

Summer Internship Report  
Sea Pebble (Bay 15 - Dona Paula)

Report submitted by  
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Roll No: 2001

Second Year Masters of Business Administration  
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Under the Guidance of Lecturer and Project Mentor  
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## DECLARATION

I declare that this report is done by Mr. Adrian Andre Andrade, and it has not previously formed the basis for the award of any degree or diploma or other similar title.

Class: - SYMBA

Name: Adrian Andrade

Roll No: 2001

Signature:

Date: 10<sup>th</sup> April, 2022

## CERTIFICATE

This is to certify that this report is a record of work done by name of student under my guidance to the best of my knowledge and that it has not previously formed the basis of an award of any degree or diploma at the Goa University or elsewhere.

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Signature

Mr. Dayanand

(Lecturer & Project Mentor, Department of MBA)

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# 1.INTRODUCTION TO THE HOTEL INDUSTRY

The Indian hospitality industry has emerged as one of the key industries driving growth of the services sector in India. It has evolved into an industry that is sensitive to the needs and desires of people. The fortunes of the hospitality industry have always been linked to the prospects of the tourism industry and tourism is the foremost demand driver of the industry. The Indian hospitality industry has recorded healthy growth fueled by robust inflow of foreign tourists as well as increased tourist movement within the country and it has become one of the leading players in the global industry

One of the fastest growing sectors of the economy today is the hotel industry. The hotel industry alone is a multi-billion dollar and growing enterprise. It is exciting, never boring and offers unlimited opportunities. The hotel industry is diverse enough for people to work in different areas of interest and still be employed within the hotel industry. This trend is not just in India, but also globally.

Modern hotels provide refined services to their guests. The customer's or guests are always right. This principle necessitated application of management principles in the hotel industry and the hotel professionals realized the instrumentality of marketing principles in managing the hotel industry. The concept of total quality management is found getting an important place in the marketing management of hotels. The emerging positive trend in the tourism industry indicates that hotel industry is like a reservoir from where the foreign exchange flows. This naturally draws our attention to hotel management.

Like other industries, the hotel industry also needs to explore avenues for innovation, so that a fair blending of core and peripheral services is made possible. It is not to be forgotten that the leading hotel companies of the world have been intensifying research to enrich their peripheral services with the motto of adding additional attractions to their service mix. It is against this background that we find the service mix more flexible in nature. The recruitment and training programmes are required to be developed in the face of technological sophistication.

# 1. Economy

The Indian tourism and hospitality industry have emerged as one of the key drivers of growth among the services sector in India. Tourism in India has significant potential considering the rich cultural and historical heritage, variety in ecology, terrains and places of natural beauty spread across the country. Tourism is also a potentially large employment generator besides being a significant source of foreign exchange for the country.

In FY20, tourism sector in India accounted for 39 million jobs, which was 8.0% of the total employment in the country. By 2029, it is expected to account for about 53 million jobs.

According to WTTC, India ranked 10th among 185 countries in terms of travel & tourism's total contribution to GDP in 2019. During 2019, contribution of travel & tourism to GDP was 6.8% of the total economy, ~ Rs. 13,68,100 crore (US\$ 194.30 billion).

# 2. Market Size

India is the most digitally advanced traveler nation in terms of digital tools being used for planning, booking, and experiencing a journey. India's rising middle class and increasing disposable income has supported the growth of domestic and outbound tourism.

During 2019, foreign tourist arrivals (FTAs) in India stood at 10.93 million, achieving a growth rate of 3.5% y-o-y. During 2019, FEEs from tourism increased 4.8% y-o-y to Rs. 1,94,881 crore (US\$ 29.96 billion). In 2019, arrivals through e-Tourist Visa increased by 23.6% y-o-y to 2.9 million. In 2020, FTAs decreased by 75.5% YoY to 2.68 million and arrivals through e-Tourist Visa (Jan-Nov) decreased by 67.2% YoY to 0.84 million. As of March 2021, the e-Tourist Visa facility was extended to citizens of 171 countries.

By 2028, international tourist arrivals are expected to reach 30.5 billion and generate revenue over US\$ 59 billion. However, domestic tourists are expected to drive the growth, post pandemic.

International hotel chains are increasing their presence in the country, and it will account for around 47% share in the tourism and hospitality sector of India by 2020 and 50% by 2022.

As per the Federation of Hotel & Restaurant Associations of India (FHRAI), in FY21, the Indian hotel industry has taken a hit of >Rs. 1.30 lakh crore (US\$ 17.81 billion) in revenue due to impact of the COVID-19 pandemic.

### **3. Investments**

India was globally the third largest in terms of investment in travel and tourism with an inflow of US\$ 45.7 billion in 2018, accounting for 5.9% of the total investment in the country.

Hotel and Tourism sector received cumulative FDI inflow of US\$ 15.61 billion between April 2000 and December 2020.

Indian government has estimated that India would emerge with a market size of 1.2 million cruise visitors by 2030-31. Dream Hotel Group plans to invest around US\$300 million in the next 3-5 years for the development of the cruise sector in India.

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## **2.INDUSTRY CHARACTERISTICS**

Major characteristics of the Indian hospitality industry are:

### **1.High Seasonality**

The Indian hotel industry normally experiences high demand during October–April, followed which the monsoon months entail low demand. Usually, the December and March quarters bring in 60% of the year’s turnover for India’s hoteliers.

However, this trend is seeing a change over the recent few years. Hotels have introduced various offerings to improve performance (occupancy) during the lean months. These include targeting the conferencing segment and offering lucrative packages during the lean period.

### **2.Labour Intensive**

Since the hospitality industry is service oriented in its nature, it requires a huge supply of labor to create a memorable experience for the customers. This characteristic is especially true for those enterprises which target high-ended customers. For example, staff-to-guest ratios are high in fine dining restaurants and 5-star hotels which aimed at providing one-on-one services to their customers.

### **3.Intangibility**

Service cannot be seen, tasted, heard, or smelled and measured before they are received. So, hospitality service staffs should give special attention to personalizing service etiquette, hospitality conversation, quality of service, equipment, friendly environment as well as the quality of products. Here, the customers just feel and have experience of services provided by Service stalls. If the guests are satisfied with the products and services they come back again and again.



#### **4.Variability**

Services have highly variability the same room or food gives a different level of satisfaction with the different customers at different times so the guests can have different experiences. The same guest receives different feelings at different times. The quality of service does not only depend upon what we serve also depends on how we serve. And also depends upon how the customer receives it.

#### **5.Perishability**

In the hospitality industry, service cannot be stored because they are highly perishable. Unused 'service of today cannot be sold the next day; the guest's rooms of hotels are highly perishable. They cannot be stored to sell the next day. Hospitality services have a time frame for utilization.

#### **6.Heterogeneity**

In hospitality, the system of products and services may vary from one to another establishment. This is the essence of hospitality. So, the guests have various options to choose from. The same soup offered by hotel A may be different from hotel B, the same type of guest room offered by hotel A may have different amenities that hotel B. The facilities, the methods of preparation, the brand, the service staff, the complementary offered to play a vital role in the guest's reaction.

#### **7.Relationship Building**

The hospitality industry highly depends on repeated customers for survival. Building long term relationships with customers can benefit the organizations for generating stable revenues regardless of the instability of seasons and at the same time, developing brand reputations through positive word-of-mouth of the repeated customers. In order to develop brand loyalty, different methods are currently applied by the lodging and foodservice sectors, such as membership programs that give privileges and incentives to frequent customers. However, top management of organizations does believe that the informal ways of building friendship between front-line staff and customers through a high degree of personal attention and customization can win the loyalty of customers in the long run.

## **8.Diversity in Culture**

Staffs who work in a hospitality organization always have interactions with customers from different regions or to work and corporate with other colleagues who may have different backgrounds cultures. Due to their differences in religious beliefs and values, some conflicts and misunderstandings can easily occur. Therefore, staff should be open-minded and come up with solutions together in resolving problems in their duties. For example: From the customers' perspective, some of them abstain from meat due to their religious beliefs or habit. Therefore, restaurants should provide vegetarian food as an option in order to satisfy their needs.

### **3. CLASSIFICATION OF HOTELS**

The Ministry of Tourism has formulated a voluntary scheme for classification of operational hotels into different categories, to provide contemporary standards of facilities and services at hotels. Based on the approval from the Ministry of Tourism, hotels in India can be divided into two categories:

1. DoT (Department of Tourism) classified hotels
2. DoT (Department of Tourism) unclassified hotels

#### **1. CLASSIFIED HOTELS**

Hotels are classified based on the number of facilities and services provided by them. Hotels classified under the Ministry of Tourism enjoy different kinds of benefits such as tax incentives, interest subsidies, and import benefits. Due to lengthy and complex processes for such classification, a significant portion of the hotels in India still remain unclassified. The Ministry of Tourism classifies hotels as follows:

- Star category hotels
- Heritage hotels
- Licensed units

##### **1. Star category hotels**

Within this category, hotels are classified as five-star deluxe, five-star, four-star, three-star, two-star and one-star.

##### **2. Heritage hotels**

These hotels operate from forts, palaces, castles, jungles, river lodges and heritage buildings. The categories within heritage classification include heritage grand, heritage classic and heritage basic.

### **3.Licensed units**

Hotels/establishments, which have acquired approval/license from the Ministry of Tourism to provide boarding and lodging facilities and are not classified as heritage or star hotels, fall in this category. These include government-approved service apartments, timesharing resorts, and bed and breakfast establishments.

### **4.Branded players**

This segment mainly represents the branded budget hotels in the country, which bridge the gap between expensive luxury hotels and inexpensive lodges across the country. Budget hotels are reasonably priced and offer limited luxury and decent services. Increased demand and healthy occupancy have fueled growth of budget hotels. These hotels use various cost control measures to maintain lower average room rates without compromising on service quality. Ginger Hotels, ITC Fortune, Hometel, and Ibis are some of the popular budget hotels.

## **2.UNCLASSIFIED HOTELS**

These are small hotels, motels and lodges that are spread across the country  
This segment is highly unorganized and low prices are their unique selling

## **4.GROWTH DRIVERS**

The fortunes of the hospitality industry are closely linked to the tourism industry and hence tourism is one of the most important growth drivers. In addition, all factors that aid growth in the tourism industry also apply to the hospitality industry.

### **1.Increased tourist movement**

Increased FTAs and tourist movement within the country has aided growth in the hospitality industry. Healthy corporate profits and higher disposable incomes with easier access to finance have driven the rise in leisure and business tourism, thus having a positive impact on the hospitality industry.

### **2.Economic growth**

India is one of the fastest growing economies in the world. It recorded healthy growth in the past few years. Despite the global economic slowdown, the Indian economy clocked growth of 7.3% in 2020-21. Attractiveness of India has encouraged foreign players to set up their operational facilities in the country. Domestic industries have also made heavy investments to expand their facilities.

### **3.Changing consumer dynamics and ease of finance**

The country has experienced a change in consumption patterns. The middle-class population with higher disposable incomes has caused the shift in spending pattern, with discretionary purchases forming a substantial part of total consumer spending. Increased affordability and affinity for leisure travel are driving tourism in India and in turn aiding growth of the hospitality industry. Emergence of credit culture and easier availability of personal loans have also driven growth in the travel and tourism and hospitality industries in the country.

#### **4.Development of other markets**

A major trend in recent times is the development of the hotel industry in cities other than major metros. As real estate prices have been soaring, setting up and maintaining businesses and hotels in major metros is becoming more expensive, leading to search for other cities entailing lesser costs. Consequently, hotel

markets have emerged in cities such as Hyderabad, Pune, and Jaipur, Bangalore. This has led to increase in hotel development activity and expansion of hotel brands within the country.

The industry has also seen development of micro markets, especially in primary cities. As cities grow larger and more office spaces come up across the city, travelers prefer to stay at hotels closer to the place of work/visit to save on time. This has led to the same hotel company setting up hotels across different location within a city.

#### **5.Marketing strategies**

Marketing strategies in the hospitality industry have changed drastically over the past decade. A decade back, the brand name of the hotel was a major driver. However, with the arrival of well-educated and experienced traveler's, hotel companies have had to change/realign their marketing strategies. Today, hotel companies marketing strategies are differentiation, consistency, customer satisfaction, delivery of brand promises, and customer retention. Development and use of technology have also changed the way hotel companies operate, creating the need for online marketing. Travellers increasingly conduct basic research on the Internet. Blogs, networking sites, and travel sites are therefore being used for making choices and the information provided tends to influence opinions and choices. Several travel portals have emerged in recent times and travelers are increasingly using these portals to make hotel reservations.

#### **6.Opportunities**

The prospects for the hotel industry in India are bright. With revival in the global economy, international tourist inflow into the country is expected to rise. Additionally, hosting of international sports events and trade fairs and

exhibitions in the country are expected to aid both inflow of international tourists and domestic tourist movement. The upcoming industrial parks,

manufacturing facilities and ports across the country provide a good opportunity for budget and mid-market hotels. the supply of branded/quality rooms in India is much lower compared to other countries across the globe. Hence, there exists huge potential for investors and operators across all the segments of hotel industry in India. The increase in room inventories is expected to make the hotel industry more competitive and hotels would be under pressure to maintain quality and service levels at competitive prices. Competitive pricing amongst the branded hotels along with the addition of more budget and mid-market hotels would make the hotel industry cost competitive with other destinations.

While there is immense potential, concerns for growth of the industry remain. These include high real estate prices in the country, security threats, shortage of manpower, high tax structure and uncertainty due to the pandemic

## **7.Measures undertaken by the government**

Various policy measures undertaken by the Ministry of Tourism and tax incentives have also aided growth of the hospitality industry; some of them include:

- Allowance of 100% FDI in the hotel industry (including construction of hotels, resorts, and recreational facilities) through the automatic route
- Introduction of ‘Medical Visa’ for tourists coming into the country for medical treatment
- Issuance of visa-on-arrival for tourists from select countries, which include Japan, New Zealand, and Finland
- Promotion of rural tourism by the Ministry of Tourism in collaboration with the United Nations Development Programme
- Elimination of customs duty for import of raw materials, equipment, liquor etc.
- Capital subsidy programme for budget hotels

- Exemption of Fringe Benefit Tax on crèches, employee sports, and guest house facilities
- Five-year income tax holidays for 2–4-star hotels established in specified districts having UNESCO-declared 'World Heritage Sites'.

## **7. Government Initiatives**

- The Indian Government has realized the country's potential in the tourism industry and has taken several steps to make India a global tourism hub.
- Some of the major initiatives planned by the Government of India to boost the tourism and hospitality sector of India are as follows:
- In May 2021, the Union Minister of State for Tourism & Culture Mr. Prahlad Singh Patel participated in the G20 tourism ministers' meeting to collaborate with member countries in protecting tourism businesses, jobs and taking initiatives to frame policy guidelines to support the sustainable and resilient recovery of travel and tourism.
- Government is planning to boost the tourism in India by leveraging on the lighthouses in the country. 71 lighthouses have been identified for development as tourist spots.
- The Ministry of Road Transport and Highways has introduced a new scheme called 'All India Tourist Vehicles Authorization and Permit Rules, 2021', in which a tourist vehicle operator can register online for All India Tourist Authorization/Permit. This permit will be issued within 30 days of submitting the application.
- In February 2021, the Ministry of Tourism under the Government of India's Regional Office (East) in Kolkata collaborated with Eastern Himalayas Travel & Tour Operator Association (resource partner) and the IIAS School of Management as (knowledge partner) to organize an 'Incredible India Mega Homestay Development & Training' workshop. 725 homestay owners from Darjeeling, Kalimpong and the foothills of Dooars were trained in marketing, sales and behavioral skills



- On January 25, 2021, Union Tourism and Culture Minister Mr. Prahlad Singh Patel announced plan to develop an international-level infrastructure in Kargil (Ladakh) to promote adventure tourism and winter sports.
- The Indian Railway Catering and Tourism Corporation (IRCTC) runs a series of Bharat Darshan tourist trains aimed at taking people to various pilgrimages across the country.
- On November 4, 2020, the Union Minister of State (IC) for Tourism & Culture Mr. Prahlad Singh Patel inaugurated the “Tourist Facilitation Centre” facility constructed under the project “Development of Guruvayur, Kerala” (under the PRASHAD Scheme of the Ministry of Tourism).
- The Ministry of Tourism’s ‘DekhoApnaDesh’ webinar series titled ‘12 Months of Adventure Travel’ on November 28, 2020, is likely to promote India as an adventure tourism destination.
- On January 26, 2021, Maharashtra Chief Minister Mr. Uddhav Thackeray inaugurated Balasaheb Thackeray Gorewada International Zoological Park in Nagpur. It is India’s largest zoological park spread over 564 hectares and expected to attract ~2.5 million tourists a year.
- The Ministry of Tourism developed an initiative called SAATHI (System for Assessment, Awareness & Training for Hospitality Industry) by partnering with the Quality Council of India (QCI) in October 2020. The initiative will effectively implement guidelines/SOPs issued with reference to COVID-19 for safe operations of hotels, restaurants, B&Bs and other units.
- Ministry of Tourism launched Dekho Apna Desh webinar series to provide information on many destinations and sheer depth and expanse on the culture and heritage of India.
- Statue of Sardar Vallabhbhai Patel, also known as ‘Statue of Unity’, was inaugurated in October 2018. It is the highest standing statue in the world at a height of 182 meter. It is expected to boost the tourism sector in the country and put it on the world tourism map.

- Under Budget 2020-21, the Government of India has allotted Rs. 1,200 crore (US\$ 171.70 million) for development of tourist circuits under Swadesh Darshan for eight Northeast states.
- Under Budget 2020-21, the Government of India has allotted Rs. 207.55 crore (US\$ 29.70 million) for development of tourist circuits under PRASHAD scheme.

## **8.Achievements**

- Following are the achievements of the Government during 2019-20:
- During 2019-20, an additional fund Rs. 1,854.67 crore (US\$ 269.22 million) was sanctioned for new projects under the Swadesh Darshan scheme.
- Ministry of Tourism sanctioned 18 projects covering all the North Eastern States for Rs. 1,456 crore (US\$ 211.35 million) to develop and promote of tourism in the region under Swadesh Darshan and PRASHAD schemes.
- Statue of Sardar Vallabhbhai Patel, also known as ‘State of Unity’, was inaugurated in October 2018 and the total revenue generated till November 2019 stood at Rs. 82.51 crore (US\$ 11.81 million).

## **9.Road Ahead**

- Staycation is seen as an emerging trend where people stay at luxurious hotels to revive themselves of stress in a peaceful getaway. To cater to such needs, major hotel chains such as Marriott International, IHG Hotels & Resorts and Oberoi hotels are introducing staycation offers where guests can choose from a host of curated experiences, within the hotel.
- India’s travel and tourism industry has huge growth potential. The industry is also looking forward to the expansion of e-Visa scheme, which is expected to double the tourist inflow in India. India's travel and tourism industry has the potential to expand by 2.5% on the back of higher budgetary allocation and low-cost healthcare facility according to a joint study conducted by ASSOCHAM and Yes Bank.

## **5.TRENDS IN THE INDUSTRY**

The hospitality industry recorded healthy growth in early-2018, leading to a rise in occupancy rate during 2018/19 and 2019/20. Consequently, average rates for hotel rooms also increased in 2019/20. The rise in average rates was also a result of the demand-supply gap for hotel rooms, especially in major metros. Hotels were charging higher rates, at times much higher than that those charged by their counterparts in other parts of the world.

Lured by higher returns experienced by the hotel industry, a number of players, domestic as well as international, entered the space. India became one of the most attractive destinations for such investments.

While on the one hand, investments continued to flow into the hotel industry, hit by sharp rise in rates, corporate started looking for alternate cost-effective lodging options. This led to emergence of corporate guest houses, especially in major metros, and leased apartments as replacements for hotels. While average room rates rose in, occupancy rates dropped. Occupancy rates plunged sharply 2020/21 due to the pandemic, as demand declined following the global economic slowdown in India. As a result, hotel rates declined during 2020-21.

The hospitality industry reported improvement in 2021, with domestic tourist movement in the country being at a high. While average rates remained lower, occupancy rates rose, supported by surge in domestic tourist movement. The industry is expected to report healthy growth in 2021/22, with expected increase in domestic tourist movement and rise in international tourist arrivals.

### **1.Staycations**

travel restrictions in 2020 have facilitated the rise of the staycation. Some vacationers may also be choosing to stay closer to home for environmental or budgeting reasons, with this year having seen an increase in holidays spent more locally.

### **2.Digitalized guest experiences & Contactless Technology**

Apps, in particular, are increasingly important in the way hoteliers manage the services they provide to their customers and can now control many aspects of the guest cycle and experience.

the trend towards digital and contactless services has gained new momentum in 2020. Traditionally customer-facing services are being given an overhaul, thanks to the more widespread use of technology-assisted options, such as mobile check-in, contactless payments, voice control and biometrics.

### **3.Personalization**

data provides insight into past buying habits, enabling hotels to tailor their offers and promotions and automatically provide similar services to previous stays.

### **4.Experience economy & essentialism**

Customers request extreme personalization, unique experiences, and so on. This could very well lead to the death of the travel agent and the rise of the independent traveler.

Travelers are decreasingly seeking lavish displays of wealth, preferring instead to spend wisely, purposefully and make a positive impact on the world. Unique experiences that give back to local communities in meaningful ways are in demand, as are niche properties, adventurous holidays and relaxation retreats.

## **5.Solo Travelers**

many have embraced the meditative value of spending time alone and venturing out into the big wide world unencumbered, interacting and making friends to whatever degree suits. In an effort to make solo travelers feel comfortable, barriers between hotel staff and guests are being lowered, interior design choices made to evoke a sense of homeliness and an informal atmosphere cultivated. This, along with a less stark divide between guests and locals, encourages a feeling of hotel community.

## **6.Generations X and Y**

These new generations have different requirements and needs compared to older generations. Older generations think about hotels and car rentals. Younger generations think about Airbnb and Uber

## **7.Sustainability**

A natural extension of avoiding disposable plastics, eliminating unnecessary paper consumption thanks to opt-in receipts and reducing food waste, more far-reaching ethical and environmental considerations are shaping decisions made at the hospitality management level. Simple eco-friendly switches include replacing miniature toiletries with larger locally sourced dispensers, choosing ethically produced bedsheets made from organic materials and reducing energy consumption with smart bulbs, etc. Vegetarian and vegan options also harbor well-known environmental advantages. People are becoming increasingly sensitive to environmental and social issues.

## **8.Virtual & augmented reality**

virtual tours, conjuring up a digital environment for consumers to picture themselves in. Videos providing 360-degree views of restaurant ambiance, sweet little café terraces enveloped in greenery or hotel beachfront locations, for instance, are just the ticket to make an establishment stand out this year. Once on site, guests should be able to whip out their trusty sidekick their smartphone and simply point it at real-world artefacts to summon up additional information.

## **9.Automation & technology**

technological developments that have been seen to reduce waiting times, “outsource” menial tasks to robots and use big data to optimize processes, for example. AI-powered chatbots have proven to be a customer service asset both during the booking process and in responding to the recurring questions on the protective measures pertaining to COVID-19.

## **6.COMPANY PROFILE**

### **BAY 15**

Bay 15 welcomes you to the land of sun, sea and sand! With a beach frontage that spans 600 running feet, 16 luxury high end Swiss inspired wooden chalets offering mesmerizing views of poetic sun rises and sun sets, enchanting nights in the Odxel Valley, star lit open air dining specializing in Goan, Pan Indian and Mediterranean Cuisine, well-manicured lawns on the lap of the river Zuari that can host a 1000 people be it a wedding or a social gathering, teamed with an array of mouth-watering catering options, A.C. Indoor lounge for after parties, all in all a multi-functional must visit venue.

### **EVENTS**

#### **WEDDINGS**

Consider exploring the option of having a daytime wedding or an evening one. Host up to a thousand guests. Dive into our delectable world-cuisine catering facilities. Get photographed against poetic sunsets and a backdrop of glittering tides. If you're planning on having an outdoor wedding, make sure you create memories that'll last a lifetime!

#### **PRIVATE FUNCTIONS**

Plan private functions, conferences, events, and meetings amidst a rustic yet contemporary décor. Take a glance of the waterfront through the large wall-size windows while the wooden upper deck provides a sense of vastness. Hold conferences in a professional and theatre-style set up that can host up to 60 people, while the inside-out convertible venue can host up to 150 people. A sound proof A.C. lounge music that is perfect to throw after parties till 2 am.

## **SOCIAL EVENTS**

Whether your event calls for a traditional or a relaxed atmosphere, we make it happen! The scenic beach front property helps bring alive your theme. So, if you're looking to throw an event, then make it large by leaving memories that will last a lifetime!

## **DINING**

### **GAZEBOS**

Spice up anniversaries or surprise your lover with a romantic intimate evening by the bay at our charming Gazebos. Indulge in an exquisite dinner with personalized butler service and fine wine. Slow dance and sway to the rhythm of soft gushing waves with your special someone. Share truly unforgettable-romantic moments at the Gazebos!

### **HARBOUR GRILL**

Treat your palate to the 'unique' flavors of Goa made with love by our specialized chefs. Tantalize your taste buds with the perfect blend of masalas and the freshest catch of the day. Sit, relax and gaze at the clear blue sky and swaying palms, the lush lawns and the sparkling tide of the river Zuari. Get the Goan Shack vibes here, with a charming décor, an amazing open space, and a relaxed seating complemented by the sea-view. The ambiance around is quite friendly and casual that moves seamlessly between lazy lunches and romantic dinners.

### **LOUNGE BAR & RESTAURANT**

The interior creates a warm and welcoming sense with its rustic yet contemporary décor, hosting up to 150 people. The chic A.C. indoor restaurant and lounge is paired with the concept of an open luxury cruise deck. The sound proof A.C. lounge makes it the perfect venue for night outs, after parties, private functions, and even conferences. Catch the screening of live matches on large screens with live entertainment to set your mood. Get a glimpse of the



waterfront through the large wall size windows enclosed by a wooden upper deck that provides a sense of vastness, and expansive views of the waterfront. Experience fine dining with vibrant colors, bold flavors, and the finest ingredients as you savor on our Goan, Pan Indian, and Mediterranean world cuisine. Elevate your spirits with exotic cocktails spurring your taste buds.

## **CABANAS**

Taking you back to the wonderful memories of your childhood summer vacations or relive your childhood summer vacations.

Feel a sense of excitement, it's going to be an adventurous day! Rise up early, take a breath of fresh air and watch the sunrise over the mountains. Walk down the shore covered in exotic shells. Dive into the pool or just relax and read a book. Watch the sun go down the horizon, and as the glimmering moon peeks up, grab yourself some of our classic cocktails prepared by the bartenders.

We offer 16 Swiss-inspired luxury log chalets with covered balconies and relaxing chairs overlooking the pool and waterfront. They are surrounded by coconut trees offering a majestic view of the sunrise and sunset. Each self-contained and about 250 sq ft, having a king size bed that can accommodate 2 guests.

## **7.MODELS GROUP**

### **ABOUT US**

Started in 1989, Models Group began as a partnership firm between Mr. Peter Vaz and Mr. Edgar Afonso, registered as Models Real Estate Developers, focused on construction and real estate. Over the years, with its quality construction buildings, it has become renowned as one of the most trusted developers in Goa among Goan, Indians and NRIs. With the success of over 60 real estate projects and Mr. Peter Vaz' quest for innovation, the company went on to diversify and lend its name to projects in hospitality, starting Sonesta Inns back in 1996. In 1999 Mr. Peter Vaz Founded Sporting Club de Goa to champion football in India. Models ventured into leisure cruises in 2004 by setting the Coral Queen on its maiden trip around the Mandovi, and within no time has become a force to reckon with in Goa. Some of Models' flagship buildings are now iconic landmarks in Goa, catapulting the brand to a league of its own. As a home-grown company, Models Groups, is focused on creating ground-breaking and value driven projects, nurturing local talent in design and architecture and creating employment opportunities. It has now become a trusted brand among home-owners, vacationers and those who are looking for job opportunities that fuel their creativity and helps them find their purpose.

### **CHAIRMAN**

Mr. Peter Vaz, Chairman - Models Group, forayed into business in 1989 as a confident young man all of 21 years, with a clear vision of changing the perspective and possibilities of real estate in Goa. 30 years later, the landscape has changed, all the prime neighborhoods in Goa boast of Models projects. Mr. Peter Vaz pushed the boundaries and is a vanguard of real estate development in Goa, who decided to diversify and ventured into hospitality, Leisure and Sports. He is a proud owner of some of Goa's premium hotels and destination wedding venues, and also owns Goa's most sought-after cruise boats plying on the River Mandovi. He took his enthusiasm and passion for football to a whole level by starting Sporting Club de Goa in 1999.

## **OUR TEAM**

The company's culture is rooted in giving voice to all employees and nurturing ideas and concepts. The meteoric success of Models Group is a result of the invaluable contributions of the whole team who share the same vision with the shared goal of taking the company to greater heights. The team comprises a host of seasoned professionals and dynamic youth, who collaborate on every project to share their expertise and perspective. The core team has worked with Models for over 15 years while some professionals have been with the company for 25 years and are instrumental in building this brand to be what it is.

Models Group is a Goa-based company with a diverse portfolio ranging from real estate projects to hospitality, leisure and sports. Models Group has successfully merged its business entities and passion to create a company that is not only diverse in verticals but also vibrant in its offerings making it one of most sought-after companies in Goa by both partners and associates.

## **REAL ESTATE**

Synonymous with exceptional quality and sophisticated amenities, Models is a leading name in realty in the state of Goa. Thoughtfully designed spaces that reflect sophisticated aesthetics and chic style, bringing your dream homes and offices to life. Located in exceptional neighborhoods that are family-friendly and steeped in history, Models offers premium apartments and villas in Goa.

### **Models Courtyard**

#### **2, 3, 4 BHK Apartments**

A sprawling gated complex of family & kids friendly futuristic designer homes coupled with state-of-the-art amenities and superior quality specifications that Models is renowned for. An address that takes care of all your modern lifestyle needs of luxury living with high-end amenities, secured workplace, and of course your relaxing holiday home.

## **Casa Feliz**

### **4,5 BHK Restored Goan-Portugues Villa**

If you have dreamt of living in a fine Goan-Portugues villa, look no further than Casa Feliz. Spread over 9700 sq.ft, the Villa features traditional art deco elements that are sure to take you back in time. Lush green outdoors, spacious rooms, chic design elements that help immerse yourself in the cultural heritage and history of Goa, make this premium villa an owner's pride. Live the Heritage at Casa Feliz

## **Marine Heights II**

### **2/3 BHK Apartments, 4 BHK Penthouse, 4BHK Sky Villas Apartments**

Flagship project by MLV, Marine Heights II is a premium living space for the sophisticated resident who favor finer things in life. Nestled atop Dona Paula, with sweeping views of the tantalizing Arabian Sea and tree-lined streets forming an idyllic canopy, Models Marine Heights II is the most enviable address in town.

## **Marine Vistas**

### **2,3 BHK Apartments and Penthouse Apartments and Penthouse**

Overlooking Caranzalem's famed Marine Drive, Models Marine Vistas is an embodiment of style and sophistication that is perfectly reflective of the lifestyle and personality of its residents. One of MLV's key residential projects, Models Marine Vistas, is a landmark project in Goa that combines modern-day living with breathtaking scenic splendors.

## **Royal Palms**

### **2,3 BHK Apartments and Penthouse Apartments and Penthouse**

Located along the swish neighborhood of Caranzalem, Royal Palms is a perfect lifestyle statement for the rich and famous. Aesthetically designed sea-facing homes graced with large balconies overlooking the blue waters of the Arabian Sea offering bespoke homes in the lap of luxury.

## **Avalon**

### **2,3 BHK Apartments and Penthouse Apartments and Penthouse**

Models Avalon offers designer apartments at affordable prices for an urban lifestyle. Superior fixtures, impeccable design aesthetics and modern amenities make Avalon one of the most sought-after apartments in Goa.

## **COMMERCIAL**

### **Centrium**

A space that is inviting and warm filled with natural light, in a calm neighborhood, makes for a productive office. Models Centrium is built to redefine conventional workspace and offers a host of modern-day amenities to ensure you make the most from your office.

**Ready for Possession | Commercial Spaces and Shops**

## **RENTALS AND LEASE**

### **Campal Trade Centre**

- Centrally located in the heart of Panjim, opposite Taj Vivanta
- Commercial Office Space on the 3rd Floor
- Ideal for IT companies, corporate offices, professionals, clinics, management institutes etc.
- Carpet area ranging from 1977 sq.ft. to 3953 sq.ft.

### **Models Ange Marie**

- Located on the Panjim - Margao main road and off the national highway
- Commercial Office Space in an independent designer block spread over the ground floor and first floor
- Ideal for learning institutes, management institutes, IT offices, furniture mall, factory outlet bank, clinic or any commercial entity
- Carpet area ranging from 4680 sq.ft.

## **HOSPITALITY**

Models Group is synonymous with the famed Goan hospitality and is an industry leader in offering a host of stay options from luxury villas, boutique hotels to premium upscale hotels, inviting travelers from across the globe for a glistening splendor of a dream vacation in Goa.

Goa's warm hospitality and service is legendary and bringing that to life through myriad experiences has been our commitment. From thoughtfully designed homestays at the finest luxury villas to bespoke boutique hotels and premium upscale hotels, MLV is a proud owner and enjoys the legacy of being a preferred choice for travelers across ages. When you stay at our properties, you will unravel Goa hidden treasures; experience the quaint villages, islands and beaches; and be able to indulge in authentic flavors of the traditional Goan cooking techniques.

## Le Méridien

Located in the bustling Calangute-Sinquerim belt, this premium upscale award-winning hotel boasts of 146 rooms and suites, five delightful dining options, the largest kids club and recreational facility in North Goa and an inviting cool blue swimming pool. Launched in August 2017, Le Meridien Goa offers an exquisite experience to guests who wish explore Goa and its myriad hidden gems. Designed to reflect Goa's history, the artworks around the hotel showcase the life and lifestyle of the Kunbi tribe who are known to be the first settlers in Goa. Rooted in its commitment to showcasing Goa's unique cultural heritage, landscape and cuisine, Le Meridien Goa Calangute offers innovative and engaging experiences that allow guests to immerse themselves, interact with locals and go back gaining an interesting perspective on the destination. Ranked among the top 10 hotels in Goa, Le Meridien Goa Calangute caters to family travelers and millennials providing unparalleled hospitality and thoughtful service

**premium Upscale Resort | 146 Rooms and Suite | 5 Dining Option**

## Lazy Lagoon Resort & Spa

Lazy Lagoon Resort & Spa, our upscale boutique resort nestled in North Goa's bustling neighborhood of Baga offers a relaxing and tranquil experience in the heart of all the action. Located in close proximity to beaches Baga and Anjuna, major tourist attractions, famous flea markets of Arpora and the popular party strip for the best entertainment and nightlife in Goa. The award-winning resort boasts of 44 spaciously appointed rooms including 26 suites, five onsite restaurants and bars, swimming pool, holistic spa and banqueting space completely equipped with all modern-day amenities.

**Boutique Luxury Resort | 44 Rooms and Suites | 5 Dining Options**

## Bay 15

A bespoke resort spread over 50,000 sq.ft. of well-manicured lawns, perched on a cliff with a spectacular sea-facing panoramic view, making it a scenic backdrop for events and weddings. Bay 15, offers 16 luxurious Swiss-inspired wooden chalets; an award-winning restaurant offering the choicest Goan, Mediterranean grills; and lush green lawns; making it the perfect venue for luxury destination weddings and celebrations in town. Located 6 km from Panjim, Bay 15 is well-known among locals and tourists who want an authentic experience of Goa's picturesque landscape and laid-back vibe

**premium Boutique Reso**

## The Fern Residency

Located in Miramar, The Fern Residency is a 26-keys boutique resort offering well-appointed rooms and suites. With two delectable on-site restaurants offering a bounty of choices for those who enjoy multi-cuisine dining experiences. Relax and unwind, while the hotel takes care of every holiday need of yours.

**Boutique Hotel | 26 Rooms and Suites | 2 Dining Options  
rt | Destination Weddings | 3 Dining Options**

## Sonesta Inns

The first hospitality project by Models Group opened in 1996 and located on the quainter side of Candolim Beach. Sonesta Inns is also one of the first luxury boutique resort to open in Candolim with over 52 spacious rooms, suites and luxury 3 BHK villas, contemporary amenities, indulgent onsite dining and interactive conference facilities, making it an ideal place for leisure travelers and event planners.

**Beachfront Boutique Resort | 52 Rooms and Suites | 1 Dining Option**

## Casa Alegria

Casa Algeria I & II offer ultimate comfort for the well-heeled travelers at competitive prices. These spacious 3 BHK villas, showcase contemporary design and modern amenities for a dream getaway along with the comforts of home,



offering the best of both worlds. Located in Pilerne, a quaint neighborhood, Casa Algeria is ideal for travelers who are looking for an unconventional Goan experience. These spectacular villas also make for a great venue for celebrations and social gatherings. Sit back, relax and enjoy the idyllic setting.

**Rivier Front Villas | 3 BHK | Swimming Pool**

## Ashore

A luxurious 6-bedroom villa located at Morjim and facing the beach. Minimalist in design, the villa is adorned with art décor elements that reflect the cultural heritage of Goa and is equipped with a spacious recreation room featuring a billiards table, chess and many other activities for children and adults alike. The main highlight of the villa is its opulent 12-seater dining room that is decked ornately and makes for a great setting for large families or friends who prefer a quaint holiday experience.

**Luxury Beach Front Villa | 6 BHK | Swimming Pool | Spa | Inhouse Bar | Games Room**

## LEISURE

Anchors aweigh! Whether you are planning an intimate get together, host a stellar party or simply enjoy an evening river cruise in Goa, we've got the vessel for you. Embark on a voyage of unlimited fun and entertainment.

### Aqua World

As part of our diversified portfolio, Aqua World is focused on leisure cruises and aqua tourism. Founded in September 2004, we have 2 exciting vessels – Coral Queen I & II, that sails out into the Mandovi every evening having a capacity of 340 and 600 people respectively.

### Jamboree

Introduced to Goa's thriving river cruise's scene in 2016 as the most preferred option for millennial travelers. The perfect backdrop for social gatherings and parties, this spacious vessel can take up to 150 people. Enjoy power-packed live

performances and unlimited entertainment, tempting treats and innovative cocktails once you get on board. Anchored at the Captain of Ports Jetty in Panjim, travelers can enjoy the evening river cruises and also visit the neighboring offshore casinos from the same jetty.

## **SPORTS**

A collective fervor and passion for sports brought about the founding of Sporting Clube de Goa in 1999. Mr. Peter Vaz, a football enthusiast himself, was convinced that Europe's football league culture will help scout talent, nurture young footballers and give them a platform to excel in sports. Sporting Clube de Goa takes pride in having mentored talents who now play at the national and international levels.

Goa's love for football is well-renowned and a little reading will tell you that this is one of the legacies it shares with Portugal. The shared history and the heritage left behind in Goa shows why the youth here are ready for a game of football come rain or shine. Taking this love for the game forward is Mr. Peter Vaz's passion project - Sporting Clube de Goa, is committed to elevating this sport in Goa while nurturing players to become world-class performers.

### **Sporting Clube de Goa**

Founded in 1999, Sporting Clube de Goa is owned by Goa-based entrepreneur Mr. Peter Vaz. Started with the purpose of grassroots development and encourage football among Goa's youth, the club is conceptualized on the lines of Sporting Clube de Portugal.

### **Football Academy**

Sporting Clube de Goa launched their own academy on August 16th, 2013 commemorating the 198th anniversary of founding of Don Bosco. The Academy is built in lines of the senior team philosophy and accommodates children between the ages of 8 – 20year old's and are distributed in six different categories (Under 10, 12, 14, 16, 18, 20). The Academy's ethos is to uplift, inspire, nurture and offer youth an opportunity to excel through sustained coaching with experienced footballers to help them transition into becoming professional sportsmen. With a focus on spotting talent at a young age and guiding them with training, has encouraged children from

Don Bosco High School and neighborhoods around Panjim. The Academy has factored in technical, tactical, physical and psychological aspects in the curriculum to ensure holistic development that are essential to succeed and thrive on the field.

## **Achievements**

Sporting Clube de Goa shot to national fame after a stellar performance the 2001-2002 Federation Cup and in 2003-2004, they debuted at the Indian National Football League and emerged as Runner's up at the game. Sporting Clube de Goa has made tremendous contribution to the national football team and many of the club's players including the legend Bibiano Fernandes, Felix D'souza, Brandon Fernandes, Adil Khan and Rowlin Borges who have gone on to represent the country in the national team. The club made a bold move by recruiting talented international players to the team like Nigerian player McPharlin Dudu Omagbemi who went on to play in the UEFA champions league, Adebayo Adewusi, Clifford Chukwuma, Bella Razaq, Kalu Ogba, Gonzalo Neila, Arturro Garcia, Angel Berlanga, Luciano Sabrosa, to create a formidable team. A force to reckon with in the arena, Sporting Clube de Goa competed in the I-League for more than a decade before withdrawing from the league due to the uncertainty over the Indian football roadmap.

# **DEPARTMENTAL STUDY**

## **1.SALES AND MARKETING**

The sales and marketing department at Bay 15 consists of Public Relations, sales and events. Bay 15 Sales and Marketing teams work along with the sales team of Sea Pebble and together strive to build brand preference and drive revenue to their hotels and restaurants through innovative promotional strategies and marketing techniques. At Bay 15 The sales team is responsible for selling the rooms, generating revenue through food and beverage, selling the conferences hall to prospective clients, selling the venue as a destination wedding hub, closing deals with travel agents and event management companies. The sales team at Sea Pebble work on promotional strategies to increase revenue and footfalls towards the restaurant, they work with the Bay 15 marketing team to market their restaurant product and services, they meet with probable clients to for buyouts of the entire restaurant for private parties etc. For events the coordinator of the event visits the hotel and he/she is taken for a tour around of the property by the sales team member, which is called the site inspection.

The Public relations team is responsible for creating a strong brand image of the company. It is responsible for replying to the comments posted by the guests who have stayed at Bay 15 on travel sites such as Trip Advisor, and those who have visited Sea Pebble. This department is also responsible for creating promotional campaigns for the various events hosted by Bay 15 for example we had the sizzler festival, sushi festival, live shows, product launches etc., at sea pebble promotions of the fresh catch of the day, posts of various celebrities that visit the place etc.

Events are publicized through the Bay 15 or Sea Pebble Face book page, Instagram reels and stories etc. The Public Relations team also responsible for promoting Bay 15 and Sea Pebble through various promotional channels like sponsored media posts or paid advertisements and radio ads, they also work closely with a photography team that captures content on the daily at the property, they create professional advertisement films and capture various happening moments at the venues and take professional photographs of the food and drinks sold for marketing purposes. The sales and marketing team mainly focuses more on digital marketing as it is considered to be more effective than any other source and has helped to gain a strong brand image.

The GM of bay 15 and Sales Manager of Sea Pebble work on increasing footfalls and revenue, they prepare a marketing budget respectively for each property, and set the revenue targets and promotion/strategies to achieve the targets. They try and achieve the target by the end of the year. This is done with a lot of planning and research. This is achieved with contracts with one or more travel agents, event management teams in from goa and outside. Each respective sales team searches for probable clients, to sell the conference hall or wedding lawns, they meet on a daily with couples looking to celebrate either weddings, anniversaries or private parties and accordingly advise venues and packages.

**The other core areas of its consideration are as follows**

- Conduct a market Audit.
- Analysis of market competition.
- Market place analysis.
- Formulation of new schemes and niche offerings.
- Selection of profitable market segments.
- Positioning the property.

## **DEPARTMENTAL FINDINGS**

### **Annexure 1:**

- About conference or marriage event

- It consists Date, venue, timing, function, number of guests.
- It is mentioned whether they are providing lunch and dinner, apart from lunch and dinner are chargeable.
- It also consists about the menu what will be provided while the conference is going on.
- Tax applications are also mentioned.

## **Annexure 2:**

- It consists of Terms and Conditions of hotel.
- It also mentions about the cancellation charges for group booking.
- As well as retention charges for room bookings.
- They specially take care of the licenses which are applicable for various events, which is also mentioned in it.

Here are the different License Agencies from government which the guest takes permission from for any event, as mentioned in Annexure 2.

IPRS (Indian Performance Right Society) – For dance performance

PPL (Phonographic Performance Limited) - Music

NOVEX – Hindi record music

## **Annexure 3:**

- It consists of the mode of payment.
- Signature of D.O.S and the guest for whom the booking is.

## **Annexure 4:**

1. Retention clause
  - Any reduction in rooms/room nights after receiving the confirmation including delayed check in or early departure, will be subject to the following schedule of retention clauses.

Sr. no.	Intimation regarding reduction in rooms received by the hotel	Retention charges if reduction is less than 5%	Retention charges if reduction is 5% to 20%

1.	From the date of confirmation to 90 days from 1 <sup>st</sup> check in of conference/event.	No charge.	25% of 1 night charge for the rooms being released.
2.	Between 89 to 60 days of the 1 <sup>st</sup> check in of conference/event.	50% of 1-night charges for the rooms being released.	1 night's charge for the rooms being released.
3.	Between 59 to 30 days of the 1 <sup>st</sup> check in of conference/event.	1 night's charge for the rooms being released.	100% charges for the entire length stay for the rooms being released.
4.	29 days or less of the 1 <sup>st</sup> check in of conference/event.	100% charges for the entire duration of the stay for the rooms being released including early departure.	100% charges for the entire duration of the stay for the rooms being released including early departure.

For reduction of rooms by more than 20% of the original block a 100% cancellation charge will be levied for the rooms released. This will also affect the special rates offered for this block.

## 2. Cancellation clauses:

- A cancellation is where in the entire conference is cancelled or the dates of the conference are changed after receiving the confirmation.

Sr. no.	Cancellation received by the hotel	Cancellation charge to be levied
1.	Between date of confirmation and 90 days of the check in of the conference.	25% of the total expected billing including accommodation and banquet arrangements.
2.	Between 89 to 60 days of the check in of the conference.	50% of the total expected billing including accommodation and banquet arrangements.
3.	Between 59 to 30 days of the check in of the conference.	75% of the total expected billing including accommodation and banquet arrangements.
4.	29 days or less from the 1 <sup>st</sup> check in of the conference.	100% of the total expected billing including accommodation and banquet arrangements

## INDUSTRY ANALYSIS



# **1.PESTEL ANALYSIS**

## **1.POLITICAL ANALYSIS**

In India, one can never over-look the political factors which influence each and every industry existing in the country, the political interference plays a huge role depending which party is in power each affects the industry in some way or the other.

### **TERRORISM & SECURITY**

Terrorism has an adverse effect on the growth and progress of any country. Terrorism has had a terrible effect on the tourism industry of India as it hampers the growth of the industry.

The states like Jammu and Kashmir, Assam etc. have a bad tourism output, which intern effects the country's growth.

Another example would be the 26/11 attack on the Taj Mumbai, which brought the hotel industry to a standstill as guests feared for their safety in India.

The govt. of India is taking steps in regard to tackle the terrorism by providing more security to the tourists who are visiting such terrorist prone areas.

### **POLITICAL INSTABILITY**

Political instability also has effect on tourism industry, frequent change of parties at state or central level has an impact on tourism policies and upliftment of tourist sites, as the different parties have different approach to tourist industry. The continuous horse trading of various MLAs to switch and join parties, farmers protest at Delhi, Bengal violence and the scrapping of article in Jammu and Kashmir due to political ideologies has seen a decline in tourist visiting the country

### **INFRASTRUCTURE**

Infrastructure development depends mainly upon the government or ruling political party. There has been a great infrastructure development from last 20 years in India. The better infrastructure has attracted more and more tourist in India.

We have new national highways and roads are being built which have access to remote tourist villages, in Leh and Ladak. The government has also invested in the India's biggest statue the the statue of unity, which will be a big tourist attraction

## **RELATIONS WITH NEIGHBOURING COUNTRIES**

Relationship with the adjoining countries have also a direct relationship with the tourism industry. The political relationship of India with most of adjoining countries is good, Pakistan does pose a threat to us, we have trouble with China at the border that's encroaching into our border, we have better relations with Bangladesh and Nepal, now the current takeover of Afghanistan by the Taliban will affect the tourism in our country

## **2.ECONOMIC ANALYSIS**

Economic factor also plays an important role in the analysis of the tourism industry. Better economic factors help to drive more and more tourist from different countries as well as from domestic market. The Tourism sector of Indian economy is at present experiencing a downfall but the rise of desi travelers has got the industry going. The Tourism sector of Indian economy has become one of the major industrial sectors under the Indian economy.

### **GDP (GROSS DOMESTIC PRODUCT)**

Gross domestic product also plays major part in the upliftment of tourism industry. India's economy is gradually recovering from a deep contraction in the fiscal year ended March 31, 2021 (7.3%) and a subsequent severe second wave of COVID-19.

For 2021 calendar year, India's growth is estimated to rise to 9.6 %. The GDP, which shrank from \$2.87 trillion in 2019-20 to \$2.66 trillion in the following year, is estimated to reach around \$4 trillion in 2024-25. Better growth of GDP will help to attract more and more tourist via investments through FDIs in the hotel and tourism industry. The tourism will also help to raise the GDP of India as if more and more tourist arrives, they will spend more money which in turn raise the GDP of country. The hotel industry in India is expected to reach a value of **INR 1,210.87 Bn** by the end of 2023. The Indian hotel industry has taken a hit of over Rs 1.30 lakh crore in revenue for the fiscal year 2020-21 due to the impact of the COVID-19 pandemic

### **RISE IN NATIONAL INCOME**

Indian tourism is one of the major contributors in increasing national income and improving the economic conditions of India.

More and more youth are becoming self-sufficient via means of affiliate marketing and earning via social media as a platform and not to mention startups. There's a surge in the millennials travelling interstate.

### **BETTER ECONOMIC CONDITIONS**

If we talk about the Indian tourism industry, the rise in the output is not only because of the foreign tourists but the domestic tourism has also been spreading its wings and adding much more to tourism industry. As the economic conditions have been getting from last year, and the introduction of vaccines people are now comfortable travelling and are travelling within the country itself.

## **3.SOCIAL ANALYSIS**

Social factors are those factors that affect the tourism industry because of the society. Social factors have more or less a significant impact on Indian tourism industry.

### **DEMOGRAPHIC CHANGES**

Demographic trends describe the changes in demographics in a population over time. In India majority of the population is of the young people, who are willing to spend and to visit different parts of the country, thus one of this social factor has helped in development of tourism industry majority of population i.e., 50% is under the age of 23 years.

## **VAST CULTURE**

As we all know that the India is country of various religion and has oldest culture. The Indian culture drives more and more foreigners to visit the country. There is so much vastness in Indian culture and demographics that the tourists find it better to visit country like India as compared to any other country as they find various and vast cultures in India. We have various documentaries/movies filmed in India now which generates revenue, the digital age has come with its perks, we see a lot of youtubers, social bloggers, influencers visiting India just because of its vast cultural heritage and cover various aspects of India for e.g., the food, places to visit etc. for their YouTube channels etc.

## **HEALTHIER LIFESTYLE**

India provides trends to the healthier lifestyle, one of the biggest examples is of YOGA. Most of the foreign tourist also visit India because of this purpose as they find new and better ways that could keep them healthy in their day-to-day lifestyle. We have foreign tourist who visit the golden temple, or the Ganga river or to seek blessing from the yogis for health and prosperity. Certain herbs and homeopathic remedies known cure diseases such as cancer and aid in healing of deadly diseases can be found in India.

## **4. TECHNOLOGICAL ANALYSIS:**

Technology always plays a vital role in any sector, so it has also played its part in tourism industry.

## **MEDICAL TOURISM**

Medical tourism has emerged in India from 1995, the medical industry is driving more and more foreigners to come to India for their treatment. India is cheap at medical procedures and technologically advanced than the other countries. Around 1.5 lacs of tourist visited India just for medical purposes, which generated \$300 million alone. Thus, this one technological factor is attracting more and more crowd to India.

## **IT SECTOR**

IT sector is one of the sectors in which India is getting advanced day by day. It is driving more and more foreign nationals and tourist to our country as it providing some job opportunity to them, which in turn makes rise in growth of the tourism sector.

There are many IT parks in India and many IT hubs which techno savvy people from abroad visit to learn new things.

## **5.ECOLOGICAL ANALYSIS**

Environment is the main part of our lives that affect us directly. Environment analysis is necessary for tourism industry as its dependent on environment.

### **GO GREEN IDEOLOGY**

Go green ideology is one of the major steps taken by our government for the preservation of environment. This ideology states that more and more trees should be planted and less consumption of fuel should be done. This affects tourism industry directly as better environment will drive more crowd to the country. We have initiatives for green tourism and sustainable tourism, for which the government provides financial incentives, for e.g., we have the back waters in Kerala, the turtle nesting site at Galgibaga beach goa, national parks and wildlife sanctuary, with animal species native to India, which drives groups of foreign researchers for study purposes t India.

## **SAVE TIGERS INITIATIVE**

Tiger saving initiatives are also taking a pace, because royal Bengal tiger is world famous. People come from different countries to visit the national parks like KAZIRANGA etc., the tigers are the main attraction to the tourists, so government is taking initiative to save tigers. The sanctuary is always under radar because it yearly gets flooded which displaces wildlife and has killed tigers before, the forest is also susceptible to wild fires, the government has ensure its safety as this is a major tourism booster in India for wildlife enthusiast

## **GLOBAL WARMING**

Global warming is one of the issues of concern of the whole world. Global warming is affecting the tourism of India as glaciers of Himalaya and the various hill stations in the Jammu and Kashmir and in Himachal Pradesh are facing trouble because of global warming as the temperature and weather conditions are changing their dramatically.

## **6.LEGAL ANALYSIS**

Legal factors of any country have an impact on its tourism. Various laws and acts have direct relationship with the rise and fall in the rate of tourism.

### **TAX EXEMPTION**

The scheme and laws like tax exemption help to develop the tourism industry. The tax exemption laws like, 50% of profit derived by travel agents and tours operators will only be taxed. Such legal schemes are helping a lot in betterment of tourism.

### **INCREDIBLE INDIA**

One of the aggressive advertisement campaigns by tourism department is the INCREDIBLE INDIA, it is an advertisement scheme for which the government pays the money. Many banners and advertisement on various channels are shown, by this the ministry of tourism tries to show various great places which can be visited in India.

## **2.PORTER’S FIVE FORCES ANALYSIS**

### **1.Entry Barriers**

The initial investment in the hotel industry is high and it creates a high entry barrier, but the internet has reduced this entry barrier for e.g., we have Oyo rooms and Air bnb. The Internet has not only reduced the investment cost but has also reduced the marketing and advertising costs. Since switching costs are basically zero for a customer, a bed and breakfast offering a lucrative offer can draw your customer away

A key aspect could be differentiation where in a hotel can differentiate itself based on location (like sea-facing, beach side etc.), Another could be Hotels claiming their staff being trained in cleanliness and a guarantee to provide a clean COVID-free environment.

Existing hotel chains have an advantage over local entrepreneurs in this industry as the brand image and customer loyalty are concerned

New entrants have to be conscious about their target market and quality of service, as hotels run on product differentiation, the new entrants have to invest in the innovation of services that are provided to the customers if they want to catch up.

### **2.Threat of substitutes**

The threat of the substitutes in hotel industry is moderate.

Except in the current scenario where we have been affected by the pandemic, but is slowly healing, the hotel industry can thrive without any threat.

However, people looking for cheap accommodation can easily opt to live in hostels, motels, relatives or guest houses/ homestay/villas. This market is price sensitive and the hotel's target audience becomes the cost-conscious people.

Usually around a major 5-star hotel you can see many more 5 star properties, simply because the location has a lot to offer and also you can see many budget options or smaller scale hotel properties, they range from various price ranges with difference in services and amenities.

The internet has also increased the substitute threats inviting new competitive models like Air BnB and Oyo rooms.

### **3.Bargaining Power of Suppliers**

The power of suppliers over hotel industry is relatively low.

The hotel industry is only subjected to the power of the labor, trained staff and personnel, but during this pandemic we could see a lot of companies laying off staff, and the industry has turned to interns for their daily operations the hotel industry is generally good at filling open job positions, and mitigation supplier risks at all levels, Hotels are not subjected to the bargaining power of suppliers and it has low and indirect pressure on their business.

### **4.Bargaining Power of Customers**

When the concentration of the buyers is higher than the market players then the industry is subjected to the high power of buyers.

Consumers traveling regularly are tech friendly customers. It has become very easy to go online and find the best option that suits the customer as per their budget and requirement.

The internet/digital age has eliminated the middle-man needed to book travel services now and saves on the commissions.

With the help of the internet and research buyers are becoming educated, which has shifted the bargaining power in favor of the end customer.

When it comes to hosting larger groups of people like family get togethers/reunions groups and corporates the purchasing of hotel rooms in bulk



is required, these groups include tour operators, domestic and international airlines and event planners, may some bargaining power.

## **5.Competitive Force**

There is a lot of rivalry in the hotel industry, competition is fierce, the industry has high costs and to meet those costs the industry will do whatever needs to be done in order to meet those costs, even if they have to lower their prices to fill occupancy

The competition in this industry is extremely high, considering there are other big players in the industry who are directly in competition with hotel business, offering similar amenities, accommodation and service at comparatively similar or lower prices.

Customers, with a click or swipe can easily find a hotel online for a cheaper rate for similar amenities, the only option would be if the hotel can differentiate itself as super luxury or have a deciding key factor that justifies its rate, otherwise the Customers will almost always pick the option available which has the best price and reasonable amenities.

With more options and information being made available to customers, picking alternate locations that meet the budget is not that difficult (for e.g. - customers can stay in nearby town at a much lower cost, instead of paying a premium for a sea view, if that is not a priority).

There are also home owners that directly compete in this space, guest scan chooses from the options of staying in a villa, homestay, flat, private bungalow, which is the cheaper option if you are a group of friends.

# FIRM ANALYSIS

## 1.SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"><li>• Employees ability to multitask, job rotation</li><li>• Reputed brand image</li><li>• Complemented by sea view</li><li>• Location/ambience</li><li>• Live music/events/ social gatherings</li><li>• New menus/goan food</li></ul>	<ul style="list-style-type: none"><li>• Membership</li><li>• Film shoots</li><li>• Product launches</li><li>• Cooperate tie up</li><li>• Birthday packages</li><li>• Water sports</li></ul>
WEAKNESS	THREATS
<ul style="list-style-type: none"><li>• Pricing</li><li>• Luxury/AC</li><li>• Prone to weather</li><li>• Employee retention</li><li>• Training</li><li>• No signage</li><li>• Location</li></ul>	<ul style="list-style-type: none"><li>• Local restaurants and hype for street food</li><li>• Cyclones and natural disasters</li><li>• CRZ violations</li><li>• Harassment from NGOs and local fishing communities</li></ul>

## STRENGTHS

### 1.Complemented by sea view

The restaurant is located by the seaside, on the tip of the bay, overlooking the Arabian sea, guests visit the place to witness to beautiful sunsets and to relax and unwind.

## **2.Location/ambience**

The restaurant is situated near the donapaula jetty, the natural surrounding beauty of coconut trees, and the amazing sea view, plus the restaurant ambience, which has a Goan theme, where you have thatched coconut leave gazebos overlooking the sea, you have a fishing canoe, Goan Portuguese handicraft and handlooms, there is an outer deck which gives you the vibe of dining under the stars and moonlight situated on sand which gives you the experience of dining at a shack, complimented by live music and crashing of the waves

## **3.Live music/events/ social gatherings**

Sea Pebble has daily events happening at the property, which makes it the most happening place in the north, live music on Saturday and Sundays, karaoke on Fridays, they have various jam up sessions, bands performing, sundowners, where in all these events they engage the guests to give them a memorable experience, not to forget they also have other various events, like the cashew festival cake mixing, Christmas and new year parties, product launches and fashion shows.

## **4.Goan food**

Sea Pebble boasts of a true Goan seafood experience like no other they have the freshest catch and catch of the day. Fresh and wide sea food and goa menu to choose from leaves customers wanting to come again and again. The restaurant is also known for its authentic Goan cuisine, which attract a lot of foreign and desi tourists, who come back for the food and experience.

# **OPPORTUNITIES**

## **1.Membership**

Unlike other restaurants, Sea Pebbles does not have a membership which it can offer to patrons or customers loyal to the brand, this can be an additional source of revenue to the brand, and will also help them retain loyal customers

## **2.Water sports**

Located on the beach the the restaurant can tie up with water sports contractors/agents to provide guest water sports activities, the restaurant can have a tie up for their guest and a special rate/payment policy can be worked out which is mutually beneficial to both parties

## **3) Packages**

As I write this report Sea Pebbles has just introduced its 50 Pax children's birthday package, which includes a set menu, music and entertainment, but I think there is an opportunity for special couple packages, like anniversaries or proposals, they can have a private table a private butler to themselves, cake and champagne and photographer to capture the moment.

## **4) Corporate tie ups**

A lot of corporate companies come down to goa for an offsite conference and have various activities which include site seeing, team building activities and tasting or dining at a local restaurant to enjoy local Goan foo, I believe that there is an opportunity here is sea pebble can tie up with event management companies and have a commission or contracts between them to recommend their restaurant to companies.

# **WEAKNESS**

## **1.Pricing**

The restaurant offers an array of cuisines, keeping in mind the location and the hotels brand, the prices of food and beverage is priced on the higher end.

## **2.Luxury**

Although with breathtaking views, surrounded by the beautiful scenery, the restaurant is non-AC and target a different audience, having sand all around instead of a tiled floor could be a turn off some guests and they would prefer another restaurant but for those looking for luxury in the terms of parking space/valet services, AC this is not the choice

### **3.Training and employee retention**

The hotel at the moment does not have a dedicated HR team, HR is outsourced and functions are carried out by the general manager, in experienced employees lack in formal training, the performance appraisals are not conducted, employees are well aware of their roles, the industry has plenty of labour, employees are loyal, but the new employees when hired do not give a formal training and at times they cannot handle the industry pressure and leave the company.

### **4.Signage**

The restaurant is located on the edge of a bay, at the donapaula jetty from the main road, the direction to the restaurant is not clear, it goes down a slopes, which has barricades by the police and at times the path to the hotel is closed because of government work happening at the jetty all this leads to confusion and guest have a hard time locating the restaurant and turns which makes it difficult for customers to find it as opposed to any other resort or restaurant which is visible from the roadside itself.

## **THREATS**

### **1.local home styled seafood restaurants**

The barrier or cost to set up is low, people in the villages are transforming their homes into a restaurant to serve local seafood, they employ minimum staff and there isn't much labour expenses or marketing expenses, which in turn allows them to price lower, this has been trending of late and a lot of Goans like visiting these local places

## 2.Cyclones and natural disasters

Sea pebble which located exactly by the jetty faces risk of cyclones, and tsunamis and natural disasters, for e.g., the recent cyclone that hit goa, affected the hotel in a bad, the cottages were damaged which resulted in great loses to the company.

## 3.CRZ violations

The location of the property is always subject to crz violation, depending on the government in charge and the change in rules and regulation is a great threat the hotel.

## 4.Harassment from NGOs and local fishing communities

Because of the location of the property the hotel is always subject to harassment from government officials, police, NGOs. The local fishing communities also in the past have caused disturbances to the property.

## 2.VRIO ANALYSIS

	VALUE	RARE	IMITABILITY	ORGANIZATION	COMPETITIVE ADVANTAGE
Food & beverage	YES	YES	YES	YES	Sustained competitive advantage
Employees	YES	YES	YES	YES	Sustained competitive advantage
Innovative products and services	YES	YES	YES	YES	Sustained competitive advantage

<b>Location of the restaurant</b>	YES	YES	NO	YES	Competitive Parity
<b>Bay 15 as a brand</b>	YES	YES	YES	YES	Sustained competitive advantage
<b>Ambience/decoration of the restaurant</b>	YES	YES	NO	YES	competitive Parity

## 1.Food & beverage

Sea Pebbles food and beverages served in their restaurants are considered valuable due to its originality, as we have a specials menu which is curated by the head chef from Assam, the food includes delicacies and specialties from north east India, and the same cuisine is difficult to find in goa, the herbs and spices used in preparation of food is grown at the hotel itself, yes, the hotel has its very own herb garden which is fresh. Furthermore, in-house developed and produced goods enhance the independence of the firm from its food suppliers and contribute to the standardization of the ordering system, which is rare and difficult to imitate at the same time. For example, French fries, sauces, cakes, chili oil is all made from scratch at the restaurant. Additionally, due to the

improved standardization and their organizational structure, sea pebble can exploit their sources to capture value by offering their differentiated products. Therefore, sea pebbles products are considered as a source of sustained competitive advantage.

## **2.Employees**

In terms of sea pebbles employees, they have a has employee culture that values their employees. Moreover, since the employees are the face of the restaurant, they indirectly generate the value of the firm and its profitability.

In return, employees have engaged with the organization creating a high level of employee loyalty which is rare especially in the restaurant industry. Each staff member is trained to handle any situation and trained to provide the best service.

For example, the chefs and entire f and b team have been there since the start of the hotel, the employees multitask and have excellent on job rotation and job knowledge of each other's role, especially during these pandemic times, these skills were clearly evident amongst their workforce, also the employees are given management roles and have the power to make various leadership decisions Thus, employees are a source of long-term competitive advantage.

## **3.Innovative products and services**

Innovative products and services at Sea Pebbles attract customers to visit. For example, the restaurant has a fire-based cocktail which trends all over social media, guests visit just to participate or to try the famous cocktail, also the restaurant is situated right by the sea and the dining area or tables are on sand



which gives you this different ambience and feeling which differentiates it from competitors. There are monthly food festivals and live music and with various food specials Therefore, Sea Pebbles customer engagement strategy also differs from other restaurants as they have live music sessions, karaoke nights, Latin/salsa nights and sundowners which engages its customers. On this note, innovative products and services are Sea Pebbles source of sustained competitive advantage.

## **4.Location of the restaurant**

The convenient location of the restaurants is essential and belongs to one of the main attributes of Sea Pebbles strategy. most restaurants are open until 12 am, it aims to target a mass market, including customers who want to share a meal with friends, family, or their colleagues, college students but also targets customers who want to enjoy by themselves at the bars or those looking live music. Although it seems to be an advantage that could be profitable for the firm, it is not rare, not a difficult to imitate capability because other restaurants can do it in same way, however if you add the location of the restaurant to the equation which is by the sea side with beautiful sunsets, all in all Sea Pebbles has the potential to capture value, this implies competitive parity.

## **5. Sea Pebbles as a brand**

Bay 15's brand has brought some opportunities for the organization. The brand is rare and hard to imitate compared to other existing resort brands because it costs to build up the same brand recognition.

The Management at Bay 15 promotes the activities at sea pebbles and people/guests trust sea pebble because of its parent company.

The property is recognized all over India as a destination wedding spot in Goa by the seaside, the property also has grabbed attention from the film industry mainly Bollywood and Tollywood, various actors, actresses, documentaries for Netflix, production houses, directors have filmed, shot and directed movies at this resort property, they also have product launches, festivals, fashion shows and music videos filmed and conducted here. this has resulted in great brand awareness for the resort. The organization is designed around this resource Bay 15 offers. Thereby, its well-developed brand is a source of sustained competitive advantage

## **6.Ambience/decoration of the restaurant**

Decoration/ambience of the restaurants is designed around Goan culture and heritage. The decoration at the restaurant,

The resort has a sea facing restaurant, which has a Goan theme, consisting of coconut leaves thatched gazebos, coconut handicrafts and furnishings and a fishing canoe all part of the Goan themed restaurant, covered by a canape, they also have an open-air deck by the seaside and another deck, known as the lido deck which gives you an unique experience because the restaurant is situated on the tip of the bay, you can hear the waves crashing and the surroundings (floor) is filled with sand from the beach, the ambience gives you the Goan shack vibe however, this strategy has been implemented by very few restaurants so it is not a rare nor hard to imitable capability. Nevertheless, the restaurant design is built

to increase the efficiency and effectiveness with the central kitchen scheme.  
Thus, this resource is referred to as competitive parity.

## **SUGGESTIONS**

1. Have a full-fledged HR team, training and development, performance appraisals etc., they should also have an in-house marketing team that dedicates time to creating content for the restaurant as the pressure falls on the general manager, the outsourced marketing agency is not on premises to create content.
2. They should issue News Letter to let its customers know what are their future plans, keep in touch with patrons and offer memberships
3. The restaurant should consider the local hotels as their competitors too and try to attract people visiting these restaurants as well.
4. I learnt that since they are new in the industry, they should step up their promotional activities, have more influencer marketing, yes, they have differentiated themselves with respect to cuisine and pricing strategies from bay 15, but it's been a while since they were not operational and now, I believe the the state of goa are not fully aware of it.
5. They should have some corporate tie ups, with event companies. The restaurant isn't trending on social media platforms you dot see Indian bloggers talk about it much
6. Paid influencer marketing with food bloggers

## **CHAPTER II**

### **PROJECT UNDERTAKEN**

**Title** To Study and Analyse the the outreach and promotional activities Sea Pebble has and effectiveness of their marketing strategies

**Primary Objective** To study and analyze whether sea pebble does enough marketing towards the brand and whether they engage in enough promotional activities.

#### **Secondary Objectives**

- To analyze the current promotional activities done at Sea Pebble.
- To conduct survey and recommend additional promotional strategies
- To recommend types of channels to focus their marketing on
- To study brand awareness

#### **Scope of Study**

The scope of study of this project is to understand the promotional activities which are attracting the customers to the restaurant and to have effective promotional strategies and suggesting the right platform to allocate the marketing/advertising budget towards, to attract a wider customer base for a good business.

It will help sea pebble save costs towards the advertising budget

#### **Research Methodology**

##### **Primary data**

The primary data will be collected from the respondents by administering a structured questionnaire and also through observation, interview & discussion with the management.

The two types of forms of questions are 1) open 2) closed

The scales used to evaluate questions are: - Dichotomous Scale (yes or no), Likert scale 5-point scale (strongly agree, agree, neutral, strongly disagree, disagree) and a Rating scale

## **Secondary data**

Apart from primary data collected, the secondary data was the information collected through the various social media handles of Sea Pebble.

## **Research Design**

The research design used was exploratory studies. The exploratory research was conducted for the project to understand the resorts promotional strategies and advertisings. The survey conducted had set a base for the project.

## **Sampling Sample Design**

A sample design is the definite plan for obtaining a sample from a given population. Simple random sampling is used for this study.

## **Sample Size**

The sample size of this study are respondents which were dining at the restaurant, locals residing in the North of Goa and college going students.

## **Limitations**

- The hotel management restricted the arena of questions

- The restaurant limited the number of respondents to were allowed to answer the questionnaire
- Unwillingness and hesitation from guests to answer the questionnaire, which could lead to inaccurate answers

## **Literature review**

1. Belch & Belch (2009) Advertising and promotion are essential elements of our total economic and social systems. All over the world the large multinational corporations to medium and even small firms recognize that there is no best alternative than promotion to communicate with consumers and promote them to purchase their products or services.
2. Vecchio, Del, Devon et.al. (2006) Studies relating to the impact of consumer sales promotion on consumer behavior, sales, profit, market share, etc. are included in this section. These studies provide guidelines to managers on various issues such as the appropriate tools that may be used for achieving a specific marketing Objective, improve their sales promotion effectiveness and so on. Report the results of the study, which examined the effect of sales promotion on brand preference through Meta-analysis. Results of 51 studies had been integrated. As per the study sales promotions do not affect post promotion brand preferences in general. But depending upon characteristics of sales promotion and the promoted product, promotion can either increase or decrease preference for a brand.
3. Kumar, V. and Swaminathan, Srinivasan (2005) Studied the impact of coupons on brand sale and how that impact decays over the life of the

coupon. The authors use an econometric model to demonstrate the coupon effect in terms of equivalent price reduction, account for coupon effect over time, allow inference of coupon effects when retailers decide to double or triple the Coupon value and provide both self-coupon and cross-coupon elasticity at different levels of aggregation. Results indicate that the effect of doubling the face value of coupon result in more than a proportionate increase in elasticity and both self and cross- coupon elasticity are much smaller in magnitude than the average self-cross price elasticity.

## **ANNEXURE**

### **Questionnaire Promotional Activities for Sea Pebble**

Name:

Age:

Gender:

1. Have you heard of Sea Pebble restaurant?

☐ Yes

☐ No

2. Are you aware the restaurant is operational?

☐ Yes

☐ No



3. How did you come to know about Sea Pebble restaurant?

- ☐ friends
- ☐ family
- ☐ social media
- ☐ Radio

4. Did you visit Sea Pebble restaurant before?

- ☐ Yes
- ☐ No

5. Are you a local or a tourist?

- ☐ Yes
- ☐ No

6. From where have come? Please specify state, district and city.

7. How often do you go out to eat?

- ☐ everyday
- ☐ Few times a week
- ☐ Few times a month
- ☐ less than a few times a month
- ☐ Never

8. In your view what attracted you to choose Sea Pebble restaurant as your choice of dining?

9. What is it that differentiates Sea Pebble from other restaurants?

10. Would you suggest your friends or relatives to visit Sea Pebble restaurant?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

11. Do you think the restaurant's menu is limited?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

12. Is price too high in comparison to the product and service received

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

☐ Strongly disagree

13. Do you think the restaurant should engage in more promotional activities/have offers? If yes please mention what.

☐ Strongly agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly disagree

14. What would you like to see change at the restaurant

15. How would you rate your experience at Sea Pebble on a scale of 1 to 5, 5 being the highest

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5