

References and Appendixes

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2 Questionnaire Guide

1. What is your Name?
2. What is your designation?
3. What is your contact information?
4. Do you believe that, in contrast with the international hotel chains, the SMEs have incorporated innovation in hospitality?
5. How do you believe innovation can add value to your business?
6. How do you believe that by communicating better with Customers can increase the business value? (Marketing innovation)
7. Do you think there should be the use of websites, and digital applications to communicate with customers for example in their check-in check-out, picking from airport etc.? (Marketing innovation)
8. Do you think that the overall status of the hygiene and cleanliness is up to the standard, or different ways need to be adopted to resolve the issues with an overall status of destination? (Hospitality theory)
9. Do you think that if the food items in the hotel and the overall service delivery is provided in a different way can improve the business status? (Process innovation)
10. How do you believe that what items for food and other service delivery should be made in order to make your organization innovative? (Process innovation)
11. What do you believe, if the understanding of the organization needs change because the change comes from top to down? (Organizational innovation)
12. How can you incorporate organizational learning in organizational innovation? (Hospitality theory, organizational innovation)
13. What do you believe the aesthetics can improve the overall innovation i.e., presenting things in new ways (including the lighting in the breakfast area, overall lighting tone, the color of furniture, the color of walls)? (Aesthetics theory)
14. What would be the impact of improved aesthetics on your business? How can it provide an opportunity to reflect your culture as an art and improve overall innovation? (Aesthetics theory)
15. Can I take photographs of the rooms and dining area and breakfast area? (aesthetic innovation) (To be used as photo-elicitation)

3 Appendix

3.1 Interview 1

Hotel Amin International

(Managing Director of this organization, Mr. Amin prefers to speak in Bengali. So, I will explain in English whatever he says.)

Question: Can you please introduce yourself?

Answer: My Name's Mohammad Amin. I am the Managing Director of this organization. I have completed my bachelor degree in Management from a government college.

Question: Comparing to the international hotel chain, do you believe that the SMEs have incorporated innovation in hospitality in Cox's Bazaar?

Answer: No. As we cannot maintain the international standard, Our SME has not still incorporated innovation. We lack proper infrastructure and support.

Question: Do you think innovation can add value to your business?

Answer: Tourists like innovation in hospitality. So, to satisfy our beloved guests we need to add innovations to this business.

Question: How do you do marketing activities here?

Answer: We operate our marketing activities from several sites. We have a website, a Facebook page through which we deliver our offers to the common people. Besides,

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: Right now, we manage our check-in and checkout system manually. We think it can be able to digitalize this system; we will be able to communicate with the customers easily. Our customers can access through the digital application.

Question: Could you please tell me how much strong your website is and what kind of information your website provides?

Answer: Our website is not up to the mark. We have accumulated almost all the information about our hotel but it looks little old fashioned.

Question: How do you maintain this hotel's hygiene and cleanliness?

Answer: We have assigned 2 people for making sure the hotel and its premises are clean. Moreover, our chefs and kitchen staffs always try to maintain proper hygiene.

Question: Do your chefs and kitchen staff have any academic knowledge on hygiene management?

Answer: No. They do not have any certificate on hygiene management but they are experienced in this area.

Question: How do you deliver your food and service to the customers?

Answer: At first, we receive specific orders from the customers, and then place the orders to the kitchen and after preparation; the foods are served to customers. In this whole process, customer satisfaction is considered as the utmost priority.

Question: Do you think services you provide are sufficient to satisfy customers?

Answer: We are trying our best compared to our resources. We have to go a long way to achieve our goal.

Question: what kind of foods you need to add besides traditional food?

Answer: We can add some multinational cuisine as well as Bengali Cuisine.

Question: Do you need any kind of changes in management system?

Answer: A massive change in management should take place, especially in financial management.

Question: What kind of challenges you face in your organization?

Answer: Managing a numerous number of employees is a big challenge for us. Another big challenge is finance.

Question: How do you solve conflicts in your organization?

Answer: We usually solve conflicts by mutual conversation and motivation.

Question: How can you apply your knowledge to bring innovation to your organization?

Answer: Right now, we do not have enough expertise in this industry, but we are trying to achieve a certain goal. We are now recruiting new staff that is knowledgeable and hard working.

Question: Do you want to bring any type innovation in aesthetics of your hotel?

Answer: Yes, as per your suggestion, we would like to add some artistic environment to our hotel, we will renovate a breakfast area, and we will change our furniture.

Question: Do you believe this kind of changes can create value for your business?

Answer: Yes, I agree with you. Innovation can create a great value to our business. Thank you for good suggestions.

Thank you so much for your time. Thank you so much for everything.

3.2 Interview 2

Hotel Cox inn

Question: Dear Sir, Can you introduce yourself?

Answer: Thank you, my name is Ananda Chakma, working as front desk manager from the year 2011.

Question: Comparing to the international hotel chain, do you believe that the SME has incorporated innovation in hospitality in Cox's Bazaar?

Answer: Our hotel is an SME organization. I am not sure if it has incorporated innovation or not. Anyway, innovation is always welcomed.

Question: How do you believe innovation can add value to your business?

Answer: Yes, innovation in hospitality will add value to our business as our market will grow.

Question: How do you believe communicating customers in a better way can increase business value?

Answer: We communicate with the customers through telephone, websites, and direct promotion. If we are able to initiate a new way to communicate with the customers, it will add great value to our business. I think we should add a social media wing too.

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: This internet thing is vital for doing business in tourism and hospitality industry. Letting the customer's book rooms, airport pickups and check in-check out facility is a wonderful way to access our hotel. Modern people like today love to do things online. I think this is good.

Question: Tell me about the status of hygiene and cleanliness?

Answer: We try to maintain a standard of hygiene and cleanliness in our organization. Our cleaners, cooks, kitchen staff are aware of hygiene things. Everybody is very conscious about cleanliness.

Question: Do your employees have a proper education like diploma?

Answer: Not all the employees have such education on hygiene, some staff has hospitality diploma. Our senior employees teach the juniors how to do things properly.

Question: If the food items in the hotel and overall service delivery is provided in a different way, can it improve the business status?

Answer: Of course. If we begin a better way of service, our guests must be delighted.

Question: What kind of foods and services you need to add?

Answer: We can add different ethnic foods of our locality. Services should be customized as per guests' orders.

Question: Do you think any kind of change is needed in management, organizational system, and policies?

Answer: Change in a positive way is always good. Our management should be more concerned about our employees. Our housekeeping department should recruit more workers to maintain the standard. All the employees should get more incentives and motivation.

Question: How do you apply your knowledge and experience to your colleagues?

Answer: I think hospitality industry is a great place to apply knowledge and gather experiences. There are a lot of things to learn here and do here. My academic knowledge helps me how to interact with people, and my experience helps me how to resolve a problem.

Question: What are the challenges you face inside your organization and outside the organization?

Answer: There are some problems with our marketing policies. I think marketing policies should be versatile and trendy.

Question: Do you think aesthetics can improve your overall innovation like presenting things in a new way including the lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls?

Answer: Tourists like new things. They like to see new things and explore new places. Their eyes have the unfulfilling thrust of exploring beauties. Aesthetics can play an important role in this. Innovation in aesthetics is a better idea to attract new customers.

Question: How can it provide an opportunity to reflect your culture?

Answer: Yes, It's a great way to reflect our culture to the foreigners.

Question: Can you please tell me your overall evaluation of this business?

Answer: Yes, in Cox's Bazaar, the hotel business is a growing business. It can get a long way if the atmosphere is friendly. There is a tax burden of 15% which hotel owners need to pay. I think this is too much. Above all, hospitality business in this area is a rising day by day. It will definitely grow if all the concerned persons give proper attention to secure this industry. Investment in this industry will be a wise decision.

3.3 Interview 3

Hotel Grand Beach Resort

Question: Dear Sir, Can you introduce yourself?

Answer: Yes, this is Yasin Mohammad Toha before you. I am the assistant general manager of this hotel.

Question: Comparing to the international hotel chain, do you believe that the SME has incorporated innovation in hospitality in Cox's Bazaar?

Answer: I think the SME has not incorporated innovation in the hospitality industry in Cox's Bazaar area. There are some common rules and regulations which should be followed by the owners if we suppose a hotel an SME project. It is sad that no standard rules are followed here.

Question: How do you believe innovation can add value to your business?

Answer: It depends on what kind of innovations you are going to add. Innovations like infrastructural development, management decision, and new decoration may play a vital role.

Question: How do you believe communicating customers in a better way can increase business value?

Answer: Communication is a big thing. While thinking about marketing, we need to concentrate on communication. You know that better communication means higher chances to get new customers

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: It's a nice question. I will be glad to answer it. We are managing a website through which tourists can find us and may have the idea of our hotel. It's very common nowadays to use digital applications like Android applications, IOS applications etc.

Question: Does your hotel provide airport pick up service?

Answer: Yes, of course. We have this service. We receive our guests from airports and terminals.

Question: Tell me about the status of hygiene?

Answer: We have our hygiene experts who make sure everything in this hotel should be done in a hygienic way. But outside our hotel, there are odor pollutions in Cox's Bazaar.

Question: If the food items in the hotel and overall service delivery is provided in a different way, can it improve the business status?

Answer: Our food items are usually generic and typical. We have to add many newer items. We try to serve quality foods to our guests and we provide services as guests demand.

Question: What kind of foods and services you need to add?

Answer: We must add newer food items to the menu. I think we can add Thai, Malaysian, Italian, Mexican foods also.

Question: Do you think any kind of change is needed in management, organizational system, and policies?

Answer: Organizational innovation is needed here. The changes should come from the organization structure and whole the management system here. Quality services should be assured.

Question: How do you practice organizational innovation?

Answer: We are trying to bring a massive change in our marketing policy that is how we can find potential clients in a different way. We also added our emergency service system like medication, tourist guide service, and special caretaking for the foreigner guests, and entertainment. We also provide technical support to our guests if needed.

Question: What are the challenges do you face in this business?

Answer: We feel challenges are there. Tourists get misdirected by the brokers as they have a huge syndicate. They try to push the tourists on hiring their hotels. This is not good for the hospitality industry. The tourism industry is getting bigger and bigger day by day. But this kind of bad practices is just dangerous.

Question: What would be the solution?

Answer: I think the solution is very simple. City Corporation and administration should take strict steps to stop this malpractice. Tourist police may serve their duties in this regard as tourists feel safe and secured.

Question: Do you think the only government is responsible for this?

Answer: Not only government but also mass people and mass media should take the responsibility to eradicate this. The government should create awareness on this matter.

Question: How many people are working here?

Answer: 20 people are working right now.

Question: Do your employees have a proper education like diploma?

Answer: Yes, many have hotel management diploma and certificates in the related sector. Some of our employees are working here for a long time and they have the ability to teach the newcomer staffs how to serve and do their jobs.

Question: Do you think aesthetics can improve your overall innovation like presenting things in a new way including the lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls?

Answer: Of course. We should change the interior design to attract the customers. As a part of our regular job, we should keep our furniture and decorations neat and clean. We make sure tourists find positive sense at their first impression.

Question: What will be the impact of these artistic things, and aesthetics?

Answer: It will create a positive sense in the mind of the guests. Of course, it gives the pleasure to the guests, if they find the rooms, balcony, breakfast area and total environment

well decorated and furnished. And finally, they will be pleased to see neat and clean washrooms.

Question: How can it provide an opportunity to reflect your culture?

Answer: Well, aesthetics theory is a quite interesting thing to attract the customers and reflect our culture too like if we add a wall portrait of the natural beauty of our culture it would be a great chance to reflect our culture and traditions to the foreigners.

Thank you so much for your co-operation. Take care.

3.4 Interview 4

Hotel Meghaloy

(He is unable to speak in English, on behalf of him; one of his employees will interpret in English what he says in Bengali)

Question: Dear Sir, Can you introduce yourself?

Answer: I am Monsur Alam Rubel, the managing director of this hotel.

Question: What do you think about innovation?

Answer: I think innovation means bringing new things to the business. The hospitality industry is so dynamic industry that it always requires innovations like decorations, renovations, and grooming.

Question: Comparing to the international hotel chain, do you believe that the SME has incorporated innovation in hospitality in Cox's Bazaar?

Answer: This is a small hotel. We have little opportunities in this hospitality industry. We are struggling to fit in.

Question: How do you believe innovation can add value to your business?

Answer: Yes, of course. It can add a value to our business but right now we have no plans for innovation.

Question: How do you believe communicating customers in a better way can increase business value?

Answer: If we can communicate with our respected customers in a better way, our reputation will surely increase and we can gain more and more profit.

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: Obviously, these facilities are good for our business. But we cannot afford to provide this kind of facilities to our customers due to the financial crisis.

Question: Tell me about the status of hygiene?

Answer: We try our level best to maintain hygiene and cleanliness here. But it's not up to the mark because of sufficient employees.

Question: Do your employees have a proper education like diploma?

Answer: No, they do not have such degrees. They are just doing this for a long time.

Question: Do you think your customers are happy with hygiene status?

Answer: Our local customers are happy with our hygiene status.

Question: Do you think your customers are happy with your service?

Answer: Yes, our customers are happy with the services we provide.

Question: If overall service is provided in a different way, can it improve the business status?

Answer: Yes, our business status will be improved. Free WIFI should be added to our hotel. I think it is very necessary.

Question: What kind of foods and services you need to add?

Answer: We do not have a restaurant in this small resort. We depend on outside restaurant for foods. But we are planning to add a restaurant inside our hotel premises. Quick room service should also be added.

Question: Do you think any kind of change is needed in management, organizational system, and policies?

Answer: I do not think so. No change is needed in management right now because of competition in this area is very high.

Question: Can you tell me something about your educational background?

Answer: I do not have any education related to hospitality industry but I have been working in this industry for 16 years.

Question: What are the challenges you face inside your organization and outside the organization?

Answer: We have some challenges inside our organization like financial scarcity. There are some problems outside the organization like some political parties threaten us to give money to their party fund; some wicked policemen irritate us with legal issues.

Question: Do you think aesthetics can improve your overall innovation like presenting things in a new way including the lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls?

Answer: Yes, innovation in aesthetics can improve overall business status but we do not enough scope to add such aesthetics because this is a very small hotel.

Question: What are the people's sayings regarding these art, aesthetics?

Answer: Definitely, our guests would love to see new things if we add some aesthetics as innovation.

Question: How can it provide an opportunity to reflect your culture?

Answer: We have slight chance to add aesthetics to our hotel. If we do so, we can represent our culture and tradition.

Thank you so much for co-operation.

3.5 Interview 5

Hotel Rain View Resort

(Front Desk Manager of this Hotel, Sajib Barua prefers to speak in Bengali. So, I will explain in English whatever he says.)

Question: Can you please introduce yourself?

Answer: My name is Sajib Barua, I have been doing the job here as Front Desk Manager for 2 years.

Question: Do you think innovation in your organization is necessary?

Answer: Yes, I think innovation is important for tourism and hospitality business. We have a little opportunity here, and we keep trying to improve.

Question: Do you think the SME has incorporated innovation in the hospitality business in Cox's Bazaar?

Answer: It is very unfortunate that as an SME organization, we do not have enough opportunity to bring innovation.

Question: Do you think innovation can add value to your business?

Answer: If we will be able to add these innovations in our organization, our value will surely increase. Our Guests will be satisfied more than now.

Question: How do you communicate your customers?

Answer: Generally, we communicate with our customers through our marketing team. They try to promote our hotel by distributing visiting cards, leaflets. We also have a website where we introduced ourselves to the digital world.

Question: What else do you need to add to increase your marketing promotion?

Answer: We can recruit more marketing professional who will be engaged directly in marketing activities.

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: We have a website but we manage our check in and checkout activities manually. We do not have any digital applications too.

Question: How do you maintain the standard of your food and hygiene?

Answer: We always try our best to keep our hotel neat and clean. We do our cleaning job every day.

Question: Do your cleaning staffs have any academic knowledge of hygiene management?

Answer: Not really, they do not have any academic knowledge in this area. They basically have gathered experience through their daily scheduled work. Though

Question: How do you provide foods and services to the customers?

Answer: We are very unfortunate that we do not have any restaurant inside our hotel. In that case, when we receive orders from our guests, we collect food from outside restaurants which are best known for cooking.

Question: What kind of services you need to add alongside existing services?

Answer: We should develop our website in a way where our guests can easily access this website and place booking, manage check in and check out.

Question: Do you think any kind of change in the organization is necessary?

Answer: Yes, management should initiate some lucrative steps like introducing new uniforms for staffs, changing the interior decoration.

Question: Do you think teamwork is important in your hotel?

Answer: Of course, teamwork is important for this type of business. As an employee of this organization, I can say our teamwork is good, we try to keep our hotel's reputation good.

Question: How do you apply your knowledge in this practical field?

Answer: Simply, I will try to follow my organization's rules & regulations at first. Then, I will try to consult with my senior management if any conflict arises. And finally, I will make things clear to my co-workers about services and manners.

Question: Do you think Aesthetics is important for hospitality business?

Answer: Though we have not applied aesthetics that much in our hotel, we seem that it plays a very important role in this business.

Question: Do you want to bring any type innovation in aesthetics of your hotel?

Answer: Our guests generally come from different nationalities; they want to explore new things here. Exotic things make them attracted to this place like Cox's Bazaar. So, Aesthetics is important.

Question: Do you think innovation in aesthetics can provide an opportunity to reflect your culture and tradition?

Answer: Yes, it does. We need more and more artistic pictures, graphical presentations, paintings, fashion stuff, handcrafts, and local fancy products. I think this way our innovations can reflect our culture and traditions.

Thanks for your co-operation. Take care.

3.6 Interview 6

Hotel Sea Shine

Question: Dear Sir, Can you introduce yourself?

Answer: I am Mahmud Hossain Bahadur, working as front desk manager for more than 8 years.

Question: Can you please describe the overall situation of hospitality business of Cox's Bazar?

Answer: Yes, we are doing well in business. The hospitality business is a booming business here. I can assure you it's a profitable business here.

Question: Can you tell me about the challenges you are facing here?

Answer: As a small hotel, we do not have to face that many challenges. Mainly, we do not have sufficient fund to re-invest here.

Question: Comparing to the international hotel chain, do you believe that the SME has incorporated innovation in hospitality in Cox's Bazaar?

Answer: I do not think so. We have not introduced any innovation in our business as a small organization we have to gain more to attain this.

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Question: How do you believe innovation can add value to your business?

Answer: In this competitive world, innovation is the key to bring changes in the business. In tourism business, we need to make sure how we can amaze our guests and tourists.

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Question: How do you believe communicating customers in a better way can increase business value?

Answer: We usually communicate with our customers through mobile phone and telephones. Though we have a website, lots of changes should be brought about.

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Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: Yes, it would so much useful for our business. We can get more and more customers if provide customized service.

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Question: Tell me about the status of hygiene?

Answer: Yes, hygiene is assured in this hotel. All our foods served are prepared in a hygienic way. We have water supply system which gives fresh water.

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Question: How many staff do you have?

Answer: 11 staffs are working here

Question: Do your employees have a proper education like diploma?

Answer: Yes, some of my staffs have education in hotel management and some have not. But they are getting experienced day by day.

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Question: If the food items in the hotel and overall service delivery is provided in a different way, can it improve the business status?

Answer: We do not own any restaurant in our hotel. If our guests order something, we generally collect them from outside restaurants. I think if it would be our owned restaurant, our guests will be more pleased.

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Question: Do you think any kind of change is needed in management, organizational system, and policies?

Answer: It's a disappointment that our hotel owners do not facilitate any kind of seminar or training on hotel management. I think this should be considered on the account.

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Question: What are the challenges you face in this business?

Answer: Recently, we are facing a problem. Some wicked people are spreading rumors about our hotels that ghosts/spirits live here; this is not a safe hotel for tourists. Basically, local brokers, rickshaw drivers, and easy-bike drivers are spreading this type of propaganda. Our hotel does not have this type of problems. They are doing this because they try to divert our potential customers to another hotel as they get commissions from those hotel owners. This is truly a malpractice. Besides, some local goons threaten us as they claim money from us. And, some policemen do this type of malpractice. They misuse their power by causing legal issues. Load shedding is another major problem here.

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Question: Do you think aesthetics can improve your overall innovation like presenting things in a new way including the lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls?

Answer: yes, aesthetical innovation is very important. If we want to earn more and more profit doing this business, we need to attract more and more customers. In order catch new customers, we must concentrate on aesthetics like local arts, handcrafts, infrastructures, and entertainment. Well-groomed environment and well-furnished furniture may be the best example of aesthetical innovation.

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Question: What will be the impact regarding these art, aesthetics?

Answer: We are trying to renovate our hotel nicely in order to make it look nice. Our standard will rise up to the star level hotel if we add this type innovation. We have little opportunity to compete with the big shots of this industry.

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Question: How can it provide an opportunity to reflect your culture?

Answer: Of course, it will provide a great chance to represent our culture through aesthetical innovations. We will keep it in our mind.

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Thanks to your co-operation.

3.7 Interview 7

Hotel Sea Utara

Question: Can you tell me something about yourself?

Answer: Thank you, this is Nasir Mahmud working as front desk manager for last 1 year. I have completed Bachelor of Law as well as a 2 years diploma in Hotel Management.

Question: Comparing to the international hotel chain, do you believe that the SMEs have incorporated innovation in hospitality in Cox's Bazaar?

Answer: Of course, Innovation is being incorporated by SME in tourism and hospitality industry in Cox's Bazaar. Bringing innovation in hospitality is not an easy task, but we are trying.

Question: Do you think innovation can add value to your business?

Answer: Yes, I think so. If I innovate a new thing in our hotel, it can boost up our efficiency level, and Guests might be satisfied with innovative staffs.

Question: How do you manage your marketing here?

Answer: We have websites, database, digital medium, & of course social media wing to spread our marketing strategy.

Question: Do you believe communicating with the customers in a better way can increase the business value?

Answer: Yes, I believe so. Communication with our customers in a more sophisticated manner can attract more and more potential customers.

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: I think using website and the digital application will be very useful for our marketing because day by day people are being more dependent on the internet.

Question: Do you standard hygiene rules?

Answer: Hygiene is a must have a thing for hotels. Proper hygiene management can make our environment safe and sound.

Question: Do your employees have any kind of diploma or proper education?

Answer: Some of our staffs are well educated as they have bachelors, diplomas etc.

Question: How frequently you receive foreigner guests?

Answer: Almost, every day we welcome foreigner guests in our hotels.

Question: Do you think if the food items in the hotel and overall service delivery is provided in a different way, can it improve the business status?

Answer: Yes, if we can do so, we also can prosper in this business. Guest Satisfaction is our first priority.

Question: What kind of service and food you need to add to your hotel that can innovate your business?

Answer: We can add our local cuisine as foreign food items like Japanese foods, Italian Foods, or Mexican Food.

Question: What are the main barriers to this business in Cox's Bazaar?

Answer: I think Political instability is the most common barrier to this business.

Question: Do you think any kind of organizational change is needed in your hotel?

Answer: Any kind of change is always welcome here. Something changed means something new, and people would love to see new things. I think inside our management should be more employee friendly.

Question: Tell me something about the aesthetics area including lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls. Do you think there should be some changes?

Answer: We have awesome lighting system for breakfast, dinner. I think an arrangement for music party should be installed.

Question: What is the impact of aesthetic development in your business?

Answer: Our guests will be amazed seeing those things. Our reputation in this business will grow up day by day.

Question: How can it provide an opportunity to reflect your culture as an art and improve overall innovation?

Answer: It's a great chance to represent our culture and tradition. Beautiful paintings, artworks, folk songs, dresses, and handicrafts are most common objects through which we can reflect our culture.

Question: what kind of challenges you are facing inside and outside your hotel?

Answer: Inside the hotel, I think the relationship between owners and employees should be reduced. Outside the hotel, Tax is a common issue which irritates all in this industry.

Thank you so much for your cooperation for this interview.

3.8 Interview 8

Interviews script in Cox`s Bazaar, Chittagong

Interviewee: Liton Pal

Designation: General Manager, Sea Welcome Resort, Welcome Road, Hotel Motel Zone, Block –A, Plot – 22, Sea Beach R/A, Kolatoli, Cox`s Bazaar.

Date & Time of interview: 08-03-2018, 22.00-22.51PM

Mobile Number: 008801877-569699, 008801707-854565

Email address: seawelcomeresort11@gmail.com

Type of interview: Face to face interview

Question: Can you introduce yourself?

Answer: My name is Liton Pal, General Manager of Sea Welcome Resort, doing this job since 2010, having Diploma from Bangladesh tourism corporation, Cox`s Bazaar.

Question: In comparison with an international hotel chain, do you believe that SMEs has incorporated innovation in hospitality organizations in Cox`s Bazaar?

Answer: yes, I do agree with you. SME means small medium enterprise. According to Cox`s Bazaar situation, we are trying to follow this standard because tourism is developing globally. We are trying to provide better hospitality services to our guests but it is not 100% international level like other developed countries.

Question: What value it will add to your business if you innovate your resort?

Answer: Obviously it will add value to our business when we innovate our services.

Question: Can you tell me an overall situation in hospitality organizations in Cox`s Bazaar?

Answer: Cox`s Bazaar is border side of Bangladesh, most of the people are uneducated, unskilled and aware of tourism industries. Most of the hospitality organizations are following old tradition. We need training and guidance how to provide proper service and hospitality to tourists.

Question: Do you believe that by communicating better with customers can increase your business value?

Answer: Actually, a better way to communicate customers is using media such as emailing, website developing, Facebook marketing

Question: What is your opinion about using standard website, digital application facilities check in- check out system digitally, picking from the airport?

Answer: we are following manual system to check in – check out because the rental building we can't provide all applications. Last year, June, we have opened our own building where we are trying to apply digital application facilities.

Question: Can you tell me about your website contents? Do you think it is good enough or needs to develop to promote your business?

Answer: It`s standard medium level which is not up to level, need to develop website contents, creating digital APPs, check in – check out system digitally and picking from the airport and drop in.

Question: Let's talk about hygiene and cleanliness. Do you think overall hygiene and cleanliness in up to the standard or need to be developed in your organization?

Answer: we are very careful about hygiene and cleanliness because it's health-related issue. We have different kinds of chemicals, medicines and other stuff to manage hygiene and cleanliness.

Question: Do your staff has any kind of training, education or diploma about hygiene?

Answer: not really, this type of medium hotel all staffs are uneducated, or medium educated having secondary school certificate and we are trying to develop their skills.

Question: even though they have a lower level of education, so how can they follow hygienic service? Do you guide and teach them? Or do you have any special person who can coach them?

Answer: yes, we have a supervisor who has knowledge and experience about hygiene as had longtime job experience in a 5-star hotel before joining here. So, based on his experience he coaches others about this issue but it is not good enough for standard service.

Question: do you have any foreigner coming to your resort?

Answer: yes, we do have some foreigner coming every year, because of Rohingya issue many foreigners are working in Cox's Bazaar area. Tourism business is good here.

Question: what is the different way you can provide food and other services to customers?

Answer: actually services food is sensitive and hard work for us because of hygiene and cleanliness. We don't have a restaurant here if someone asks we collect from outside. We have planned to have a mini restaurant where all kind of Bangla, Chinese, Indian and Thai food will be available.

Question: except traditional system, what another standard delivery system you can follow here?

Answer: our management needs some skilled workers even though it is very hard to find skilled people. For this reason, we are unable to deliver good services to customers.

Question: In Cox`s Bazaar, is there any training institute to develop tourism sector?

Answer: Cox`s Bazaar has international university having tourism department every year many students graduating from there and serving in different hotels with proper education. There is no any other specific institute to train people for about tourism and hospitality sector. Actually, we need such type of organizations from the government or private sector to train unskilled people in Cox`s Bazaar.

Question: what other services do you need to develop your business?

Answer: we could have a nightclub, DG party, Good Park, musician but these are not available in whole Cox`s Bazaar area. If we can manage, our guests can enjoy more with satisfaction. Actually, it depends on government and private sector initiatives to manage new facilities.

Question: Do you think you need any kind of organizational changes in the managerial system?

Answer: actually change that means top to bottom changes in our traditional organizational system, management structure, product, and services delivery system.

Question: Do this think your staffs are expert to welcome foreigners with this lack of education and skills?

Answer: in our reception, there is special who can communicate them in English, so we give top priority to foreigners.

Question: how can you solve the conflict between top management or between staffs?

Answer: anything happen here we talk and discuss personally to solve the problem. If it not solve here and need to inform top management then we inform high authority. Everything depends on negotiation and open discussion among the staff.

Question: will your top management allow new innovation proposal whenever present them?

Answer: actually our top management cooperative for all kinds of positive initiatives for our organization. They just need how we can provide the best service to the customers so that customers can get satisfied.

Question: What do believe that aesthetics can improve overall innovation of this resort?

Answer: our top management always thinking about how to design lobbies, reception and guest's rooms. We have some pictures, calligraphy, arts in stairs and every floor. These aesthetics contains cultural, social and country's images.

Question: Can you tell me about your lighting system?

Answer: Actually, lighting is one kind of marketing. Attractive lighting tone and smoothening lights can create a cozy ambiance inside the hotel. We have tried our level best to decorate our hotel with the lights.

Question: How is your security system?

Answer: Yes, Our security system is pretty strong. Security Guards keep their sharp eyes during their duty hours. Security cameras are installed to keep the surroundings under surveillance.

Question: How can it provide an opportunity to reflect your culture as an art and improve overall innovation?

Answer: It's a great chance to represent our culture and tradition. Beautiful paintings, artworks, folk songs, dresses, and handicrafts are most common objects through which we can reflect our culture.

3.9 Interview 9

Nishorgo Hotel & Resort

Question: Dear Sir, Can you introduce yourself?

Answer: Yes, This is Russell; I am doing the job in Nishorgo Hotel & Resort Ltd. at Cox's Bazaar. This is one of the best hotels in Cox's Bazaar. We try to provide our best services to our clients.

Question: Comparing to the international hotel chain, do you believe that the SME has incorporated innovation in hospitality in Cox's Bazaar?

Answer: Yes, I think, there are a lot of things in Cox's Bazaar which needs to be improved for innovation in tourism and hospitality sector. Though there are a lot of possibilities, this sector has been facing many barriers since its early age. Decisions need to be taken strongly to reduce the obstacles.

Question: How do you believe innovation can add value to your business?

Answer: Obviously, if we reduce our problems, our business will grow up through bringing innovation.

Question: How do you believe communicating customers in a better way can increase business value?

Answer: Communication is very much important for almost every business organization. Communicating customers in a better way may increase our business value as it attracts the potential customers to accept our services.

Question: What is your opinion on the use of websites, digital applications to communicate with customers, for example: when they check in and checkout, picking from the airport and so on?

Answer: It's a very good question. Nowadays, many foreigners are coming to Cox's Bazaar and staying in our hotel and taking our hospitality just because we have a strong website. On that website, we provide much information about our hotel and sightseeing in Cox's Bazaar. I think it's a good way.

Question: Do you use digital applications?

Answer: No, We have the only website. All information is given there.

Question: How do people check-in and checkout?

Answer: Still now, our customers check-in and checkout manually, but we have plans to improve

Question: Does your hotel provide airport pick up service?

Answer: Yes, We do. And this way, we are trying to provide better service to our clients.

Question: Tell me about the status of hygiene?

Answer: We always try to maintain a proper hygiene and that's why we always keep our hotel and its surroundings neat and clean. We clean on a regular basis.

Question: Do your employees have a proper education like diploma?

Answer: Of course, any business organization will be willing to recruit their employees on the basis of skill and knowledge.

Question: From where they are getting this kind of diploma?

Answer: Mainly, Bangladesh Parjatan Corporation. They provide several diplomas and courses regarding tourism and hospitality management. Besides, there are many private institutions providing this kind of degrees.

Question: If the food items in the hotel and overall service delivery is provided in a different way, can it improve the business status?

Answer: Right now, we are trying to maintain international standard regarding food & service though we have some limitations. Above all, we are trying to serve our best.

Question: What kind of foods and services you need to add?

Answer: We can add Mexican food in our food menu and some skilled chefs should be recruited.

Question: Do you think any kind of change is needed in management, organizational system, and policies?

Answer: I think our management should be more efficient at client handling and marketing because the competition is being bigger day by day.

Question: Can you tell me something about your educational background?

Answer: I have completed my graduation from Cox's Bazaar International University under Hospitality and Tourism Management.

Question: How do you apply your knowledge and experience to your colleagues?

Answer: Still I am learning I share my experience with my co-workers.

Question: How do you work as a team?

Answer: We do work as a team in our hotel. We follow our hotel's rules and regulations. As a team, we follow duty roaster which tells us who to work.

Question: How can you solve any kind of conflict if any arises?

Answer: I think positivity is the only way to solve any conflict among staffs.

Question: What are the challenges you face inside your organization and outside the organization?

Answer: Most common challenges out the business are lack of proper road & transport facility in this area and security issues. The total environment should be safe and sound.

Question: Do you face any challenges from political or social aspects?

Answer: No, we do not face that kind of issues. But, this is dangerous for tourism business.

Question: What is the security system here?

Answer: Our security system is pretty strong. Night guards and security guards are always busy to make sure that everything is fine.

Question: Do you think aesthetics can improve your overall innovation like presenting things in a new way including the lighting in the breakfast area, overall lighting tone, the color of the furniture, and color of the walls?

Answer: Yes, Surely I think it can add an extra thing to our hotel.

Question: What are the people's sayings regarding these art, aesthetics?

Answer: You know a proverb like, "The first impression is the last impression." So, we make sure that guests can feel the comfort in an artistic way. And our guests are satisfied with the environment we provide.

Question: How can it provide an opportunity to reflect your culture?

Answer: It's a good way to represent our culture & tradition to the guests who came from abroad.

Question: Can you please tell me both positive and negative sides of this business overall?

Answer: Tourism industry is one of the fastest growing industries in Bangladesh but there are some threats to this industry like natural disasters, insecurity, crime, and economy.

Question: How much taxes you are supposed to pay the government?

Answer: 15% Taxes

Question: Is this huge or perfect?

Answer: I think this is perfect.