Cooperative Education Report

"Operations at Hospitality Industry"

Written by

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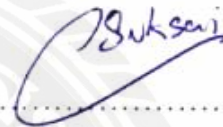
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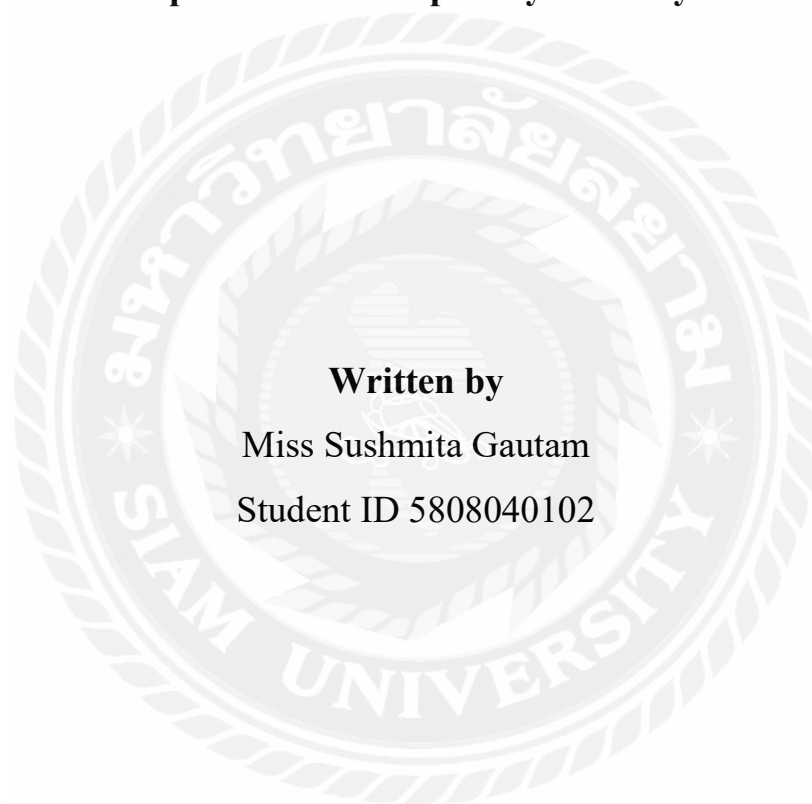
This Report Submitted in Partial Fulfillment of the Requirements for

Cooperative Education, Faculty of Business Administration

Academic Semester 2/2018

Siam University

Project Title : Operations at Hospitality Industry

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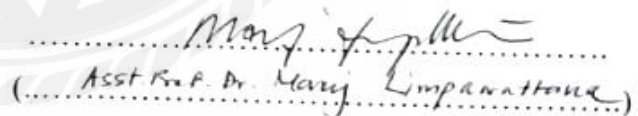We have approved this cooperative report as a partial fulfillment of the cooperative education program semester 2/2019

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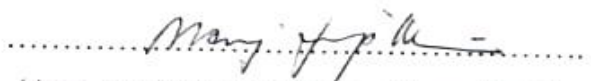
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Academic year	**:** 2/2018

Abstract

This cooperative report entitled "Operations at Hospitality Industry" has the goals to investigate/study/examine how technology impacts on hospitality industry and upgrades the way of travelling in most painless, convenient way. Objectives of the study include: (1) Understanding the organizational background and duties performed by each department (2) Figure out productivity challenges faced while operating as a service company (3) Study technology enriches service industry, by adding value to both marketer and customer. With the company, the student was assigned to work as a central operation intern, for Operation Department. Main responsibilities were to connect with Area General Managers (AGM's) and help them for smooth functioning of operation, come up with action plan to reach monthly target of the company and to support in other activities as per required and assigned by the department and supervisor.

Upon the completion of the internship, it found that the problem was resolved by means of practical learning and theories concerning operation management, brand management and supply chain and consumer behavior in this matter, I was able to learn more about customer handling, demand management, inventory control and supply chain management which are very important for future career development and profession.

Keywords: Customers Expectation, Delight Guest, Unhappy Guest

Acknowledgement

Getting an opportunity to learn in an international platform and understanding how to implement the learning practically would have been impossible without the assistance and cooperation of a legion of individuals on the professional side. I am grateful towards the individuals for their personal encouragement and professional assistance. These includes, but it's certainly not limited to, KCM Family; SIAM University; Chanatip Suksai; Dr. Maruj and Harshit Agarwal at OYO.

I want to recognize and thank instructors, professors and friends who uplifted me throughout my academic period. Their creative ideas and insights were valuable and help me widen my horizon and helped me in preparation of this report.

Also, I would like to heartily thank to entire OYO Nepal team for giving me this wonderful opportunity to work and grow with them.

Similarly, I am deeply grateful to my family from the core of my heart for their council, gracious contribution and guidance throughout this period. I wouldn't have made this far without their love and support

Special thanks to my longtime friends Vishaka Rana, Neha Baniya, Simran Tamrakar and Suprina Shakya for being a family away from family at Bangkok. I value and appreciate immeasurably for their continuous support.

I believe that this interval has made me more confidence and focused towards my career and has shaped me for my professional life. I have become more developed more acceptance towards new difficult open doors in future.

To everyone who were there. Thank you, it would have been impossible task without your immense support.

Table of Contents

Table of Figures

List of Abbreviation

1. AGM: Area General Manager
2. UH: Unhappy
3. SPOC: Single Point of Contact
4. PM: Property Manager
5. PMI: Property Manager Incentives
6. CX: Customer Experience
7. TR: Transformation
8. BD: Business Development
9. OTA: Online Travel Agency
10. HM: Hotel Manager
11. Ops: Operations
12. DM: Demand Manager
13. SRN: Sellable Rooms Night
14. BRN: Booked Rooms Night
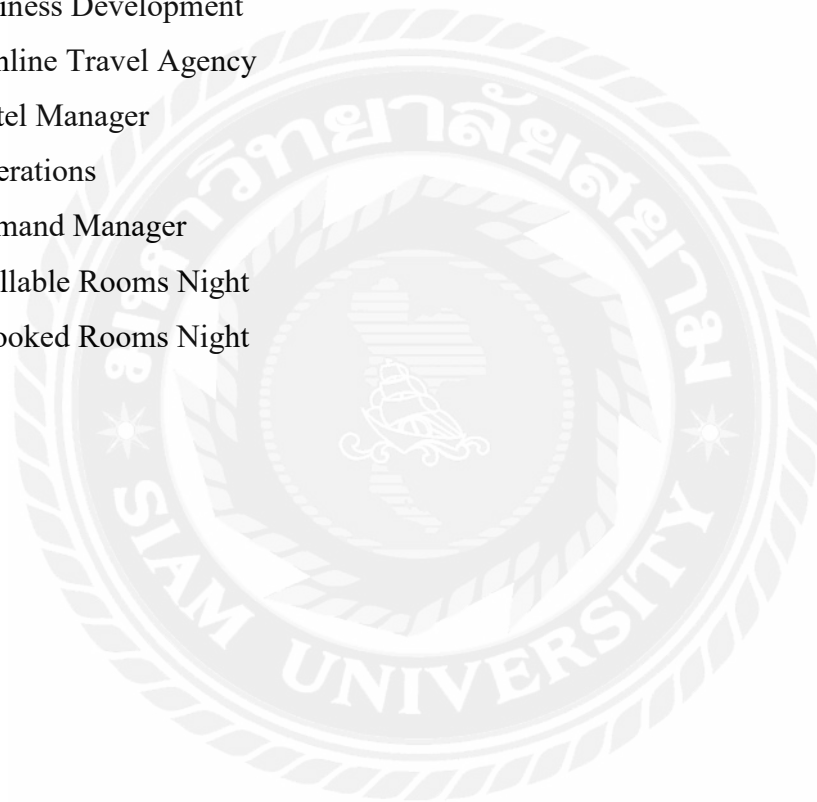
Chapter 1: Introduction

1.1   Company Profile

On Your Own Rooms frequently know as OYO is one of the fastest growing hotel chains in the world. The Company was founded in 2013 by Ritesh Agarwal, first Asian to be accepted to Thiel Fellowship. He was featured in Forbs 30 under 30 in consumer Tech (2016) for creating a global disruptor. OYO first started with 7 rooms, company has since grown over 458,000+ fully-controlled leased and franchised rooms globally and is serving areas such as Nepal, China, Singapore, England, Malaysia, Philippines, UAE, Sri Lanka, Saudi Arabia and Japan with company headquarter is located at Guragram, Haryana, India. OYO Company's network includes major metros, top leisure destinations, business hubs as well as religious expeditions (Wikipedia, n.d.). OYO marked its presence at Kathmandu, Nepal in 2017. It started its first hotel as a test run. OYO in Nepal has grown hugely with 150+ hotels, beside that it has expanded into 10 cities with a plan to extend over 15 cities in the end of 2019.

What is OYO?

OYO transfers small hotels into quality living spaces. The main purpose behind this idea is to provide stress free platform for customers where they can book a room from wherever they are with few taps on their phone. The company provides budget rooms that no other hospitality service deliver provides with standardized amenities. OYO's technological advancement has lead hospitality model in a new level as customers don't have to go through all the hassles to talk to travel agencies and comparing prices. Customers can experience same amenities and same wonderful experience across its rooms all over the world.

OYO's Product and Services

OYO has been able to change and redefined hotel system. When we look into hospitality market, budgeted hotels are widely scattered all over the places. These hotels are easy to find everywhere on the street but once guest enters the hotel, guest experience is usually bad with the amount of money paid. So, people often tend to forget the names and service until and unless the hotel can provide best guest experience. OYO is transferring the micro market of hotels into macro market by creating brand over small hotels and providing same standard of living to its customer

regardless the hotel they choose on OYO app. The brand has been able to launch many types of space to its customers. Some of the product line that it has been serving till date are:

1. Oyo SilverKey

OYO silver keys are notion to a private lifestyle. Corporate/ Business individual often travel from one place to other for their work purpose, silver key give solution to their stay. It is an apartment with stylish interiors and comfortable living spaces within the rate of hotels. These properties are famous for home like ambience, common hangout areas, appealing décor and highly secured compound. It's currently in 5 city in India (OYO, 2019).
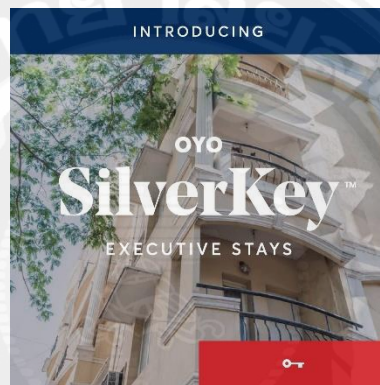
Figure 1: SilverKey

2. Power Station

Power Station by OYO is full managed workspace for freelancers, startups, medium and large businesses. OYO plans to launch three brands in co-working category, Workflo and PowerStation in its mid budget category, Innov8 as premium category (LS Talk, 2019).

Figure 2 :Power Station

3. Weddingz.in (Auto Party)

OYO Weddingz manages events like birthday party, engagement ceremony, pre and post weeding services. It handles all event of the big day including decoration, professional photography, and catering and bar arrangement with full time event manager always available at service (The Economics Times, 2019).

Figure 3: OYO weddingz.in

4. OYO Life

OYO Life is technology driven rental housing solution for students, tourist, and young professional who are looking out to rent a decent property without dealing with middle men and signing long-term leases. OYO Life diligently eliminates the difficulties for first jobbers to rent a property and provides them a solution (OYO LIFE GOES LIVE IN

JAPAN, LAUNCHES TWO UNIQUE SOLUTIONS FOR JAPANESE CUSTOMERS, 2019).

Figure 4: OYO Life

5. OYO Homes

OYO Homes is privet homes in great locations to provide high living space at range of prices. OYO, Partners with many home owners and work with them to renovate their current space and establish beautiful comfortable homes (UNLOCKING HOMES FOR GREAT HOLIDAY EXPERIENCES, 2017).

Figure 5: OYO Homes

6. OYO Flagship

Properties having flagship are fully controlled by OYO. OYO itself has ability to control daily operations. It gives training to the staffs and helps owners manage the hotels as per OYO's standard upgrading the guest-experiences and driving more customers.

Figure 6: OYO Flagship

7. OYO Smart

Standardized hotels which aims to provide different amenities to the customers including Free Wi-Fi, complimentary breakfast, inch comfortable mattresses spotless white bed linen, the quality standards of the rooms are audited every few days so that the guests are assured quality services of OYO Rooms. Guest can contact OYO captains who are available 24/7 if they need any assistance or have any query about their stay.

Figure 7: OYO Smart

8. Capital O'

Capital O' are the properties which are located in hub point. It could be fashionable center locations, corporate area, most centrally located area of the city these hotels are curated and created for the modern travelers. It is built for wave of business travelers who

seek convenience and comfort. Capital O offers the advantages of OYO infrastructure and accessibility with additional benefits that befit premium stature and profile.

Figure 8: Capital O'

9. Collection O'

Collection O' is a new line of signature stay for the modern discerning business traveler. It is designed for business travelers, Collection O' offers all the convenience, comfort and competitive pricing that any one would expect from a more premium OYO, plus a few upgrades.

Figure 9: Collection O'

10. OYO Townhouse

OYO Townhouse is homely, friendly neighborhood hotel. Its designed for travelers would want to live in home like ambience and expect premium quality. It is upper market offering with friendly neighborhood. It is hotel which is combination of community, cafeteria, and merchandise shop. Where you can work, play live in all place. The most essential thing is it focuses on millennial and is thriving to increase the quality of living (OYO TOWNHOUSE MAKES A DEBUT IN THE 'CITY OF NAWAABS', 2019).

Figure 10: OYO Townhouse

Everyone such as traveler, corporate client, pilgrims' visitors can book a room, apartment, homes, wedding venue through OYO's website, Online Travel Agency OTA (booking.com; Agoda; Expedia); OYO app and as well as through OYO's sales team. The company has both online and offline presence as its rooms are sellable in online platform and has sales team to look onto the offline market. OYO will be coming up with new ideas to improvise the living standards of the people in future too.

1.2 Organizational Structure
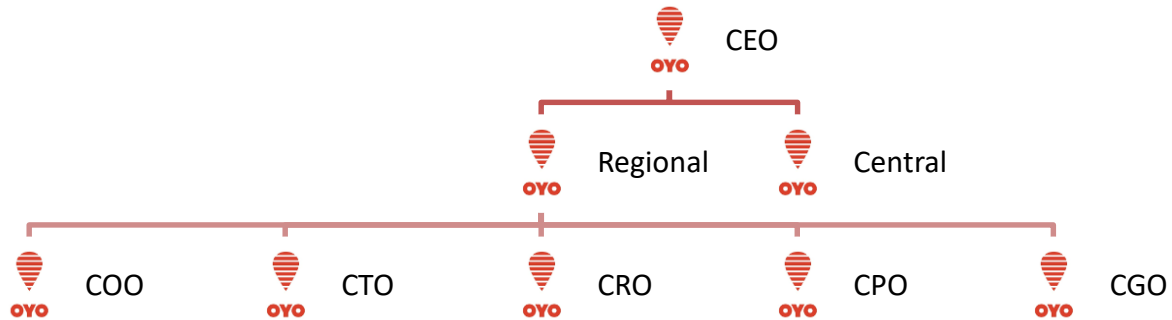
COO; CTO; CRO; CPO; CGO controls different Regional Hubs which is shown below in the hierarchy table.
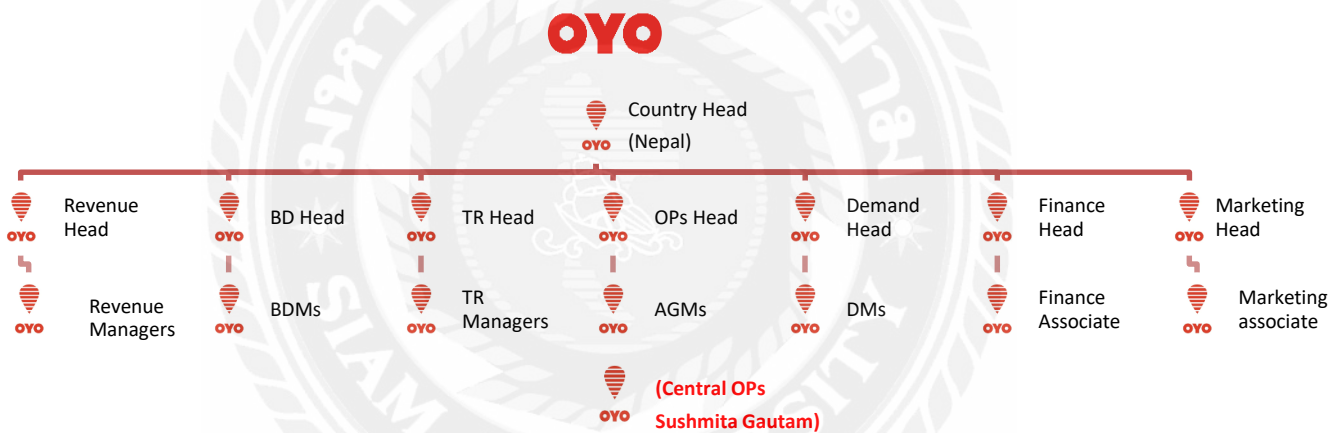
The Department Heads for Nepal are as follows:

- Revenue Head: **Shivam Mishra**
- Business Development (BD) Head: **Saurav Panda**
- Transformation (TR) Head: **Sashank Jadav**
- Operations (Ops) Head: **Harshit Agarwal**

While working as an intern at OYO Nepal I worked under Mr. Harshit Agarwal as an operations intern and was titled as central ops during my internship period.

- Demand Head: **Anurag Mishra**
- Finance Head: **Nitish Yadav**

- Marketing Head: **Sweta Bagla**

1.3 Statement of the Report

The motive of the cooperative education is to provide us a floor where we can identify the work/ process that is done, while creating a product or service. Being a business administration student, we dealt with case studies and came up with strategies by analyzing the case while learning inside the class. After working in a multinational company OYO, I could directly relate with problem and purpose a solution by analyzing the depth of the problem. I could immediately see positive change from the suggested solution. This report gives an overall summary of 100 days of learning at operation department in the organization. This report has helped me to look through all the courses and relate it with organizational culture along with its function. The title of my report is 'operations at hospitality industry' as I got to learn about how operations is done being a service industry.

1.4 Objective of the study

Operations at services industry is very different from product industry. Product can usually be kept on stock but at service industry it's produced and consumed simultaneously. The objective of my study was:

1. Understand the organizational background and duties performed by each department
2. Productivity challenges faced while operating as a service company
3. Study about technology enriches service industry, and find out how it is adding value to both marketer and customer

1.5 Roles and Responsibility of the student working as central operations intern.

The role of operation's person starts right away, when customer reach out to their smart phones and search for hotels in google and other online platform. Customer search for nearby hotel of desired location on online platform and meta channel websites like Agoda, Booking.com, Expedia or directly through OYO app. Within few taps' user can book his room at hotel and just like that user becomes OYO's guest. Technology has revolutionized the marketing mix, segmentation, targeting, and positioning and customer retention.

The major responsibility that I took while working at OYO are:

1.5.1 Roles of operations to ensure guest had best experience while staying at OYO rooms

a) **Before Booking –** Checking transformation of audit and ensure that the quality of upcoming supply are meeting the criteria of standards. Customers expect different amenities such as good strength of Wi-Fi, clean and hygienic room with greater level of service. These expectations are met, by checking before the property goes live in the online platform and OYO app. OYO captains look towards the safety before anything else for guest, ensuring that guest safety measurement such as CCTV, Fire extinguisher is present in each property was one of the most crucial things that was looked upon by me while doing different audits.

b) **Check IN-** When guest comes to stay at hotel the responsibility being of operation staff is to ensure that we will meet the guest expectation and give guest hassle free check in with Zero shifting or check in denied.

c) **In Stay-** OYO's guest are always kept in green rooms. Green rooms are the rooms where all the amenities that is promised by OYO is met. Some of the amenities that is promised by OYO are free Wi-Fi; complimentary breakfast; clean hygienic room with attached washroom; hassle Free check in and check out. If any of the amenities are missing, it creates downfall in the percentage in CX.

d) **After Check Out-** At the time of check out it was ensured that that the guest had a good experience staying at the hotel and ask for feedback on OYO app and online platform through which the booking was done.

1.5.2 Guest escalation management

Occupancy of the hotel increase in festivals and vacation season i.e. May, October to December. While there is increase in occupancy it's difficult to manage the quality of service and guest order. OYO captain tries to reach out to each and every customer with the help of PM to meet and fulfill CX. As the number of customers is high, to fulfill everyone's expectation becomes a challenge. In consequence a customer support is provided to guest to handle such cases. However, if customer requires any guidance he can directly contact the OYO captain through the app if they want to reach out for any local assistance or support during their stay.
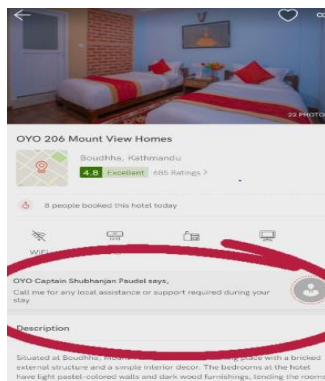
Figure 11: OYO App with OYO captain name and phone number

1.5.3 Point of contact for Central Initiatives

Business operation functions smoothly when the strategies that are designed from central hub are applied in the ground while performing the function that is needed. Being a central operations SPOC person, I was able to coordinate between the central team and on ground team. There was improve in supply chain and strategies that were formulated was effectively implied in the field.

1.5.4 Onboard Property Manager Incentives to Increase Ratings and Reviews

Property manager incentives are the incentive amount that is distributed among the staffs of the property for feedback they collect from the guest. The increase in delight feedback would lead to increase in the amount of incentive and number of unhappy feedbacks would lead to decrease in the amount of incentives. While I first started this project of onboarding the PM, there were only 30% of PM's who were onboarded in PMI but by coordinating with AGMs for each property I was able improvise the percentage and the PMI adoption rate was about 75%.

1.5.5 Action plan to minimize unhappy guest experience and provide best service to guest.

Performance measurement of how well the company is doing is calculated by measuring total feedback of unhappy customers divided by total feedbacks. Guest often gives unhappy rating when there is some service level issue or when guest is not satisfied due to various difficulty and problem they face during their stay at the hotel. After consulting with AGMs; I used to list out the property level problem that is affecting CX

(customers experience) and come out with the possible solution for the improvement in service level.

1.5.6 Worked on Breakfast menu to serve it as one of OYO's Promises

There are 5 core promises that is made to the OYO guest before the guest checks into the hotel those promises includes:

    i.   Free Wi- Fi

    ii.   Complimentary Breakfast (Standard American Breakfast); Indian Breakfast (Puri vaji or Aalu Paratha)

    iii.   Clean and hygienic room with television

    iv.   Hot water in washroom

    v.   Hassle-free check in and check out with 24/7 available OYO captain to serve guest if necessary.

Offline sales team at OYO receives many local as well as international group bookings queries. Sales team conducts meeting with the booking party, negotiation happens on amenities to be provided such as meals, breakfast conference hall etc., within the proposed budget by the booking query team. We came up with an idea that we will be serving same kinds of dish with 3 variety and made it applicable at 160+ hotels. We designed a poster for breakfast menu to standardized it all over OYO Smart hotels in Nepal.

Figure 12: Breakfast Menu of OYO designed during my internship period.

1.5.7 Designed tent card as self-promotional tool and kept in every hotel.

Tent cards at OYO are used as self-promotional tool as a hospitality brand. A short gratitude statement is written to guest in the card. Furthermore, it informs readers/ guest about check-in; check-out; breakfast and dinner time. Cards also advises guest about the nearby visit places and restaurant where they can spend quality time on their visit.

Figure 13: Tentcard for Boudha Cluster

1.5.8 Collected amenities details of hotels for OYO App.

When the property goes live in OYO app or any other OTA platform, the system shows the list of amenities that is being provided by the hotels. These amenities may be any property level amenities which makes the stay more comfortable and pleasant. Travelers can easily check the amenities that they can enjoy during their stay form OTA platform or through app.

Figure 14: Google docs for Amenities.

After the Property level information is update the response collected is updated in OYO app and OTA platform.

Figure 15: OYO App Showing Amenities details

Chapter 2: Internship activities

2.1 Assignment and responsibilities of the student

Hospitality world itself is a huge market valued industry that is based on leisure time and disposable income of mankind. Being world fastest growing hotel chain, it is revolutionizing the fragmented real estate market providing guaranteed standard living spaces for every budget. OYO is perceived as a budgeted, quality, innovative, and technology driven service hotels where customers can acquire same level of service in any part of the world with a certain standard. Accommodation ranges from bed and breakfast to other facility that offers lodging services. OYO commands a great design which enhances visibility and guest experience from booking to check out. The role of the OYO staffs starts from the moment a customer opens the OYO app till he checks out of the hotel. The day to day functions of each department differs from their target and vision. Similarly, I have already mentioned the roles and responsibility above in brief. However, I was given a major responsibility to look after the PMI which is described below:

2.1.1 Property Manager incentives

Property Manager Incentives highly referred as PMI. It is the process of giving incentives to property managers for delivering great customer Experience. This would help to motivate the property staffs. It sensitizes the property staff towards delivering great customers experiences, building capability for handling peaks. As a result, the incentives would drive PM towards other GMV, increase the review etc. PMI concept has been driving PM in tab adoption and using efficiently for self-training PM modules.

Incentive programs: To address property level issue by influencing staff's behavior.

Identify problems where this can be effective	- Delivering great CX by ensuring good staff's behavior - Staffs can be self-trained using dedicated modules on PM tab - GMV can be increased with more walk-in bookings

	• Focused/ target based campaigns e.g booking.com reviews can be helpful.
Select properties, design and lunch	• Setting the right set of properties can be ensured higher check outs, lower UH% and higher delight % • Strong onboarding process including root cause analysis of issue, target setting and clarity about the incentives structure to PM can ensure greater efficiency • Structured incentives plan based on CX with an inherent design of hike in earning opportunities with improvements. • Optimizing impact and incentives payouts by auto upgradation and degradation of incentives plans based on performance • Easy incentive disbursement
Regular focus communication	• Once the PM is onboarded he starts to get message regarding the stars rating he got during a week and weekly incentive he god during the period. With this information. PM can understand the problem and work where they are lagging to achieve their target to make guest 100% happy. • To keep on up to date with PM daily performance incentives is sent via SMS

	• PM also get feedback form OYO itself based on the reviews that has been collected in the Central Reservation system (CRS).

Impact

PMI has made an immense impact on collecting the positive feedback from the guest. The property which were not able to maintain the unhappy level of customers % were able to decrease in UH % improving the business of those hotels by providing better service and collecting the positive feedback. The average PMI amount disbursed to PM on weekly basis in NRP: Rs 450.
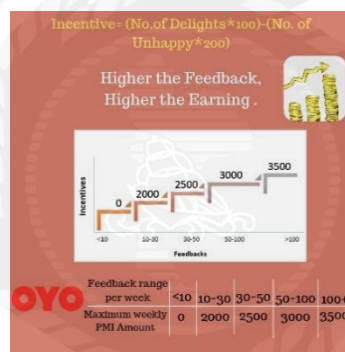

Figure 16: PMI Poster.

Chapter 3: Identification of problems encountered

during the Internship

Though OYO has a market value of $5 billion as of now. It is forever expanding and growing in new market. It has achieved a significant milestone and expanded its footstep globally at Europe and America. OYO Nepal started with 3 city Pokhara, Kathmandu, Bhaktapur and now it has reached into 10 more cities. The company has a strong foundation and is well built though being a start-up till now. However, some challenges that I faced while working as central operation SPOC person are:

1. While dealing with hotel owners on phone to ask about the amenities details they sound irritated and were not comfortable to provide the information as the details were asked and answered several times before while property was signed and went live on OTA platform.

2. Rooms shown in the app were different than the actual rooms, customers expectation was failed to meet.

3. Complimentary breakfasts were not enough and good to some customers which lead to unsatisfied customer and affecting the CX.

4. Sometimes when customers wanted to do early check-in was not feasible due to subject to availability. This problem created hassle to the customer which affected their time and plan hence, this made them upset or angry.

5. The PMI payment were calculated weekly but time and again, had to face problems in timely payment of PMI due to various reasons, process and dependency involved in it. Once the PMI payment sheet was calculated getting approved on the calculated amount always took longer period delaying its motive.

6. Once the PMI for any week was approved, the finance team delivered hard copies to the banks and had to wait for days for bank to work on the letters. By the time payment of (say 1 week) was disburse, PMI of week 3 is already approved and was due to be paid which has defeated the purpose of running this incentives campaign.

7. Untimely delivery of brand merchandise like toiletry kits, OYO T-shirts from the supplier was always proven to be hinderance on operations of hotels which was then impacting the standard of the brand increasing the rate of UH customers as CX could not be met.

3.1 Solutions to identified problems with examples.

1. The main objective of collecting amenities details were to crosscheck and verify if the amenities that has been displayed on app was available or not. As the hotel owners were frustrated to fill out the detail form. I came up with a solution to call AGM's collect the details. As they worked on ground every day, they knew about the property details they were looking after. The team even visited hotels, checked amenities and filled the detail form to make sure false promise is not delivered to customers. This way customers are aware of what facilities are they getting for the amount that they are paying to the hotel. which help to build brand identity.

2. A new proposal of PMI approval process was suggested to the team, in place of waiting for several days to get approval for PMI payment from the authorized person in India, new proposal was submitted to get the approval done from Nepal itself. Payment was slower while doing it from bank, by tying up with online payment app the PMI payment would be release faster rather than relying on central team India which would shrink the time of payment process making the campaign more effective.

3. Daily used operational item were transported from India, due to election going on at the time the kits were not timely delivered. So, the solution that was proposed by me to the team was, that owners would buy the kits for the time being and the amount would be reimbursed in the time of reconciliation by the financial team. Until the kits were delivered in the property.

Chapter 4: Contribution and learning Process

4.1 Contribution of students made during the internship

While working in the company I had an opportunity to contribute in day to day function. However, some of the major contribution I was able to make are:

4.1.1 Inventory management

Smooth functioning of operation due to proper tracking of toiletry kits and other brand merchandise. It increased customer delights and maintained CX maximizing the brand loyalty in customers. This also has impact on brand identity, whenever customer recall their stay at OYO they will bring the memory of, level of service they were provided. Maintaining inventory for OYO T-shirts, keyrings, toiletry kits is necessary to minimize the carrying cost and time. Enough inventory supply facilitated uninterrupted operation, and efficient customer service. However, we used EOQ method of inventory management. How much to order was calculated based on occupancy of the hotel. Re- order point depended on the quantity order placed by AGM's for hotels over mail.

4.1.2 Customer experience management

The performance of operation department is calculated on the CX dashboard, which shows the real-time data of how well a property is functioning. If the property is lagging in term of guest experience due to property level issue it was my job to come out with action plan. I used to fix a meeting and discuss what's going wrong in the property. After the discussion, we used to come up with possible solution for the same property. Eg: let us suppose guest gives a feedback that there was issue in room hygiene. By consulting with the training team, I used to align AGM and Training team. Training date and time would be fixed by checking the availability of each staff on approximated day. Then the training would be done by training team, in presence of AGM and the hotel's staffs.

4.1.3 Follow Up

Real time follow up allow data collection and analysis, it also optimizes business critical process. By doing real time follow up with AGM's I used to have current and accurate pictures of operations, it created necessary prerequisites for fast and logical decisions about operations. In addition, doing regular follow up with AGM's and

motivating them, we were able to manage the inventory properly because of which we skilled to decrease the number of shifting to zero in turns helped us to maintain the unhappy level. Supervising AGM's to get in contact with each guest that stayed in the hotel to know the feedback of their stay helped to maintain the standard of quality of stay.

4.2 Details of the related learning process and new knowledge student has received.

4.2.1 Dealing with people

Dealing with people successfully is the most significant factor in determining whether we have had the impact and influence, we need to accomplish in our mission at work. OYO Nepal is a big company where I was in frequent in touch with 20 AGM's every day. Showing appreciation every day when dealing with people it showed that the company values them and their contribution every day. To make AGM's feel that their work was appreciated and drive them more a competition was held. AGM's having maximum feedback would be getting a gift hamper. As well as the cluster which would do the best would get a separate budget for their team. Acknowledging staff with positive reward helped to build confidence and encourage them to get more involved in the future. Also, it made them clear what is expected of them.

4.2.2 Use of New software Krypton, Central Reservation System

New software's are designed as per the need of the department and use. During my time frame at the company I got opportunity to work on software like: Lifeline, OYO OS, CRS (Central reservation system) and Krypton app. CRS is a software which contains details of OYO hotels. OYO's staff could withdraw every single information from CRS i.e. Pictures of rooms, number of green rooms, black rooms, total occupancy or rooms in the hotel, location of the hotel, contact information and all the amenities that are available in the hotels. One can also search about the details of booking, guest feedback and the method of booking. At OYO one can make booking from online platform, app or through travel agency. The software gives real time data on total percentage of occupation that the hotel is running on.

Similarly, krypton apps are used by AGM's and HM's to identify and take on the go action on the issue at property. There are weekly audits with recommended rooms based

on customers feedback and issue suggested by the app. The key highlights on app are: Audit trigger logic, Property performance card, priority of questions, In built wi-fi speed test, linkage to amenities and audit quality score.

Figure 17: Krypton App

Figure 18: Krypton Audit

4.2.3 Time Management

I divided my work and created an urgent vs. important matrix. The most urgent - important works were planned and project work which were due on few days. It also carried day to day activities like meetings and appointments; staff's issue and needs. These sorts of task were given top most priority. Not urgent- important task carried by me were creating and designing posters, reworking on operation manual for OYO. Whereas, some tasks like these also equally important but I always prioritized the work that is needed to be completed on the priority by looking at its urgency. Other than that, many small tasks that were given to me at a same time were managed by me on day to day basis. Despite of having many tasks to be performed on the same time I always prioritize the work that is needed to be completed on the priority.

Chapter 5: Conclusion

While being an undergraduate student of SIAM University and being able to work as an intern in multinational company was a wonderful experience for past 14 weeks. It's thrilling to say that due to intense support from OYO in past 3 month I have grown a lot in my professional life. Due to my intense effort and hard work there has been sharp increase in the performance and productivity of the department. The percentage of unhappy customers was achieved under 11%, though there was increase in occupancy and regardless the hectic hours of expansion work in past few months. It helped me to realize my potential. Meeting the target is realization of team's hard work and effort. It was a great learning to me that team work has immense impact on organization

The group work and staff's commitment to give their 100% is extraordinary. OYO itself is a great example of commitment, belief and positive attitude. This environment of the company gives me a chance to give my best performance to the company. I must say that the company has provided me a platform where I could apply my theoretical knowledge in terms of company's practices. There was a synergistic way of working, where the sum was greater than the part. The team was properly managed the department head maximizing strength, bringing best in each team member. The courses like Production and Operation Management; Management Information System; Brand Management; Entrepreneurship and SEMS management; Selling and Sales Management; Consumer Behavior and Product and Price Management were relevant in the organizational practice.

There were departments like Business development which looked after bringing supply. TR team were standardizing those supplies and transforming those hotels as per the standard of OYO. Revenue team were looking after pricing multiplying the revenue. Finance team looked after account settlement of vendors and partners. Marketing department were building brand and maintaining customer relationship through online platform, event and partnership. Sales team bringing more customers to the company and operations team were liable to manage those customers and meet customer's expectation to retain them in future.

I have been able to meet and network with so many people. Maintaining the good relationship with them will help me with opportunities in future. The most important thing that I

have learned during my internship is time management skill as well as the power of team work. This internship helped me realize that I needed to be more organized so that, I was not overlapping or wasting my hours. I came up with various proposal and ideas that the company is still looking into using. This was an excellent experience and hope the company will be called as world 'Largest Hotel Chain' in the world. I would suggest my juniors to join and work at OYO if they get this opportunity in future.

Annex 5-6 photo with job supervisor, working areas and task.

Figure 19: Planning for expansion over 15 cities in Nepal.

Figure 20: Operation Head of OYO Nepal (Harshit Agarwal, Supervisor)

Figure 21: Monthly Meeting of Operation Team.

Figure 22: Interns from Siam University (KCM) with Department Heads

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