis along with the other technical hospitality skills. Rigorous and intense training makes the trainee fit for the job in the reputed hotel chains including the Taj group of hotels of the House of Tata. Communication skills especially the verbal sufficiency of speaking English for the guests needs in the hotels. Specific training makes these youth fit for the requirements of the speaking the hotel conversation English language. Dressing skills which are taken care of through grooming standards. Table services in the dining time, room service like the house keeping, outlet services like restaurants and operation also provided in the course of the twelve weeks training programme. This entire designed curriculum makes the unemployed rural youth to secure a job in the hotel industry. Recruitment assistance is provided by the Taj hotels by recruiting the majority chunk of the students in to the hotels. Some students are assisted to be placed in different hotels.
- The journey is just few more months more than two years for Pratham PACE. The basic human skills training has brought the expertise for the PACE to think beyond, that is to proceed with higher leaning and training programmes in the hotel management and culinary arts and sciences. The human resource strength and infrastructure assets of the organisation will pave the ways clear for the future. Programmes like diploma and degree level qualifications will be the future movements of the organization. Addition of more training centers and in different locations of the country will add to the organization's cluster and technical strength towards a greater educational entity in the hospitality education and training. Encasing the relationships with the hotels and hospitality organizations will be the strength of providing campus placements and recruitment supports to the students. Recruitment assistance and assured larger recruitments from the campus is the prime USP (Unique Selling Proposition) of any educational organization. Different levels of trainees and manpower availability through one educational and training organization will be more attracting factor for the recruiters of the hospitality industry.

Nationwide presence of Pratham and wide spread operations with well organized management and supporters from the national and international corporate houses and world organizations is the finest institution building strength of the organization. As an NGO it has established its prominence, only miles to go. CSR is the right benefit word of the corporate philosophy to be utilized by the NGOs in bringing improvements to the society and people at large. PACE of Pratham at Aurangabad has the best advantage of using the CSR of the Taj Hotels and Resorts of (IHCL) – A TATA enterprise for the benefit of the rural unemployed youth of the lower economy segment of the society. A small step in the noble cause of the nation building is made with the movement of Pratham – PACE, IHM –A, and Taj Group of Hotels in the rural location of Aurangabad district of the State Maharashtra.

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