

**Responsible and Ethical Hospitality: An Overview of Corporate Social
Responsibility in Indian Hotels**

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Abstract:-

The first objective of this article is to describe the fundamental aspects of the concept of Corporate Social Responsibility (CSR). The second goal is to list the activities or the practices that hotels may take up and which are in conjunction with the idea of CSR.

Keywords – Corporate social responsibility, CSR practices, hotel industry

Introduction:-

In today's competitive market, it is a known fact that business plays an increasing role in society and a company's responsibility extends beyond earning money and making profits. The concept of corporate social responsibility (CSR) or corporate conscience generates from the understanding that a company should care for its investors, customers, its employees and the society or community and also the environment which are contributors to its success. With this realisation, CSR is now being fully accepted by corporate companies as a part of their business model. This constitutes sharing of the company's profit for the betterment of people involved and the planet. Earlier companies had the easy way to get away with profits with no regulations of any sort. It was a matter of personal choice, ethics or values for companies to contribute towards charity, philanthropy or take part in community service or do social work for up-liftment of the society. In April 2014, India was the first country in the world to make corporate social responsibility (CSR) compulsory by law, according to an amendment to the Companies Act, 2013. Companies can direct their profitable earnings to CSR avenues such as children's education, penury, gender justness, and destitution. It is important that all companies take legal, moral and ethical control over their CSR activities to make an affirmative statement on the environment and all who benefit from them. Companies who are worth of 500 crore, or an annual earning of 1000 crore or a profit of 5 crore, to required to spend 2 percent of their profits of three years for this purpose. The choice to spend on CSR was optional for companies, even though it was compulsory legally to give an account their CSR money to all stakeholders.

CSR includes the following:

- Programmes related to activities specified in the Companies Act; or
- Programmes related to activities which the appointed CSR Committee recommends to the company board and it is necessary that those activities include points in the Companies Act
- Companies must take into account that the revenue spent towards CSR are not entitled for deduction in the calculation of the income that is taxable. The Indian government, is reviewing their views of this provision, and other CSR provisions recently introduced in the year 2019.

CSR is no longer is a voluntary activity and most companies have it integrated into their business model and also used as a strategy to enhance their image in the market. Till recently, if a business did not to fully spend its CSR endowment in a given year, it is allowed to transfer the amount forward and use it in the next financial year, with addition to the allotted for that year. The CSR amendments introduced under the Act now require companies to deposit the remaining CSR money into a kitty prescribed under Schedule VII of the Act before the closure of the financial year. This amount must be spent within three years from the date of transfer, and if not this endowment must be deposited in to one of the specified funds. The new law also propagates a financial punishment as well as jail time in case of not following the norms. The financial punishment ranges from INR 50,000 to INR 25,00,000 and the officer of the company to be put in jail imprisonment for up to three years, or a fine up to INR 5,00,000. The Indian government is in the process of scrutinising, these regulations as the industry is against these strict provisions , especially regarding imprisonment if any CSR contraventions were observed on the part of the company.

The Ethos of Corporate Social Responsibility (CSR)

Responsible business is a strategic and long-term approach based on the principles of social interaction and the search for answers of benefit to all. It is about earning revenue and maintaining relationships with all stakeholders. This includes providing services and products that does not disrespect the social and natural environment It is doing business in tandem with expectations of society that are ethically, legally, financially sound.

Responsibility can be defined as the willingness to accept the positive and negative effects of one's actions. Responsibility is the need to bear the consequences of one's conduct, behaviour resulting from internal thoughts and the awareness of the actions taken.

Responsible business is a conscious decision taken by business leaders who care about their business its interests as well as society they conduct the business in. CSR is a commitment to conduct business ethically, lawfully and following the code of conduct of that particular business.

CSR is seen as a global movement towards sustainable development within the principles of economy, ethical practices and environment. The businesses following CSR in their activities by ethical principles and their actions are answerable to a wide group of stakeholders. Philanthropy and CSR are not interchangeable. A philanthropist is not identical to a person who take social actions. The answer comes from who actually is the benefactor. The philanthropist may be giving people items that were got, made or acquired as a result of exploitation. CSR cannot be associated with relationship marketing, although it provides long-term care for a consumer . The International Organization for Standardization (ISO) defines CSR in corporate social context according to the ISO 26000 standard, as *the "responsibility of an organization for the impacts of its decisions and activities on society and the environment through transparent and ethical behaviour that contributes to sustainable development, including health and the welfare of society; takes into account the expectations of stakeholders; is in compliance with applicable law and consistent with international norms of behaviour, and is integrated throughout the organization and practised in its relationships"*

Carroll Model (1991)



Responsibility, which is the superior part of the CSR concept, is divided into different types. A. B. Carroll has formulated four types of responsibility presenting them in the form of a pyramid constructed based on the A. Maslow's hierarchy of needs. The reason of the comparison is that in order to achieve higher levels of responsibility, it is necessary to fill the lower ones. Carroll has presented the following types of responsibility.

Philanthropic responsibility - desired by the society, it encompasses the activities for the benefit of the local community, volunteering and charitable activities;

Ethical responsibility - expected by the society, it encompasses the actions in line with the spirit of the law and providing ethical leadership;

Legal responsibility - required by the society, it encompasses activities relating to the observance of the law, the protection of consumer rights, environmental protection and meeting the provisions of the contract;

Economic responsibility - required by the society, it encompasses the activities that are focused on maximizing profits and minimizing costs.

The stakeholders are of prime important here in this model. They are the individuals and organizations that have direct or indirect impact on the organization or are under the influence of its activity. The group of internal stakeholders consists of i.e. employees, shareholders, and owners; in contrast, 11 the group of external stakeholders encompasses

customers, suppliers, local communities, authorities, financial institutions, media, business competitors, and trade unions.

The International Guidelines for Corporate Social Responsibility (CSR):-

The CSR standards and regulations were created to fulfil the needs in the field of recommendations of CSR methods to be followed in everyday corporate activities. These were created because of the demand for measurement of methods, tools to assess the awareness practices relating to environmental, social and ethical aspects of the business activity. The main purpose of each of the above is to create a specific basis for CSR practices. These have to be the foundation for driving perennial development and improvement and the creation of more well thought and evolved strategies and plans ahead.

Guidelines for corporate social responsibility are outlined in the documents such as the UN Global Compact, the OECD Guidelines for Multinational Enterprises, the SA 8000 standard and the ISO 26000 standard.

The UN Global Compact is the brainchild of Kofi Annan, the then Secretary General of the United Nations and was presented on January 31, 1999 at the World Economic Forum in Davos, and officially signed on July 26, 2000. This happens to be the world's largest voluntary UN initiative for CSR and sustainable development is in the forefront of this initiative. It consists of 12,000 members and includes 145 countries. The Global Compact Initiative is based on ten basic principles of human rights, labour rights, the protection of the environment and corruption less activities. The ethos of the Global Compact is true on the basis that by following the principles of CSR, the businesses can participate fully in solving the monetary problems of today, reduce the negative effects of globalization and help to sustain the economy of the entire world.

The OECD Guidelines for Multinational Enterprises has been developed in 1976 and reworked again in the year 2000. It contains a charter of how entrepreneurs can follow principles and honour commitments around CSR to be implemented in the business. The principles relate to basic human rights, employee-employer relationship, threat of competition, stakeholders interests, clarity of work, tax payment compliance and environment protection.

SA 8000 standard (Social Accountability 8000) is an international standard for CSR introduced by Social Accountability International (SAI) in 1998 which is an organisation in New York. This encompasses the values accepted by the world finding the reference from the international human and labour rights conventions. It also considers the ISO 9001

standards of quality and ISO 14000 standards of environmental management. It is a document of universal acceptance companies around the world can identify with it easily and follow the standard requirements. The highlight of the SA 8000 is the concept of CSR including social and environmental aspects in company management. The SA 8000 standard includes nine areas such as children in labour, forced labour which is extracted against will, health and safety of those involved, freedom of alliance and negotiation of wages by an organised body of employees, practices regarding discipline, hours of work and remuneration for the same.

The ISO 26000 international standard was created in 2010. This handbook is formulated to help all business, administrative, government and third sector organizations. This contains guidelines for terms and definitions relating to CSR. It presents description and latest of CSR and the rules and practices helping in proper understanding of CSR

The main part of the standard is to identify the areas of CSR. ISO 26000 elaborates the inclusions such as governance in the company, employee rights, relationships with stakeholders, environment and nature, practices prevalent in market, issues regarding customers and involvement of the company in community building and the development of the locals. ISO 26000 provides the basic principles of corporate social responsibility. These include the principles of accountability, transparency, ethical behaviour and respect for human rights, stakeholders' interest, and international standards of conduct.

Literature Review

Business Dictionary Defines CSR as "A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates. Company carries out this responsibility by reducing waste and pollution, by conducting educational and social programs, by earning adequate returns on the employed resources". CSR is a concept which is followed by management of businesses who include their stakeholders and empathise socio- environmental concerns in their daily operations. CSR is the way through which a business fulfils its social, environmental and economic obligations Companies also can address issues and involve their stakeholders at the same time. CSR has to be seen as a means for strategic business management and it is clearly distinct from charity, sponsorships or philanthropy. These activities strengthen the reputation of a company and brand image gets enhanced. Indian corporate is spending on CSR more than anywhere else in the world.

Statistics show that after the new Companies Act made it mandatory for businesses worth of Rs. 500 Crore or with annual turnover of Rs. 1,000 Crore to spend under CSR. KPMG, an

international report audit firm undertook a survey that India's total CSR spending increased by 27% in 2015.

Corporate Social Responsibility and its objectives:-

CSR is a bridge that brings closer, a company's social thought process with the day to day functioning of their business . CSR is the direction a company takes to evaluate the company's mark on society and assessing it's responsibility. It begins with an evaluation of the following areas and the interaction of each business to the following stakeholders:

- Locality /Community
- Employees
- Consumers
- Shareholders
- Government

CSR encompasses the following:-

- People:- Customers, suppliers, community ,stakeholders and employees.
- Planet:- environmental friendly practices, waste management, reduction of all types of pollution.
- Business ethics:-responsibility towards employees, stakeholders and customers
- Legal compliance:- Follow all rules and regulations of the government or compliance agency set for the particular business type. Companies must find a solution to facilitate their business growth and generate profits which benefit society and community.

Responsibility of Business towards the Locality / Community:-

Every business has responsibility towards society. Business must be carried on with moral and ethical standards. This includes minimising ecological imbalance and environmental pollution. Contributing to social health, education and development of the locality must be included for a comprehensive CSR plan.

Responsibility of Business towards the government:- Businesses must obey the rules and regulations set and pay taxes regularly. Cooperation must be extended to the Government to promote social values, economic growth and development. A strong business ethic would be to not take advantage of the loopholes in business laws.

Responsibility of Business towards the Employees:- Hotel businesses have now started focussing on employees by providing welfare services, regular and fair wages, training and promotion facilities, reasonable working norms, effective mechanism to redress worker's grievances and proper recognition of efficiency and hard work. CSR programmes can be successful only if the employees are encouraged and trained by the management to think and follow these practices. Many hotels are keeping employees satisfied and engaged in self improvement, training and wellness programmes which benefit the employees. Hotel acting in accordance with the concept of CSR builds its positive image among employees CSR builds its positive image among employees, becomes a trustworthy place to work and ensures hotels to get new employees and retain the best ones it has. Employee engagement helps hotels directly to provide high level of guest service and optimum guest satisfaction.

Responsibility of Business towards Consumers:-

In the hotel industry, the guest is likened to that of god. It is the important to provide products and services with quality, standards and fair pricing. Hotels have undeniable competition but a hotel should not indulge in black marketing and profiteering. There has to be a proper system of grievance where complaints can be heard and a solution can be sought resulting in guests returning to the same hotel in the future.

Responsibility of Business towards Shareholders:- It is important to be transparent and accountable as shareholders invest in your brand because they trust it. As a business, one has to build reputation and goodwill so that shareholders are happy to invest in your brand due to your name in the market. It is the hotel's responsibility to work towards the growth and survival of the brand and ensure a reasonable rate of return is got over a period of time.

Responsibility of Business towards the Environment:- Environmental CSR aims to reduce any damaging effects on the environment. Every hotel should have a waste management, energy conservation and water conservation program in place. These have to be strictly

followed so that the environment is benefitted in a positive way. Activities that reduce, recycle and reuse have to be a part of daily operations in a hotel.

The most effective CSR plans ensure that corporations follow the law, they invest in the growth and development of underprivileged sections of society and the environment. CSR should include perennial activities that and company can perform without compromising their business goals. Indian Corporate, have been encouraging in taking up CSR goals and making them a part of their businesses. The bigger picture is the consideration and companies understand that besides their expansion on one hand, it is also wise to support local issues. Companies, hire specialists in this field to advise them and educate about CSR. They put together a specific programme which would tell them how to include policies, strategies which benefits everyone involved. There are budgets planned around this activity. These activities find their foundation on accepted social mores and are crafted to be in tandem with the company's values.

CSR trends in India:-

The compulsory CSR provision of 2014, has led to CSR contribution by Indian corporate to increase substantially. Indian companies which are listed spend 10,000 crores of Indian currency in programs from literacy programs, skill and development, community welfare, health, and environment issues. The Prime Minister's Relief Fund saw a rise of 139 percent in CSR reporting over last one year. The main heads included girl education, sector received followed by hunger, poverty, and healthcare, environmental sustainability and rural development. The recent progressive changes to CSR provisions, the estimation of CSR practices to improve and record between 97 to 98 percent by 2019-20

Need for Corporate Social Responsibility:-

Companies benefit to add CSR in their portfolios. It is an investment from which the business can get benefits in the long run. Systematic efforts lead to positive image, get support from stakeholders, improves employee performance and the environment is protected. Depleting resources like water, food and energy have been given the top position to design practices to minimize the negative effects of the business on the environment. These are important and seen as definite actions to increase fuel efficiency in all types of transport, reduction of food waste, water and energy saving in hotels. These practices are not limited to environment but also to community development, hiring ethnic employees with

diverse backgrounds including LGBTQ community. CSR is optional but the hotel benefits are more than the costs. A realistic hotel doesn't expect to gain in monetary terms but intangibly. Hotels must add social service programmes which brings them into a giving mode. A hotel focussing on CSR increases its brand awareness, praise from its guests. As services in a hotel are mostly intangible, goodwill created by social causes due to CSR makes a positive brand image and sets it apart, which can be of an advantage in a competition. In a consumer-ridden market, when a hotel welcomes social issues to be solved it automatically buys loyalty and maintains customer loyalty. This works for hotels in many ways

1. Guests are ready to pay premium rates which help the hotel to survive in off season.
2. Guests like millennial's, who are socially conscious consumers.
3. Guests who support the issues regarding environment and create a demand for green hotels.

This growing group of guests view sustainability practices in a hotel when making hotel decision choices. Guests in green hotels are ready to pay premium rates and restaurants using local and organic raw material or ingredients to get guest attention. If in case of a service failure happens in a hotel that follow these practices guest forgiveness is seen. Employees following CSR want to work for a company which has an image and reputation for doing service to community. Higher job satisfaction, reduction in staff turnover has been observed. Hotels hire employees, of different ethnic backgrounds, also specially abled people to bring them with the idea of inclusion. Several companies gain benefits of employee engagement when they donate as much as employee contributions to causes or invest time in the form of employee hours by giving employees time to volunteer at local non-profit organizations. CSR initiatives can become a part of an employee's professional life and also be linked to performance appraisal system.

Highlighting the urgent need to save the environment is one important of area of the CSR practices of hospitality. Reduce, Recycle and Reuse feature on the priority of every hotel. Hotels are following practices like waste, water and energy management through all the departments. Strict assessment of energy and water consumption is a standard practice. Hotels use efficient lighting, adjustable water taps with sensors and are encouraging guests to reuse bed as well as bath linen. HYATT Pune, has a unique concept called Tuesdays when they focus on sustainable practices consciously. Their laundry has a holiday and employees are expected to come in a specific tshirt and trouser which has to be ironed and washed at home to save laundry costs for the day. The hotel keeps two guests lifts shut and

runs the hotel on 50% lighting to save electricity. Guests are encouraged to take car pool to the airport on Tuesdays. No smoke policy on Tuesday is also followed. This hotel also accepts business from LGBTQ groups who are still facing discrimination issues from other hotels. Employees are encouraged to take in training programmes to familiarise them with eco-friendly procedures of the hotel. This trend is seen in hotels which attract a lot of customers who are accepting this change. Considerable money is earned through charitable activities by hotels and restaurants which is later donated.

Ways in which hotels do smart planning to manage or sustain energy, water, food in different departments in Hotels:-

- Raw material purchasing and preparation must be done according to actual occupancy levels or the forecasted occupancy in rooms as well as banquets. Chefs do not over-order or over-prepare breakfast or buffets.
- Removal of appliances from switches after their work is finished or the preheating time to fifteen minutes before an appliance is needed – this can save up to 60% of the energy used in cooking.
- Thawing food in Microwaves.
- Minimum use of running water and fixing of taps immediately if damaged or broken.
- Introduce food waste reduction strategies and invest in technology to help you measure, manage and reduce food waste.
- When pans come to the boil, turn hobs down to the minimum to simmer (boiling does not speed up the cooking process).
- Check that the seals in cold rooms and fridges are intact.
- Ensure cooling fans are at least 5 cm away from the wall as otherwise, the energy consumption of the appliance rises by 10%.
- Install fridges/freezers near areas of ventilation, never close to heating or an oven as up to 5% energy for 1°C of lower temperature of the location.
- Put data tracking systems such as Con-Serve™ and Winnow in place to gain insights and set targets.
- Housekeeping department has lots of procedures and practices which can make energy and water conservation workable.
- Use of laundry water for gardening and horticulture purposes after purification and treatment.

- Rain water harvesting project.
- Use of biodegradable detergents and eco friendly chemicals in all cleaning and laundry operations.
- Guest supplies and amenities provided by the housekeeping department for guests should be bio degradable and eco friendly.
- Paperless operations and less use of paper.
- Use of solar energy.
- Buy guest products that contain materials that can be recycled
- Replace paper hand towels with hair dryers in restrooms.
- Use refillable dispensers for hair and skin care products.
- Automatic switch off lights and fans not in use.
- Use of correct wattage of bulbs.
- Provide newspapers only in public areas for community access instead of individual rooms.

Indian Hotel Chains involved in CSR

CSR of Taj Group of Hotels:-

The Tata Group in India spearheads innumerable CSR projects. These are mainly diverted towards community development and poverty reduction programs. It supports self-help groups which engage women in activities which would generate income and savings , rural development and social service. The Tata Group has scholarships and prizes to help children get education willingly. The idea that create a generation where hope is not a far of thing.

The group invests in healthcare facilitation , child education, immunization, an AIDS awareness program. Other areas include economic empowerment through agriculture programs, environment protection, providing sports scholarships, and infrastructure development, such as hospitals, research centers, educational institutions, sports academy, and cultural centre.

In accordance with the requirements of the companies Act, the company's CSR programs mainly focuses on the following areas:

- Skill development programs
- Preservation programs to promote heritage, culture, arts and handicrafts of India
- Relief and aid for natural as well as manmade disasters
- Rehabilitation programs for people caught in crossfire of these disasters.
- Income-generation and livelihood enhancement programs

The Company may choose to undertake additional CSR Activities falling within the purview of The hotel chain also promises to take any additional CSR programmes which may fall under Schedules VII of the Act, as and when proposed by the CSR expert committee appointed by the hotels' Board.

1. Vocational Skills Development Programs:

- Support partner NGOs and other partner Tata Companies' CSR programmes to provide hospitality and service industry relevant skill trainings to youth from rural, less-privileged, Scheduled Caste/Scheduled Tribe and differently abled backgrounds
- Over 30 such skill training partnerships are already in progress across the country and can be further strengthened to be more impactful and efficient
- Facilitate personality development, character building and grooming to ensure work readiness and job placements for certified youth

2. Partnership to Preserve and Promote Heritage, Culture, Arts and Handicrafts of India

- Support and improve destinations where IHCL hotels are located (For example: by extending support to sites of touristic interest, heritage preservation, training of city guide and tourist department and public utilities staff, etc.)

3. Community improvement and maintenance initiatives to support 'Clean India Campaign' (For example: public spaces-beaches, gardens, hotel approach roads, villages, etc.)

- Promotion of indigenous art, craft, cuisines and culture through development and showcasing of local arts and handicraft (through strategic partnership with NGOs/platforms promoting these aspects)

4. Income-generation and Livelihood Enhancement Programs.

- Promote responsible supply chain partnership wherein select products and services are procured by Central Materials Group and hotel purchase managers in a socially and environmentally conscious manner. (For example: procure items for business use (like candles, fish, organic vegetables and fruits, honey, etc.) from local self Help Groups,

NGOs, social enterprises, Scheduled Caste/Scheduled Tribe vendors including interest family members of contractual staff.

- Such supply chain partnerships require training and development of partner organizations in terms of support for procuring raw materials, design and quality control measures, business management and financial acumen.

5. Disaster Relief and Rehabilitation Programs in Accordance with Taj Public Welfare Trust Mandate. This trust was set up in December 2008 , in the aftermath of the Mumbai terror attacks. The honourable work of this trust is to take inspiration from those survivors and reach out to people affected by disasters both man-made and natural, and to help rebuild the lives of the victims.

The IHCL has its properties involved with organisations who work across all stratas of society to help the underprivileged by conducting literacy and vocation based programmes to financially empower people.

ITC Group

Having diversified business interests across hotels, FMCG, agriculture, IT, and packaging industry the ITC group, is largely dedicated in their effort in CSR. The company has been ITC has been able to generate support for lives of approximately six million people through its CSR initiatives.

They are involved with rural areas to procure agricultural products covering 4 million farmers who benefit from their e-Choupal program. The focus is on unfertile lands where farmers are encouraged to plant pulpwood plantations and make an earning enough to support themselves. ITC also grants loans to start micro businesses to support livelihood of around 40,000 women in rural India.

CSR of ITC Group of Hotels

ITC's CSR policy is as follows:-

1. ITC's CSR Programmes, pay attention to enhancing environment and preservation of natural resources, support development in villages, promoting literacy for children and adults, giving access to healthcare, provision of cleanliness to people as their basic right eg: sanitation and potable water ; creating jobs for people, inclusion of the disadvantaged
2. To promote the self-sufficiency of the women at a basic level, in the hope that they get social recognition and economic empowerment.

3. To promote skill building and improve employability for weaker sections of society.
4. To initiate CSR Programmes in areas that fall within the supervision and economic viability .
5. To carry out CSR Programmes in close by local areas to fulfil programmes partnered with local authorities or government and reserve finances towards activities and to spend such money through a designated cell for CSR.
6. To extend benefits of the Company's CSR Programmes to the stakeholders.
7. To partner with the industry, associations, like the CII through the CII-ITC Centre of Excellence for Sustainable Development.

Other examples of Indian corporate companies involved with CSR:-

Wipro Limited:-

Wipro India Ltd, is a leading IT consulting and business process services giant and a pioneer in Indian market. Wipro Cares is the CSR initiative not-for-profit trust that works with the underprivileged community in areas like education, preventive health care and environment. It has won several international awards.

Ultratech Cement:-

Ultratech Cement, India's largest cement company is involved in social work. It covers 407 villages in the country aiming to create sustainability and self-reliance. Its CSR activities focus on healthcare and family welfare programs, education, infrastructure, environment, social welfare, and sustainable livelihood. Ultratech has organized immunization and health check ups, sanitization programs, school enrolment efforts, save water initiatives, industrial training, and organic farming programs.

Mahindra & Mahindra:-

Indian automobile manufacturer Mahindra & Mahindra (M&M) founded the Education Trust in 1954, and 1969 set up the Mahindra Foundation with the purpose of promoting education. The company focuses on education programs to help economically and socially disadvantaged communities. CSR programs invest in scholarships and grants, sustenance training, healthcare for rural areas, water conservation, and disaster relief programs. It has programs such as Nanhi Kali related to education for girls. Mahindra Pride Schools teach vocational training, and Lifeline Express for healthcare provided in inaccessible areas.

Conclusion:-

Involvement in CSR should be motivated not for profits but with the focus on a genuine desire to create positive change in society. Companies use CSR as a marketing tool and claim to do more than what they do for the environment. This leads to negative image or animosity, credibility loss and feeling of mistrust for the company ultimately damaging the brand.

Well thought and proactive communication of CSR initiatives is also important as the benefits described cannot accumulate if consumers, employees, and other stakeholders are not aware of the activities of the company. Most large hotels for example the Marriot group prints a special sustainability report or social responsibility report and water consumption. This report uses three environmental performance indicators: energy intensity, water intensity, and GHG emission intensity, and has implemented conservation initiatives, such as a chiller diagnostic tool to help their hotels save electricity. Their report indicates that compared to 2007, energy intensity, water intensity, and GHG emissions intensity in 2015 decreased by 9.4%, 9.0%, and 10.0%, respectively, while it strives to achieve a further reduction of 20% in energy and water consumption by 2020. The report (retrieved from Marriott.com) discusses company efforts to encourage women by diversity in leadership.

It is also important to assess a hotel's core competencies when taking socially responsible actions and creating opportunities for shared value i.e. hospitality firm's experiment using new technology, business model, operating and management processes to increase productivity while also contributing to social good. A key challenge for hotels and restaurants is to manage customer demands without compromising the service quality as customers often relate sustainability with a reduction of cleanliness or comfort. Successful sustainability management will only happen if there is involvement of guests in the form of ideas, time and feedback. For example, the Crowne Plaza hotel in Copenhagen, Denmark, encouraged its guests to produce electricity on exercise bikes. With 15 minutes of cycling, guests could generate 10 watt-hours of electricity as well as get a free meal voucher (\$36 value) in the hotel. Now a days the hotel educates and motivates employees as well as guests to conserve and preserve natural resources.

When CSR activities are in tandem with the hotel's offerings and strategy, the hotel gains to earn popularity with key stakeholders, and opportunities to impress customers that can endorse the actions of the hotel. This can be especially important in case of negative events or crises that can damage the reputation of the company. The goodwill gained from social initiatives taken can bring support to the hotel against the negative unwanted attention prevalent in today's social media bias. Hence, a systematic and strategic plan of social

initiatives can help mitigate risk or act as insurance even if no direct measurable financial rewards accrue from these initiatives.

In sum, in customer-centric and highly competitive industries like hospitality, earning and retaining the goodwill of all stakeholders via corporate social initiatives serves the firm well in times both good and bad.

Conclusion on CSR of Hotels:-

- The hotels groups are following and investing more than 2% of their profits in CSR activities (More than Govt. Guidelines of 2%)
- The hotels groups (IHCL, ITC) enjoy the tax benefits and rebates from the Indian Govt. for conducting CSR activities
- The hotel groups are able to make Brand and Image building according to their CSR activities
- The major areas CSR are Energy Conservation, Waste Reduction, Education for Underprivileged, Skill Development
- The various programmes conducted for the energy conservation including LED usage, solar appliances, celebrating earth hour, switching off lights, and other activities
- Employee care and emphasis on workforce and their retention
- The brand image of the company has been improved in the market by following the regulations and guidelines under the CSR act, 2013
- The satisfaction level and retention rate of the staff has been increased and work culture of the hotel has been more congenial
- The waste management has definite solutions of wet and dry garbage segregation used for horticulture and landscaping.

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