

Succession Planning in a Family-Owned Hotel Business

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Abstract

Evolving markets in Asia are unseating the epicentre of new hospitality investments and are switching their focus to India. The Indian economy is the seventh largest economy in the world as per the nominal GDP, and third largest as per the purchasing power parity. Gujarat is one of the growing states of India where many small businesses are operating. India's growing income and concept of small family businesses continue to support domestic and international tourism that boost the hotel industry in India. This case study was an attempt to provide strategic orientation to students for succession planning in business and to equip students with challenges while doing business. This case study is of a small business, which grew successfully by means of the effective use of succession planning. The potential audience of this case are the students of MBA, PGDM course, and management programmes. This case study is also important for small and medium sized enterprises. The case explained the key success factors, key competitors with their strategies, strategies of Natraj Hotel to handle competitors, succession planning for next generation, and expected future challenges.

Keywords : business challenges, Natraj Hotel, quality of service, strategies, succession planning

JEL Classification : L80, M10, M30

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Entrepreneurship is self-driven and entrepreneurs need to have vision and future orientations (Patel, Patel, & Patel, 2018 a,b). On April 18, 2008, Natavarbhai Patel, who was fed up with the problems of Natraj Hotel, located at Delvad (Gujarat), thought that doing a partnership with Bholabhai Patel was a wrong decision strategically. As a solution, he adopted succession planning wherein his sons Ashish Patel and Sanjay Patel did strategic transformation of Natraj Parlour to Natraj Hotel.

Hotel Industry in India : Current and Future Scenario

The hotel industry in India is a budding industry, with a significant revenue contribution to the GDP. According to ICRA, the revenue of the Indian hotel industry grew by 7–8% in the year 2017–2018. Moreover, ICRA had also forecasted a revenue growth of 9% in the financial year 2019 (MoneyControl, 2017). According to India Brand

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Equity Foundation (IBEF, 2017), the Indian hospitality and tourism industry is among the top 10 industries in India that attract maximum FDI. According to the DIPP, the Indian tourism and hotel industry attracted around US\$10.48 billion FDI in the period from April 2000 to June 2017.

By 2025, foreign tourist arrivals in India are expected to reach 15.3 million according to a report of WTO. According to WTTC (The World Travel & Tourism Council), the Indian tourism sector is expected to grow at an annual average growth rate of 7% over the next 10 years. The Indian government is also focusing on entrepreneurship. According to Chavadi and Sirothiya (2018), with succession planning, the number of entrepreneurs would increase. Entrepreneurial traits and business skills are better predictors of successful and unsuccessful entrepreneurs than entrepreneurial attitude.

Hotel Scenario in Gujarat

Mr. Amitabh Bachchan is the brand ambassador of Gujarat tourism. The *Khushboo Gujarat Ki* campaign by him augmented tourism inflow in Gujarat by 14% per annum (Ministry of Tourism, 2018), which is double than that of the national growth rate. The number of resorts and hotels that has increased in Gujarat due to the trend of eating out reveals the growth in the industry and the market in Gujarat. People celebrate social functions such as birthdays, ring ceremonies, and marriages in hotels. With the passage of time, celebration of social functions in a hotel or party plot has become a status symbol. Gujarati people prefer to celebrate majority of the occasions in hotels or party plots.

History of Natraj Hotel

Natavarbhai Patel started Natraj Parlor in the year 2000 (Figure 3) by offering *paan*, betel nut, dry snacks, tea, and lunch. Natavarbhai started Natraj Parlour in Delvad (Gandhinagar District, Gujarat) as there were no hotels and restaurants in the nearby areas. In 2002, he converted the parlour into a small restaurant by the name of “Natraj Restaurant” (Figure 4). During this expansion, he made a partnership with Bholabhai Patel by sharing 30% of the capital and profit (loss).

Until 2006, Natraj Restaurant was running successfully. However, from 2006 onward, it was found that the trend of eating out in hotels and restaurants started growing. With this, new players entered into the market and the market became competitive. New players were located within a distance of 4–5 km. In October 2006, considering the competition, both Natavarbhai and Bholabhai decided to expand their restaurant into Natraj Hotel (Figure 5). It was a great idea, but Bholabhai demanded 50% partnership in the hotel.

With the partnership in business, they became very good friends and their children also started coming to the hotel casually and took up partial roles in the management of the hotel. Ashish Patel, the elder son of Natavarbhai, who completed his graduation in arts, started getting involved in the family business. At the same time, his younger son, Sanjay Patel, who was pursuing a management degree, also started actively participating in the family business. Sanjay Patel used to accompany his father to the hotel during his school, college, and post-graduation days. All his vacations were spent with his father at the hotel (doing business). He was engaged in the hotel by involving himself in various activities of the hotel such as assisting his senior members, selecting and preparing the menu, creating a good ambiance, and taking decisions. Arvindbhai Patel, son of Bholabhai, was not interested in the family business due to his government job.

Due to their research and studying the local market, they got the idea of starting lodging and boarding facilities, including conference hall and discotheque in the hotel that was not available in and around that area. They offered different variations in food such as Gujarati, Punjabi, Chinese, South Indian, and Continental. They also started AC and non-AC dining restaurants. They had seven AC and four non-AC rooms. There were 48 staff members to

handle the activities in the hotel because of which Ashish Patel had to take up many responsibilities of the hotel. With the passage of time, Ashish Patel started taking strategic decisions and responsibilities. Meanwhile, Bholabhai Patel started having a very lethargic approach toward the hotel and was not initiating activities for promoting the hotel, which disappointed Natvarbhai Patel. Until 2008, the hotel was managed by Natvarbhai in partnership with Bholabhai, where things were not managed properly in the hotel and the hotel was not making profit for the owners. The news of problems in their partnership spread everywhere and rumors started spreading about the hotel to shut down. Hence, they decided to wind up with their partnership and Natavarbhai broke the partnership with Bholabhai Patel, and slowly and gradually, he started assigning strategic responsibilities to his elder son. Moreover, his younger son also implemented various initiatives to grow the hotel.

Change in Management of Natraj Hotel

Ashish Patel was handling all the activities of the hotel with his father in a decent manner. In the absence of his father, he used to take various important decisions and made significant changes to the hotel. However, he was lacking in management skills, which are required for surviving in this competitive industry. At the same time, Sanjay Patel, who completed his MBA, also joined the family business. He had significantly changed the administration of the hotel by applying new and innovative strategies. He was creative, optimistic, had a futuristic approach, and understood the competitiveness of the market. He was a person who could do business with a more strategic focus on new developments that could be made in the existing hotel to attract more customers. They focused on advanced methods of serving food, concentrating on decor, and other amenities that attracted the crowd of today. They also started having a personal focus on the cash counter and managed the purchase of vegetables and groceries in a more organized way to avoid any mismanagement.

They converted the old conference room into a guest house and Gujarati dining hall into a new banquet hall cum conference hall (Figure 6) on the ground floor. They equipped the banquet hall in an attractive manner so that everyone would want to celebrate birthday parties, get-togethers, anniversaries, receptions, and engagements. They also increased the guest rooms to 17, out of which 11 were AC rooms and six were non-AC guest rooms. As part of standardization and customization, the options of fixed and unlimited dishes were added. While bringing all these changes to the hotel, both Ashish Patel and Sanjay Patel were guided by their father in decision-making,

Table 1. Growth Summary of Natraj Hotel

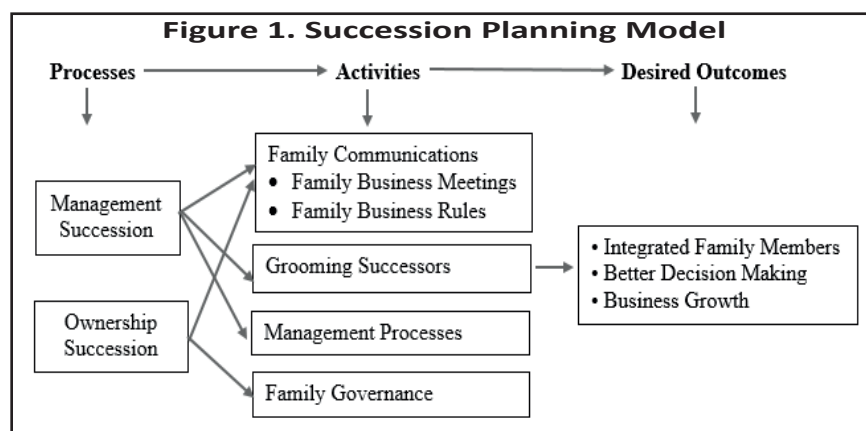
Year	Owner	No. of Persons Employed	No. of Customers Per Week	No. of Rooms in Guest House	Types of Food	Other Services
Parlour (2000–2002)	Natavarbhai Patel	6	300	NA	Dry snacks, tea, and lunch	NA
Restaurant (2002–2006) and Bholabhai Patel	Natavarbhai Patel	20	500	NA	Gujarati, Punjabi, Chinese, and South Indian	NA
Hotel (2006–2008) and Bholabhai Patel	Natavarbhai Patel	48	1,200	Seven AC and four non-AC	Gujarati, Punjabi, Chinese, South Indian, and Continental	Small conference room, parcel service, AC, and non-AC dining hall
Hotel (2008 onward)	Natavarbhai Patel, Ashish Patel, and Sanjay Patel	80	2,200	11 AC and six non-AC	Punjabi, Chinese, South Indian, Continental, Kathiyavadi, and sizzlers	Medium conference room, party plot, parcel service, festival and birthday celebrations, resort

consulting, and administrative matters. This was how Natavarbhai Patel was training his sons step-by-step for controlling and managing the hotel.

With strategic and operational changes, the revenue and income also increased significantly. Positive words by the customers for Natraj Hotel with regard to quality, quantity, hygiene, and advanced amenities led to an increase in customer flow. Their hotel's name became well known within their geographical region by creating their brand name. Both the sons divided their responsibilities under the guidance of their father, and he guided them to shoulder the responsibilities depending on their core competencies. Ashish handled basic hotel and staff management activities within the property and Sanjay looked after outdoor activities such as meeting the clients, industry tie-ups, guest booking, advertising, and other strategic decisions for the hotel. As both of them were working in their specialized areas, they were able to take Natraj Hotel to great heights of success. They emphasized on customer satisfaction focusing on taste, quality, and brand name, which led them to grow the customer base and have customer loyalty. The journey of Natraj from being a parlour to a restaurant and later into a hotel is given in Table 1.

Family Business Succession Planning Model

(1) Succession Process : Natavarbhai Patel conducted the management succession first for his sons to have management orientation. Then he adopted ownership succession to make his sons capable to take the responsibilities of the hotel (see Figure 1).



(2) Succession Activities : After the succession process, the model also shows succession activities that integrate family members into the family business and succession process. For family communication activities, Natavarbhai Patel and his sons are doing business meetings with the family and discuss the family business rules on a regular basis. These activities comprise grooming of the successors and integrating the active family members into a number of key management activities. Likewise, Natavarbhai Patel also integrated his elder son and younger son into the family business. Family communication and governance are a vital part of this model. In family governance, they define the vision of the family and define its philosophy of the relationship between the family and their business.

(3) Desired Outcomes : The last phase of this model is to achieve the desired outcomes. By applying different activities, they were trying to get the desired outcomes such as integration of family members, better decision-making, and business growth.

Core Values of Natraj Hotel

The core values of Natraj Hotel are motivation, integrity, loyalty, innovation, excellence, and employee compassion.

(1) Motivation : The management of the hotel continuously motivates its employees for better quality of work.

(2) Integrity : The hotel promotes integrity through respect for individuals, communication for expectations, consistency, and fairness in actions.

(3) Loyalty : The hotel aims to build long-term, mutually rewarding relationships with other hotels and their guests in all aspects of its business.

(4) Innovation : Natraj Hotel also fosters on innovation in terms of its services, decorations, and types of food offered. It also provides a culture where employees' suggestions in terms of innovation are welcome.

(5) Excellence : Natraj Hotel is committed to doing the best in all its endeavours. It never settles for “good enough” because good is the enemy of great.

(6) Employee Compassion : Natraj Hotel provides workplace support to its employees to manage their stress. In 2008, India was impacted by recession because of which Natraj Hotel faced many economic problems. During that period, the hotel management did not relieve its employees and sent them back ; instead, it paid half of the salary. The main focus of Natraj Hotel is on employee retention and development. It believes that employees are one of the most important assets of the organization.

Family Background of Natraj Hotel

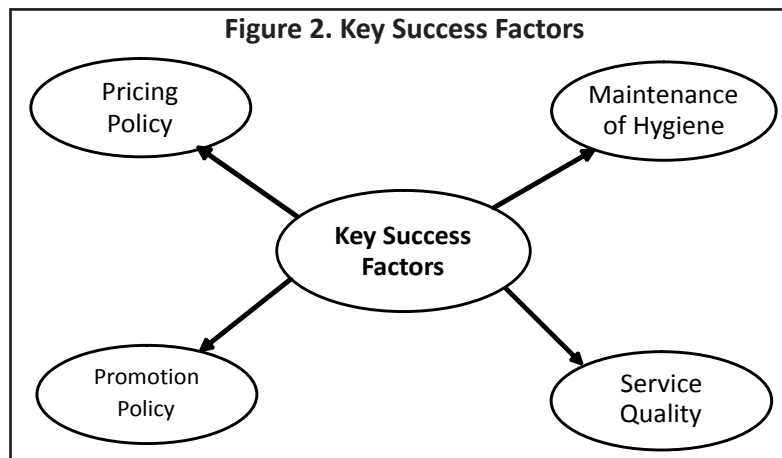
Natavarbhai Patel, an arts graduate, had started a small parlour in the year 2000 at Delvad. He has two sons: Ashish Patel and Sanjay Patel. Ashish Patel completed his graduation in arts and is not a very business-minded person, but was taking care of the hotel with his father. The younger son, Sanjay Patel, has a bachelor's degree in commerce and completed master's degree in business administration. With passion and a positive attitude, he focused on opportunities in the hotel industry. He is working very hard to make the family business successful.

In 2002, Natvarbhai made a partnership with Bholabhai Patel. Bholabhai Patel had his master's degree in science and worked as a professor in a science college. Arvind Patel is the son of Bholabhai Patel. He is a government employee and was not interested in his father's business. He never went to the hotel to see how a hotel is run. Bholabhai Patel did not have any family support to run the hotel business.

Key Success Factors with Succession Planning

Natraj Hotel has various key success factors : pricing policy, maintenance of hygiene, promotion policy, and service quality (Figure 2). The food preparation process in the hotel requires constant maintenance of hygiene. After strategic transformation, Natraj Hotel never faced customer-based problems. They got more business on a referral basis. The hotel built a brand name locally based on pricing, hygiene, and quality.

(1) Pricing Policy : During the partnership, Natraj Hotel was not gaining any profits due to the lack of effective pricing policy. However, when Natavarbhai's sons started involving in the business, they adopted different pricing policies such as coupons, discounts, and combo offers that appealed to the customers. Furthermore, the hotel



started attaining great success with the younger son's full involvement in the business. The pricing for the various services was based on the type of food ordered, quantity of food, type of room services opted for, and so on. With these initiatives, Natraj Hotel set the standard as providing value-for-money services in the minds of the customers. Natraj Hotel takes the payment after the delivery of service.

(2) Maintenance of Hygiene : While hiring the staff, the first part of the training is about cleanliness and hygiene. All the staff members have to wear Natraj Hotel uniform along with a cap that has to be very clean and tidy. Basic mannerism and etiquettes are taught to all the staffs about the serving of food, plating, and cleaning up of the tables. Even cleaners are assigned to each table to clean tables once the customer serving ends. Raw materials (e.g., food grains, edible oil, spices, and vegetables) which are used to cook food have to pass a three-level check to ensure that the quality standards are met. In case of food packing, the packing materials are also checked once before using. All the rooms are cleaned up twice a day and sanitized. This is to ensure that the customers are given neat and clean rooms every time they check in to make sure that none of the them leave the hotel dissatisfied ; the bathrooms and washrooms are cleaned up properly with room freshener sprayed in the rooms. Curtains, mirrors, glasses of the windows, fans, cupboards in rooms, and the decor of the rooms are made pleasant to satisfy the customers.

(3) Promotion Policy : Natraj hotel uses membership cards, festival offers, and discount as a part of the promotion activities. It also maintains a database of valued customers and wishes them on their birthdays and anniversaries, which has created a very positive image in the minds of the customers. Natraj Hotel has made its presence on the social media such as WhatsApp and Facebook for business promotion among different groups. On being asked about the selection of the social media, Sanjay replied that majority of their customers are youngsters and as more and more youngsters are using smartphones and social media-based applications, he promotes various business offers through Facebook and WhatsApp. They are also using hoardings and banners as a part of promotional activities at selected places. They have also registered with Just Dial and MakeMy Trip as a part of their promotional activities. On being asked about the reason to go for Just Dial and MakeMy Trip, Sanjay replied that Natraj Hotel wants to reduce the dependency on the local market and wants to target more non-local customers. Therefore, Natraj Hotel does promotions on Just Dial and MakeMy Trip to get customers from outside the local market. He also mentioned that the hotel got remarkable response from the e-promotion activities.

(4) Service Quality : Quality service with humbleness, politeness, and personal care is the motto of the hotel. It has

maintained the standards of quality in terms of timely service, taste of food, hygiene level in food, delivery of services, and so on. They have specific chefs, as per different cuisines, to make different varieties of food. The reason to have different specific chefs is to get the best quality of food based on their cooking expertise. Further, the chefs have assistants as well. The management has enforced the rule that without hand gloves, uniform, and cap, the chefs and assistants are not allowed to enter into the kitchen. This step is taken to maintain the level of hygiene in food. The hotel regularly updates the menu cards with attractive colors and seasonal offers, which overall creates a different feeling. On regular occasions and festivals, the hotel is decorated according to the festive theme to make the customer experience even better. The hotel management also emphasizes on prompt service, which is of equal importance as are good quality of food and service. Punctuality is given top priority when the service is to be delivered. In case of food order, they serve the food to the customer in 15–20 minutes. The hotel arranges kitty parties, birthday celebrations, and other social functions within just two days of booking. At the end of each service, they take feedback from the customer about food quality, service standard, and so on, which is used as a bookmark to further improve the quality of services. They also provide parcel services, party plot facilities, and decorations in a customized manner according to the customers' demands.

Key Competitors with Their Strategies

The hotel market in Delvad area is both organized and unorganized. Natraj Hotel was not facing any problem from unorganized players because they were not offering quality and variety that the hotel is offering to its customers. However, Natraj Hotel faces a competition from organized players like Priyanka Hotel and Raj Royal Hotel. These hotels use the strategy of comparative low prices and season-based offers. They use social media such as Facebook and Instagram for the promotion purposes. Priyanka Hotel provides flat 30% discount on all the prices ; whereas, the Raj Royal Hotel uses psychosomatic pricing methods in its discount offers. Sometimes, they also try to convert customers of Natraj Hotel with attractive offers.

Strategies to Handle Competitors

Natraj Hotel uses multiple strategies to handle the competition. The first strategy is the use of social media and linkage with other online media. Natraj Hotel uses WhatsApp and Facebook as tools for promotion and has registered with MakeMyTrip, Trivago, and Just Dial. The linkage with MakeMyTrip, Trivago, and Just Dial generates many business leads for Natraj Hotel.

According to Ansoff's matrix, the market development strategy is adopted as the second strategy. Under this strategy, parcel facility for home delivery of food is provided in the nearby uncovered areas. The parcels are prepared in a special packing to convince people to place an order. This strategy attracts more number of customers from different companies working in the nearby areas.

The hotel has implemented Ansoff's matrix concept of product development as part of its third strategy. It has also started offering services of a mini-resort with cottages (shown in Figure 7) designed with natural ambiance, which includes basic amenities such as swimming pool, artificial rainfall, indoor games (e.g., pool, snooker, carrom board, and chess), and Wi-Fi zone to the existing customers in addition to indoor games. There are two reasons to adopt this strategy : (a) Natraj hotel is able to make a difference in terms of services offered as compared to its competitors and (b) it is able to generate more revenue by offering new services to the existing customer base.

The fourth strategy is the market penetration strategy. Under this strategy, a membership card is offered to the existing customers to avail the hotel services. With the membership card, a customer can claim 10% discount on the total bill in future orders. Therefore, this leads the customer to visit the hotel again. So, apart from the regular customers, those who are not frequent visitors are also attracted.

Succession Planning for the Next Generation

Ashish Patel and Sanjay Patel are planning for abroad-based professional hotel management education for their children. They have hired skilled managers reporting to them to help in better management of the hotel. They also spend quality time with their families and consult their family while making business decisions. They want to pass on the ideas of succession planning to their next generation. They expect the next generation to be a part of the business by getting professional training in hotel management. They have a desire to make their successors work under their employees in internship programs. This is planned to equip the next generation in business activities so that they can take over from their predecessors and manage the hotel in a marvelous way.

Expected Future Challenges

In the nearby areas, there is a possibility of starting a new hotel with the same facilities. Natraj Hotel is situated on the Mansa - Gandhinagar highway and it is true that many small businessmen are opening restaurants and *dhabas* that provide good quality food at cheaper rates in the area. Therefore, the management of Natraj Hotel has to keep a watch on these types of future challenges and should have a proactive approach toward future challenges.

Managerial Implications

The study has managerial implications for the new generation entrepreneurs and existing entrepreneurs alike and with respect to entrepreneurship and ownership of a family-run business. The outcome of the study can be used to draft a succession plan in an existing family-run business. Business owners can impart the competitive strategic actions to groom the next/coming generation to adapt or tackle challenging business environments and to get better of the competition in the market, thereby making the organization grow.

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Figure 3. Natraj Parlour



Figure 4. Natraj Restaurant



Figure 5. Natraj Hotel

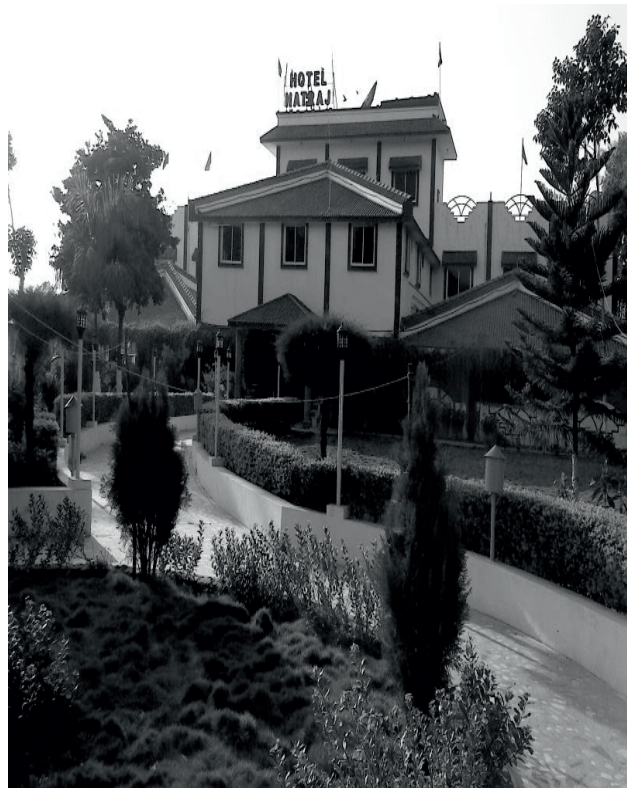


Figure 6. Glimpses of Party Plot, Rooms, and Banquet Hall



Figure 7. Mini - Resort



Teaching Notes

(1) Title of the Case : Succession planning in a family-owned hotel business : A case of the Natraj Hotel at Delvad in Gujarat.

(2) Brief Synopsis of the Case : In India, the hotel industry is growing day by day. Under the startup policy of the Government of India, there are various benefits that are being provided for budding entrepreneurs. This case was prepared to understand the challenges and problems faced while doing business. This case also discussed the strategies adopted for succession planning in a family business. In the year 2000, Natavarbhai Patel started Natraj Parlour in Delvad. He converted the parlour into a small restaurant in 2002 in partnership with Bholabhai Patel. In October 2006, considering the competition, both Natavarbhai and Bholabhai decided to expand their restaurant into Natraj Hotel. During their partnership, they faced many problems such as improper management of hotel, liquidity issue, and negligence of responsibilities by Bholabhai Patel, which were creating negative word of mouth among the staff and customers of the hotel. To resolve the problems in the hotel, Natavarbhai ended the partnership and started succession planning wherein he involved his sons Ashish Patel and Sanjay Patel in the business. They also faced problems such as starting up of two new hotels on the same highway within 7 km area offering the same food. However, they managed these problems by offering : (a) membership card to customers, (b) better quality of food and services, and (c) seasonal discounts. The key success factors of Natraj Hotel are pricing policy, maintenance of hygiene, promotion policy, and service quality.

(3) Teaching and Learning Objectives : This case of Natraj Hotel had been developed to fulfill different objectives that are listed as follows:

- (i) To equip students about the challenges while doing business.
- (ii) To provide strategic orientation to students for succession planning in business.
- (iii) To motivate management students to develop their own family business with their conceptual knowledge that will help in employment generation.
- (iv) To equip students with managerial skills required for the business.

(4) Potential Audience : The potential audience of this case are the students of MBA, PGDM course, and management programs. This case can also be studied by small and medium business firms and corporates in management development programs. The case can be used in courses like family business and entrepreneurship and entrepreneurship and strategic management.

(5) Suggested Student's Assignment : This case study has a precondition that one should study subjects like principles of management and organizational behavior, and entrepreneurship and strategic management. Furthermore, students should be given a task to read about the Indian hotel industry before coming for the respective session. They can do analysis for further developing the strategies for expansion of Natraj Hotel.

(6) Suggested Additional Readings : Below are the suggested books for further reading:

- (i) Enz, C. A. (2009). *Hospitality strategic management: Concepts and cases*. John Wiley and Sons.
- (ii) O'Fallon, M. J., & Rutherford, D. G. (2011). *Hotel management and operations*. John Wiley & Sons.

(iii) Robbins, S. P. (2001). *Organizational behavior* (14th ed.). Pearson Education India.

(iv) Roy R. (2011). *Entrepreneurship* (2nd ed.). Oxford University Press.

(v) Tripathi, P. C., & Reddy, P. N. (2012). *Principles of management*. Tata McGraw Hill Education Private Limited.

(7) Possible Discussion Questions

(i) Identify the key problems faced by Natraj Hotel and also discuss the strategy adopted to solve those problems.

(ii) How can Natraj Hotel grow further ?

(iii) Does Sanjay Patel, a management graduate, require conceptual knowledge and experience in the field of hotel management ? If so, does it affect the growth of the hotel business ?

(iv) “Every business has key success factors for its successful running.” Justify in context with this case.

(8) Potential Uses of the Case : This case can be used in the hotel management course and new venture course focusing on small or medium businesses. It can be taught in subjects such as principles of management, entrepreneurship, and organizational behavior. This case can also be used to understand the challenges faced while doing small and medium businesses and their strategies to overcome these challenges by succession planning.

(9) Analysis of Questions

Question 1) : Identify the key problems faced by Natraj Hotel and also discuss the strategy adopted to solve those problems.

Answer 1) : During the partnership between Bholabhai Patel and Natavarbhai Patel, the former started having a very lethargic approach toward the hotel and was not initiating activities for promoting the hotel, which resulted in negative word of mouth among the staff and customers of the hotel. To solve the problems, Natavarbhai ended the partnership and started succession planning wherein he involved his sons Ashish Patel and Sanjay Patel in the business. They also faced problems such as starting up of two new hotels on the same highway in the nearby area offering the same food. In order to meet the competition, Natraj Hotel used multiple strategies like use of social media, linkage with other online media, adoption of Ansoff's matrix market development strategy, and market penetration strategy.

Question 2) : How can Natraj Hotel grow further ?

Answer 2) : They can increase the number of rooms in the hotel. They can start serving new dishes (e.g., Dalbati and Chinese) with which they can attract new customers. Natraj Hotel can offer a combo pack to their existing customers for celebrating their yearly occasions such as birthday parties and New Year celebrations. Furthermore, by offering more varieties of food than offered by their competitors, they can attract customers who are visiting their competitors.

Question 3) : Does Sanjay Patel, a management graduate, require conceptual knowledge and experience in the field of hotel management? If so, does it affect the growth of the hotel business ?

Answer 3) : A management student, Sanjay Patel joined the hotel business of his family for his interest and passion for doing business. Yes, some conceptual knowledge and experience are required in the field of hotel management for understanding the new challenges in the hotel business. However, since the beginning, he was observing his father and elder brother working in the hotel and was learning directly and indirectly about the business. During his school and college vacations, his father and brother were assigning responsibilities and duties, giving him an opportunity to train for working in all the departments of the hotel. Moreover, after completing his post-graduation in management, he had a good internship experience and gained lots of knowledge about the hotel business that positively affected the growth of Natraj Hotel.

Question 4) : “Every business has key success factors for its successful running.” Justify in context with this case.

Answer 4) : Yes, it is true, without key success factors, the business cannot be differentiated from competitors and it cannot grow effectively. Natraj Hotel adopted numerous key success factors such as pricing policy, maintenance of hygiene, promotion policy, and service quality. However, when Natavarbhai's sons started getting involved in the business, they adopted different pricing policies such as coupons, discounts, and combo offers that appealed to the customers. While hiring the staff, the first part of the training is about cleanliness and hygiene. All the staff members have to wear the Natraj Hotel uniform along with a cap that has to be very clean and tidy. Natraj Hotel uses membership cards, festival offers, and discounts as a part of its promotion activities. Quality service with humbleness, politeness, and personal care is the moto of the hotel.

(10) Suggested Teaching Approach : For effective teaching of the case, students should be given some time for open discussion after analyzing the case in the classroom, and they can discuss and give some points according to their answers. Finally, the teacher can decide who will get the maximum points. In order to get practical exposure, students can write their own solutions to the questions given in the case study.

Computer Support and Audio –Visual Support : For better understanding of the hotel and its environment, one can watch the movie, *The Grand Budapest Hotel*, which shows how they deal with changing times.

(11) Proposed Session Plan : To teach this case in detail, two teaching sessions of 1 hour each are required.

0–10 min : Discuss introduction

11–70 min : Read discussion

71–80min: Discuss Question 1

81–90min : Discuss Question 2

91–100 min : Discuss Question 3

101–110 min : Discuss Question 4

111–120 min : Conclusion

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