



# A COMPARATIVE STUDY OF FOOD AND BEVERAGE SERVICE PRACTICES IN INDIA CHAIN HOTELS AND RESORTS

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**Abstract** *Food and beverage service has emerged an important aspect in the hospitality industry, globally. In India, hospitality industry creates more than 27 million jobs and encompasses various hotel / resorts and other food & beverage outlets. Chain hotels and resorts play a significant role to support the success of the hotel industry in India. However, most of the Chain hotels and Resort operators face numerous constraints and difficulties in running their businesses. In this study, the Food and Beverage services offered by various chain hotels and Resorts are discussed. The study is limited to the hotels that provide different food and beverage services in their various food and beverage outlets. Survey was conducted among 200 Food and Beverage Managers of similar kind of businesses. The data was collected from four major states of North India, namely New Delhi, Himachal Pradesh, Punjab and Jammu and Kashmir. The finding of the research indicates that the food and beverage services offered by various chain hotels in India are much better than services offered by Resorts. The numbers of food and beverage service outlets are less in resorts as compared to chain hotels. Finally the article provides useful findings for policymakers to improve the existing policies for hotel industry in India. Guidance to a new entrepreneur who intends to venture into Hotel/Resort business is also reported in this article.*

**Keywords:** *Chain Hotels, Resorts, Service, Practices, Customer Satisfaction*

## INTRODUCTION

During recent past food and beverage service has emerged an important aspect in the international hospitality industry. In fact, food & beverage sector has generated huge revenue and employment opportunities in developing countries and India is no exception in this context. Thus, it has become pivotal for the service providers to understand customer expectations and perceptions as well as the factors that influence their evaluation and satisfaction with the provided service. The enormous changes have been noticed during the recent years in service operations in terms of organizational structure, revenue, innovativeness and information technology etc, of this information technology has dramatically affected the environment of food and service practices worldwide and India is no exception to this. Today, the nature of food and beverage industry has changed entirely to cope with the diversity of changes in requirements of guests such as home delivery. The multicultural influences and guest habits

in this sector have led to substantial focus on new cuisines (Chand and Kapoor, 2010). For the last few decades, the hospitality industry has been identified as a key driver in the growth of the service industry, which in turn, is one of the three main industrial components of a developed and/or developing economy (Kotler and Keller, 2006). In this increasingly competitive market, one of the most important tenets for a service organization is to maintain an ongoing relationship with their customers in order to protect their long term interest (Power and Barrows, 2006).

The Indian Food and Beverage industry is estimated to be worth Rs. 57,000 crore, out of which only Rs. 3,940 crore or 6.9 percent is accounted for by the organized sector. The vast unorganized segment mainly comprises street-side stalls/kiosks constituting the majority of consumer food-service units and is characterized by intense fragmentation and a virtual absence of standardization of operations. This segment was Rs. 35,000 crore in 2004, which grew by about 18 per cent to Rs. 41,400 crore in 2005 and in 2006 the

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segment recorded a growth of nearly 19% over previous year and stood at Rs. 49,200 Crore (Krishna and Gopal, 2004).

The present era is marked by the revolutionary changes in the service sector especially food and beverage service. A vast variety of services ranging from welcoming and checkout guests have become part and parcel of today's hospitality industry. Edvardsson and Olsson (1996) state that service is an activity or series of activities, which take place in interactions with a contact person and provides guest satisfaction. In fact, service is a term that is used to describe the manner and method in which food is served to guests in foodservice operations (Meiren and Burger, 2010 and Kotis, 2006). Further, service methods and procedure have to use to determine the financial soundness of the hotel operation. It is not only service that attract guests but also repeat them. Thus, it has become imperative to explore right type of food and beverage service practices to use and to ensure more guest wiz-a-wiz revenue.

In light of the above, the decision to target the Indian hotel organisations reflects desire to add exploratory data to the emerging food and beverage service practices in Indian hotels and resorts.

## Background of Food & Beverage Service Literature and Hypothesis Development

During the recent past numerous studies have been appeared in the field of food and beverage management to explore and application of food and beverage service practices in different countries (Chand & Kapoor, 2010; Hanson, Bjorn, 1997; Gary and Tom, 1996; Mariani, John, 1998; Wood, 2007; Fauchald, 2005; Jones, 1995 and Juliette, 1997). In other words, these studies have identified some of the food and beverage service practices in a broader sense which are widely used globally such as dinning and room services. Further, studies on the importance and usages of food & beverage services have been conducted both in hospitality management research and general management research (Cracknell and Kaufmann, 1999; Lillicrap, Cousins and Smith, 2002; Jones, 1996; Jones and Costis, 1997; Miller and Pavesic, 1996; Miller, Hayes and Dopson, 2004; Johns et al., 1996; McCool, 1995; Warde and Martens, 2000; Wood, 2000, and Burnett, 2004).

Gary and Tom, (1996) suggested that the most significant changes that is taking place with respect to the food and beverage area in hotels are contracting out operations to external operators, whether individual restaurateurs or branded restaurant chain names. This development is widely regretted by many traditionalists but represents a reality in North America and, increasingly, in the United Kingdom as well. Nick and Ray (2002) examined literature relating to consumer studies in foodservice during the last decade. They

identified gaps and weaknesses in the body of knowledge on consumer behaviour in the food service industry. Further, they suggested undertaking new researches in the area of food and beverage service so that unexpressed area can be explored and approved ten various business strategies. Androniki (2001) opined that dependable and low-profile individuals are most appreciated by their supervisors and states that food service jobs are perceived as involving limited control and high role conflict, attributable to their relatively low status and the boundary-spanning nature of their activities. Further, correlation analysis identified the personality requirements that the supervisors associated with good service provision performance in the context of planning, decision-making and serving. Kevin et.al. (2000) revealed that significant differences existed between three tourist groups' satisfaction perceptions of value for money, quality of food, number of dishes, standard of food service, variety of dishes, presentation of food and speed of service in general; and of bread, coffee, meat and soup in particular. Further they indicated that quality of food, value for money, variety of dishes, attractiveness of surroundings and presentation of food were the attributes that most affected the overall food service experience. Wood (2007) suggested that the future of food and beverage service begins from the premise that establishing such an overview requires an appreciation of the condition and consequences of hospitality research more generally for food and beverage research. Although it is unclear as to whether this is still the case, within hospitality management education it has not much altered the strong central concept of a practically oriented food production and service model of food and beverage management. Svetlana Rodgers (2010) emphasised on the food production demands competencies in both natural science and management principles. The study suggested framework includes the following areas of research: technological innovation, process design (including Industrial Cuisine), product development (including Molecular Gastronomy, Industrial Gastronomy and Functional Meal) and risk management (including quantitative risk assessment and predictive microbiology). Developments stemming from food science and engineering could be combined with studies in operations management, consumer psychology, cognitive psychology, sociology and economics. Similarity, Walker (2009) emphasised that hospitality industry is facing major challenge of having well trained and competent employees in the room service department from the tone of voice of the order taker and the courteous manner with which the order is taken to the panache of the server. Further, he pointed out that training makes the difference between ordinary service and outstanding service in hospitality industry. Nigel and Christopher (2000) opined that hotel & restaurants are widely considered to be under-performing assets therefore they have sought to improve their financial performance

by adopting modern food and beverage service techniques. Kit and Ka, (2001) recognised efficiency and quality as key components of business strategies. The concepts of efficiency, while armed with the capabilities of quality, help organizations attain service effectiveness and excellence. They further suggested that today's organizations need to manage continuous improvements and breakthroughs in quality that meet customer requirements and expectations. Mozeik et. al. (2009) findings indicated that perceived ease of use with mobile handhelds is comparably more important toward the adoption of restaurant-based e-services as opposed to conventional lap/desk devices, where perceived usefulness was marginally more important. Findings are discussed within the context of the emerging mobile Internet and how restaurateurs need to better leverage this medium.

Burns, Julia and Gregory (2008) determined if patient meal satisfaction can be maintained after changing from traditional patient meal service to Cook/Chill pre-plated meals. They found cook/chill systems were more likely chosen if the foodservice managers' focal points were food cost, labor, and equipment expenses. Although several design issues abound, currently used survey and tracking measures to monitor effectiveness of a meal service was the only way to monitor the change retrospectively for this study. Using more than one measure to look at the success of the changing foodservice systems would provide more comprehensive information. Dutta, Umashankar and. Parsa, (2007) identified reasons for service failure in the restaurant business in the context of developed and developing economies. It also sheds light on the behavioral aspects of customers' perception towards these failures and their responses to the same. They further looked into the recovery strategy employed by restaurants and the customers' perception towards the recovery strategies. Mikyoung and Giri (2007) found key differences between US and Korean restaurant customers' perceptions of wait-staff behaviour and their impact on performance. While personalization was a significant predictor of satisfaction in the US sample, concern was a significant predictor for the Koreans. Courtesy and civility were important to both samples.

Mohinder and Bharat (2010) suggested that serving the guest within the estimated time given to the guest makes a guest delight', 'the way the food is presented and served in the tray to the guest creates an impact on the guest mind', 'quality holds more importance than quantity', 'training of employees should be carried out for serving complicated dishes' and 'suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea, may constitute the most important food service practices in the Indian hotels. Further, the results revealed that there is a positive relationship between food service practice variables and category and type of sample hotels, but there

is no relationship between food service practices variables and age, number of employee and size of capital. Walker, (2005), emphasis that hospitality industry is facing major challenge of having well trained and competent employees in the room service department from the tone of voice of the order taker and the courteous manner with which the order is taken to the panache of the server. Further, he pointed out that training makes the difference between ordinary service and outstanding service in hospitality industry. Nick and Ray, (2002), examined literature relating to consumer studies in foodservice during the last decade. They identified gaps and weaknesses in the body of knowledge on consumer behaviour in the food service industry. Further, they suggested undertaking new researches in the area of food and beverage service so that unexpressed area can be explored and approved ten various business strategies. Gary and Tom, (1996), suggested that the most significant changes that is taking place with respect to the food and beverage area in hotels are contracting out operations to external operators, whether individual restaurateurs or branded restaurant chain names. This development is widely regretted by many traditionalists but represents a reality in North America and, increasingly, in the United Kingdom as well. Kevin and Metin (2000) investigated the role and importance of food service in tourist satisfaction and analysed that significant differences existed between three tourist groups' satisfaction perceptions of value for money, quality of food, number of dishes, standard of food service, variety of dishes, presentation of food and speed of service in general. Further, results indicated that quality of food, value for money, variety of dishes, attractiveness of surroundings and presentation of food were the attributes that most affected the overall food service experience in Romania. The findings conclude that food service is an important contributor to tourist satisfaction and that there are significant differences in satisfaction levels with food service between eastern and western European, and Romanian tourists.

Summarising, we may say that there are two major research questions in the food and beverage service practices:

1. Whether there are common food and beverage service practices in the hospitality industry?
2. Whether there is any difference in the food and beverage service practices among the enterprises?

Consequently, considering the food and beverage service practices in the Indian hospitality industry, we may hypothesise that:

- H1: There is a set of common food and beverage service practices in the Indian hospitality industry that is of most importance.
- H2: Chain hotels will be rated higher than resorts on food and beverage service practices.

## Methodology

### Sampling and Data Collection

Sample hotels were identified from the highly respected directory of the Ministry of Tourism, Govt. of India and FHRAI that serves as a resource centre for business information and maintains relevant databases of hospitality firms. To initiate the sample 850 food and beverage managers were contacted through mail, only 370 food & beverage managers responded and agreed to participate in the survey, all of which were sampled. They represented a mix of industry, size and operation. A survey methodology was chosen because it was deemed to be the most efficient way of reaching a large number of respondents, whereas the data required facilitated the use of a mail-administered questionnaire with close-ended questions. Of the total sample, usable questionnaires were returned by 200 (54.05 %) respondents. Table 1 presents the number and percentage of respondents for this study.

### Research Instruments

*Food and Beverage Service practices:* the research used existence of 32 food & beverage service practices (see Table 2) measured on a Likert-type 5-point scale ranging from 1=never 5= Always) for usages. The scale includes the four central attributes of food & beverage service practices (*Dinning Service Practices, Room Service practices, Bar service practices and Banquet service practices*) as discussed in the literature.

Table 1 presents the distribution of sample hotel organisations with respect to the demographics used in the study. In terms of years of existence, 68 (34%) existed for 6 to 10 years, 43 (21.5%) existed for 11 to 15 years, and another 31 (15.5%) for more than 16 years. 52 (26%) existed for less than 5 years. This shows that most hotels have already established their names in the market, gained stability in the society, and indeed is part of a growing hospitality industry. The capital of most organisations is less than 100 million; the size of employment in most organisations is less than 50 employees, most of the hotels (79 or 39.5%) had 50 or more employees. There are 62 (31%) that have 51 to 100 employees, and 35 (17.5%) with 101 to 200 employees. The findings imply that the number of employees was largely dependent on the organizational set-up of the hotels and the services offered. Most of hotel organisations are chain 158 (79%) and just 21 % enterprises are resorts. Further, most of the respondents are from Delhi region.

## Results and Discussions

The level of implementation of food and beverage service practices of Indian hotels in terms of product offering is presented in Table 2. The results show that hotels in India

have a “Very High” ( $X=4.69$ ) level of food and beverage service practices in their product offerings. They consider the Serving the Guest within the Estimated time given to the guest makes a guest delight ( $X=4.96$ ), the way the food is presented and served in the tray to the guest creates an impact on the guest mind ( $X=4.79$ ), Quality holds more importance than quantity ( $X=4.71$ ), Training of employees should be carried out for Serving complicated dishes ( $X=4.54$ ), and Suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea ( $X=4.52$ ). Oftentimes they consider the proper food service practices Food Served in the correct order holds lots of importance in making a customer satisfied with your services ( $X=3.80$ ), Service Provided to the guest in the room helps to make your guest delighted ( $X=3.73$ ) and Sometimes time taken for serving an order in the room holds lot of important in making a guest satisfied ( $X=3.10$ ).

**Table 1. Distribution of Sample According to Hotel Characteristics (N = 200)**

	Number	Percentage
Category of hotels		
3 star	118	59.0
4 star	57	28.5
5 star	20	10.0
5 star Deluxe	05	02.5
Years of Existence		
≤ 5	52	26.0
6 – 10	68	34.0
11 – 15	43	21.5
16 – 20	31	15.5
≥ 21	06	03.0
Capital (in million Rs)		
≤ 100	79	39.5
101 – 300	67	33.5
301 – 500	24	12.0
501 – 1000	17	08.5
≥ 1001	13	06.5
Employees (numbers)		
≤ 50	73	36.5
51 – 100	62	31.0
101 – 200	35	17.5
201 – 300	19	09.5
≥ 301	11	05.5
Type of ownership		
Resorts	42	21
Chains	158	79
State wise (respondents)		
New Delhi,	174	
Himachal Pradesh,	10	
Punjab	10	
Jammu and Kashmir	06	

These are the main food and beverage service practices to be considered in the operation of the hotel business in order to attract and retain loyal customers. According to the food and beverage managers time and quality of the hotel must always be monitored to ensure the quality of service and satisfaction of their customers but also for the benefit of their employees as well.

Table 2 presents all the necessary information about the four factors explaining between 70.23 and 80.91 per cent of the total variation that are above the generally accepted level of 50 per cent. All items pass the eigenvalue (more than 1.00), the cut-off points (factor loading not less than 0.40), and the cross-loading (not less than 0.10) requirements. The Cronbach alphas of the four factors are very high (ranging from 0.73 to 0.80), and are above the generally accepted level of 0.70.

The following factors have derived by utilising factor analysis: factor 1, Dinning Service Practices (DSP) includes ten items such as silver service make a guest more Satisfied than Pre-Plated Service; butler service should be given to VIP's only; Gueridon service attracts the guest and helps you get the repeat orders; Quick Service makes a guest delight; Quality holds more importance than quantity; Correct accompaniment served correct dish makes a customer delight; Food Served in the correct order holds lots of importance in making a customer satisfied with your services; Serving the Guest within the Estimated time given to the guest makes a guest delight; The way in which the food is presented to the guest helps in getting repeat orders; Training of employees should be carried out for Serving complicated dishes. The item with highest loading (0.92) "butler service should be given to VIP's only" is followed by (0.91) "silver service make a guest more satisfied than pre-plated service", whereas the mean value of "training of employees should be carried out for serving complicated dishes" (4.54) is highest.

Factor 2, Room Service practices (RSP) includes nine items such as Service Provided to the guest in the room helps to make your guest delighted; The way the food is presented and served in the tray to the guest creates an impact on the guest mind.; Do you Up sell your products whenever guest called for Order; Do Up selling makes a guest satisfied; Food Served in Crockery having a logo of the Hotel creates a impact on guest mind; Feedback of the guest should be considered to improvise on the standard of service; Suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea.; Time taken for serving an order in the room holds lot of important in making a guest satisfied; Quality holds more importance than quantity. The item with highest loading (0.83) "Suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea" is followed by (0.82) "Service Provided to the guest in the room helps to make your guest

delighted" whereas the mean value of "Quality holds more importance than quantity" (4.71) is highest.

Factor 3, Bar Service Practices (BSP) includes eight items such as Complimentary served with the liquor makes a guest satisfied; Regular guest are more important than the walk-in guest; In Bars music play an important role; Décor and the environment of the Bar makes an impact on guest mind; Up selling of the Liquors makes a guest satisfied; Well trained staff is required to serve liquors to the guest; Flaring attracts the guest and gets you the repeat orders.; Organising an event on the weekends helps you make more revenue. The item with highest loading (0.81) "Complimentary served with the liquor makes a guest satisfied" is followed by (0.80) "Organising an event on the weekends helps you make more revenue", whereas the mean value of "Regular guest are more important than the walk-in guest" (4.10) is highest.

Factor 4, Banquet Service Practices (BSP) includes five items such as Banquet is major revenue generating outlet among all the F & B Outlets; Banquet Sales department should be separate from Sales & Marketing department; Do you think Outdoor catering should be done.; Banquet Kitchen should be separate from the main kitchen; Silver Service in banquets makes a guest more satisfied than pre-plated service. The item with highest loading (0.81) "Silver Service in banquets makes a guest more satisfied than pre-plated service" is followed by (0.79) "Banquet Kitchen should be separate from the main kitchen", whereas the mean value of "Banquet is major revenue generating outlet among all the F & B Outlets" (4.62) is highest.

Summarising the findings above it may be said that the set of '*servicing the guest within the estimated time given to the guest makes a guest delight*', '*the way the food is presented and served in the tray to the guest creates an impact on the guest mind*', '*quality holds more importance than quantity*', '*training of employees should be carried out for serving complicated dishes*' and '*suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea*' ,*silver service in banquets makes a guest more satisfied than pre-plated service* may constitute the most important food service practices in the Indian hotels. In light of these results H1 may be accepted, supporting that there is a set of food and beverage service practices in the Indian hotel enterprises that is of most importance.

Table 3 presents the t-test result comparing perceived food and beverage service practices in the chain hotels and resorts in India. Mean comparison yielded a few significant differences and they were in the hypothesized direction. In all the cases chain hotels obtained higher mean score compared to its counterpart. In the rest of the cases the mean differences were not significant although chain hotels had always an edge over the resorts counterparts. Analysis of the data suggests that the food and beverage service practices

**Table 2: Factor Analysis of Food and Beverage Service Practices of Indian Hotels**

<b>F&amp;B Service practices variables</b>		<b>Factor 1</b>	<b>Factor 2</b>	<b>Factor 3</b>	<b>Factor 4</b>
• Explained variation (per cent)		70.23	73.59	80.91	78.56
• Eigenvalue		2.34	4.91	3.72	3.89
• Cronbach alpha		0.74	0.73	0.80	0.76
• Dinning Service Practices	Mean				
• Silver Service make a guest more Satisfied than Pre-Plated Service	4.29	0.91			
• Butler Service should be given to VIP's only	4.15	0.92			
• Gueridon service attracts the guest and helps you get the repeat orders	4.26	0.90			
• Quick Service makes a guest delight	4.19	0.83			
• Quality holds more importance than quantity	4.39	0.80			
• Correct accompaniment served correct dish makes a customer delight	4.17	0.79			
• Food Served in the correct order holds lots of importance in making a customer satisfied with your services	3.80	0.77			
• Serving the Guest within the Estimated time given to the guest makes a guest delight	4.96	0.79			
• The way in which the food is presented to the guest helps in getting repeat orders	4.16	0.78			
• Training of employees should be carried out for Serving complicated dishes	4.54	0.69			
<b>Room Service practices</b>					
• Service Provided to the guest in the room helps to make your guest delighted	3.73		0.82		
• The way the food is presented and served in the tray to the guest creates an impact on the guest mind.	4.79		0.79		
• Do you Up sell your products whenever guest called for Order	4.48		0.78		
• Do Up selling makes a guest satisfied	3.40		0.69		
• Food Served in Crockery having a logo of the Hotel creates a impact on guest mind	3.71		0.77		
• Feedback of the guest should be considered to improvise on the standard of service	3.73		0.81		
• Suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea.	4.52		0.83		
• Time taken for serving an order in the room holds lot of important in making a guest satisfied	3.10		0.75		
• Quality holds more importance than quantity	4.71		0.80		
<b>Bar Service Practices</b>					
• Complimentary served with the liquor makes a guest satisfied	3.97			0.81	
• Regular guest are more important than the walk-in guest	4.10			0.78	
• In Bars music play an important role	2.90			0.77	
• Décor and the environment of the Bar makes an impact on guest mind	2.65			0.71	
• Up selling of the Liquors makes a guest satisfied	2.98			0.59	
• Well trained staff is required to serve liquors to the guest	3.00			0.58	
• Flaring attracts the guest and gets you the repeat orders.	3.10			0.59	
• Organising an event on the weekends helps you make more revenue	2.70			0.80	
<b>Banquet Service Practices</b>					
• Banquet is major revenue generating outlet among all the F & B Outlets	4.62				0.58
• Banquet Sales department should be separate from Sales & Marketing department	3.78				0.67
• Do you think Out door catering should be done.	3.32				0.72
• Banquet Kitchen should be separate from the main kitchen	3.20				0.69
Silver Service in banquets makes a guest more satisfied than pre-plated service	2.97				0.79
					0.81

**Table 3. Mean Comparison between Chain hotels and Resorts Indian Hotel Industry on Food and Beverage Service Practices**

Dinning Service Practices	Chain Hotels		Resorts		t-value	P
	Mean	SD	Mean	SD		
• Silver Service make a guest more Satisfied than Pre-Plated Service	6.70	0.18	3.15	0.91	1.03	0.30
• Butler Service should be given to VIP's only	6.32	2.97	5.12	1.12	2.20	0.02
• Gueridon service attracts the guest and helps you get the repeat orders	5.07	0.94	3.56	0.70	1.31	0.17
• Quick Service makes a guest delight	5.83	0.34	3.47	0.13	1.10	0.03
• Quality holds more importance than quantity	6.85	0.97	5.98	0.34	1.51	0.11
• Correct accompaniment served correct dish makes a customer delight	2.88	0.70	1.65	0.95	1.42	0.01
• Food Served in the correct order holds lots of importance in making a customer satisfied with your services	3.73	0.32	1.23	0.75	1.11	0.23
• Serving the Guest within the Estimated time given to the guest makes a guest delight	3.70	0.18	2.15	0.91	1.03	0.30
• The way in which the food is presented to the guest helps in getting repeat orders	3.61	0.19	2.89	0.21	1.43	0.14
• Training of employees should be carried out for Serving complicated dishes	4.98	0.37	4.08	0.17	1.51	0.11
<b>Room Service practices</b>	2.25	0.84	2.89	0.98	0.35	0.72
• Service Provided to the guest in the room helps to make your guest delighted	7.74	0.16	4.07	0.70	1.06	0.29
• The way the food is presented and served in the tray to the guest creates an impact on the guest mind.	2.70	0.18	1.15	0.91	1.03	0.30
• Do you Up sell your products whenever guest called for Order	6.17	0.55	5.91	0.84	0.22	0.82
• Do Up selling makes a guest satisfied	4.52	0.50	4.33	0.57	0.26	0.79
• Food Served in Crockery having a logo of the Hotel creates a impact on guest mind	7.53	0.47	1.54	0.45	0.38	0.71
• Feedback of the guest should be considered to improvise on the standard of service	6.66	0.86	2.99	0.48	0.72	0.45
• Suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea.	2.70	0.18	1.15	0.91	1.03	0.30
• Time taken for serving an order in the room holds lot of important in making a guest satisfied	8.67	0.90	6.28	0.58	1.31	0.01
• Quality holds more importance than quantity	4.09	0.93	2.95	0.43	1.81	0.07
<b>Bar Service Practices</b>	3.87	0.20	1.62	0.15	1.29	0.19
• Complimentary served with the liquor makes a guest satisfied	5.32	0.74	4.84	0.80	0.94	0.34
• Regular guest are more important than the walk-in guest	2.70	0.18	1.15	0.91	1.03	0.30
• In Bars music play an important role	4.43	1.27	1.80	0.30	2.08	0.03
• Décor and the environment of the Bar makes an impact on guest mind	7.04	0.60	2.55	0.11	1.12	0.24
• Up selling of the Liquors makes a guest satisfied	2.70	0.18	1.15	0.91	1.03	0.30
• Well trained staff is required to serve liquors to the guest	2.13	0.19	1.41	0.34	0.69	0.49
• Flaring attracts the guest and gets you the repeat orders.	8.61	0.19	1.28	0.58	2.31	0.01
• Organising an event on the weekends helps you make more revenue	6.30	0.31	1.08	0.42	1.52	0.12
<b>Banquet Service Practices</b>						
• Banquet is major revenue generating outlet among all the F & B Outlets	4.09	0.93	2.95	0.43	1.81	0.07
• Banquet Sales department should be separate from Sales & Marketing department	2.87	0.20	1.62	0.15	1.19	0.19
• Do you think Out door catering should be done.	5.32	0.74	1.84	0.80	0.91	0.34
• Banquet Kitchen should be separate from the main kitchen	3.45	0.34	3.15	0.90	1.00	0.30
• Silver Service in banquets makes a guest more satisfied than pre-plated service	3.17	0.18	2.20	0.76	0.93	0.30

in the sample respondents were, on the whole, not well-founded. The practices seem to have evolved from the experienced-based knowledge of the food and beverage staff and the vision of f&b manager. Most managers were able to provide reasoned justification for the practices that they employed. The findings also provide needed implementation guidelines to practitioners for effective food and beverage service practices implementation and gives possible reasons to explain some cases of chain hotels and resorts in Indian hospitality industry where the perceived benefits fell short of expectations.

In light of these results we may accept H2; supporting that chain hotels will be rated higher than resorts on food and beverage service practices.

## CONCLUSION

The scope of this paper was two-fold purpose: First, to explore food and beverage service practices in the northern Indian hotel industry and to compare the food and beverage service practices in chain hotels and resorts. In general, food and beverage service practices have not been widely researched so there a need for further research in this field. In the last two decades very few academic studies have concentrated on this area, which means that the knowledge of food & beverage management literature has not advanced very far. This study investigates several new food service dimensions, which have never been tested before in hospitality literature. These new aspects reflect new insights from services research. Hotel organisations have to continuously develop new food & beverage services practices in order to be successful and the results of these and further investigations will be of potential value to hotel and generally hospitality managers, as it will enable them to focus on food and beverage services more strategically and professionally.

According to H1: The findings of study identified most important food service practices in the Indian hotels such as 'serving the guest within the estimated time given to the guest makes a guest delight', 'the way the food is presented and served in the tray to the guest creates an impact on the guest mind', 'quality holds more importance than quantity', 'training of employees should be carried out for serving complicated dishes' and 'suggesting a complimentary dish if a guest is not satisfied with the service offered by you is a good idea'.

According to H2, the results indicated significant differences between chain hotels & resort. These findings are in the hypothesized direction. In all the cases chain hotels obtained higher mean score compared to its counterpart. In the rest of the cases the mean differences were not significant although chain hotels had always an edge over the resorts counterparts. Analysis of the data suggests that the food and

beverage service practices in the sample respondents were, on the whole, not well-founded. The practices seem to have evolved from the experienced-based knowledge of the food and beverage staff and the vision of f&b manager

The study had two limitations; first, the sample was drawn from a small number of hotel organizations. For a better understanding of the food service practices a larger sample size was required. Most of the study of this nature involves organizations as the unit of analysis. They collect mostly factual data from a single source (such as Food and Beverage Manager). Second: beyond conceptualisations of the food and beverage service practices, research is needed that more explicitly considers several sampling issues that are likely to impact the reliability and validity of empirical investigations.

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