

CHAPTER TWO

REVIEW OF LITERATURE

The topic of catering services has been examined under various contexts over the years. In order to proceed further study, it is essential to take review of studies made earlier relating to Catering business. Many more studies have been undertaken in the area of catering services in India and foreign countries. A brief review of few of them has undertaken in this chapter from the following sources-

- 2.1 Articles published in Journals and news papers.
- 2.2 Research papers presented in conferences, workshops, seminars and symposium.
- 2.3 Books related to catering services.

2.1 Articles Published in Journals and News Papers:

Margaret McKenna, Rab Larmour (1984)

In their research commented that traditionally management has been a function dominated by males in society but currently, due to a number of changes in the environment, many more women are entering into this area. It is envisaged that this trend will continue in the future. The paper examining the background of the issue and proceeds to highlight some of the reasons contributing to female under-representation in the management. The paper concludes by proposing a strategy towards rectifying the balance in the hotel and catering industry.

Parasuraman et al. (1985) presented a list of ten determinants of catering service quality as a result of their focus group studies with service providers and customers: access, communication, competence, courtesy, credibility, responsiveness, security, understanding and tangibles.

According to **Susan (1992)**, food type, Food quality, food varieties are the main reasons for customers to choose a particular caterer. The study also highlighted that style and atmosphere also attract the customers. The study also highlighted that the meal experience is enhanced by tangible things in the catering.

Riley M. (1992) examines closely the role of the manager in the hotel and catering industry, in particular the tasks of managing people and the cost of labour. It adopts an unconventional approach in that it is concerned not only with the social

psychological aspects of human management, but also with the economics of labour. It is argued that labour cost, labour utilization, labour market behavior and pay are inseparable from the skills of human management, and this is particularly so in a labour-intensive industry. It focuses primarily on economics, gradually introducing the key features of the labour market and deals with people at work and relates the theories of behavioral science to work in the industry.

Akan P. (1995) created a modified questionnaire from the SERVQUAL instrument and investigated the application of the SERVQUAL instrument in an international environment. He aimed to inspect the dimensions of the SERVQUAL and measure the level of importance of the dimensions for customers of Turkish catering services. The study identified seven dimensions named as: courtesy and competence of the personnel, communication and transactions, tangibles, knowing and understanding the customer, accuracy and speed of service, solutions to problems and accuracy of caterers booking. Among these, courtesy and competence of catering personnel was the most important characteristic influencing the view of quality.

Gundersen et al. (1996) found that while trying to determine the catering services customer satisfaction, the major difference in the overall satisfaction can be clarified by the intangible and tangible dimensions of three departments of the catering: reception, the housekeeping department and the food and beverage department. Additionally, tangible aspects of the housekeeping department and intangible aspects of reception were found to have the strongest effect on the overall satisfaction. They also stated that the caterers often face two major obstacles while trying to improve their services: managers do not know which features are considered to be significant by the customers when appraising the catering services experience and they do not have dependable and valid instruments for determining the quality perceptions.

McCoolb, Feinstein (1998) examined attributes that contribute to consumer meal choice decisions within a prix fix menu. The results showed that consumers consider value for price as the most important consideration for their meal bundle choices. The results also showed that familiar and healthy foods also contribute to the selection process. However, consumers avoid the risk of choosing new menu products. Drawing on ideas of consumer purchase behavior, factors potentially influencing consumers' meal choice are identified and empirically tested.

Mei et al. (1999) studied the dimensions of service quality of the catering industry in Australia. They developed a new scale called HOLSERV. It is a new instrument to measure service quality in the catering industry. They used the SERVQUAL instrument as a base. The authors concluded that three dimensions in the catering industry characterized service quality: employees, tangibles and reliability. The best forecaster of service quality in general was the dimension referred to as 'employees'.

Neal, W.D. (1999)

This study tested a model of customer satisfaction for the catering industry using the transaction-specific framework. The results explain customer satisfaction and that full service owners and managers should focus on three major elements – service quality (responsiveness), price, and food quality (or reliability) – if customer satisfaction is to be treated as a strategic variable and enhanced. From the results, it was determined that the “responsiveness” dimension of service quality was most important to customers. This multi attribute dimension encompasses all the personal contact attributes of the employees with the customers including whether the employees were prompt, courteous, knowledgeable, and neat in appearance, helpful, attentive, and understood customer needs. Despite the significant contribution of the wedding business to the hospitality industry, few studies of wedding banquet venues have been conducted. This study aimed to investigate the perception of Hong Kong prospective wedding couples of the importance of venue selection attributes. Among the 25 venue attributes identified, employee attitude was viewed by the 205 respondents as the most important, followed by cleanliness and food quality. Among the 11 extrinsic and intrinsic personal attributes, first impression was the most influential while an auspicious wedding date was the least. Marketing strategies are recommended to industry practitioners on the basis of the findings.

Bojanic and Kashyap (2000) investigated the relationship between customers' opinion of value, quality and price and their influence on customers' ratings of similar caterer or catering services and revisit intentions in two segments: business and leisure customers. The findings implied that value plays a pivotal role in customers' decision plan. Most interesting findings are resulted from the regression of the quality variables, price value and overall rating on revisit intention. For the business section, only overall value and comparative rating were significantly associated. On the

contrary, for the leisure section, while none of the quality variables were significant, the perceived price, overall value and comparative rating were all considerably related with the revisit intentions.

Cereq (2000), Hotel and catering jobs offer considerable employment possibilities for a young labour force which, with little experience, often places its career hopes on specialized training. In fact, such jobs, which are so attractive to the young generation, are frequently found in structures less prestigious than the palaces or five-star restaurants of the candidates' dreams. In addition, they do not offer longer term career opportunities, in the form of a real employment or profession, to more than a tiny proportion of these young people. From this point of view, the United States, where a distinction is made between odd jobs, regular employment and professions within the hotel and catering trade, permits a prospective look at the activity in France.

Heung V.C.S. (2000) aimed to measure the satisfaction levels of customers in relation to the catering services in Hong Kong. Using the disconfirmation model, the study was conducted to measure the satisfaction levels of the customers based on 34 catering service attributes. The results pointed out that the customers were pleased with: Availability of personal care, amenities, quietness and availability of food and beverage variety.

Kandampully and Suhartanto (2000) stated that 'competition has major implications for the customer, providing him with increased choice, greater value for money and better levels of service'.

A study by **Agnes et al. (2004)** revealed that the waiting time, staff attitude, food quality and variety significantly influence and affect customer satisfaction. He found that the price of the food, health issues, preference of kids and other demographic variables, such as income, age and size of the household, guests, considerably influence the frequency of consuming food.

A research study by **Monika and Morven (2005)** found that four factors – brand value, nutritional value, ethical value and food quality influence the selection behavior of the customers. They found that food choices were influenced by

health/nutritional benefits, safety/sanitation and the price of menu and celebration of a special occasion was the most popular reason for selecting particular catering service.

Sukalakamala, Boyce J.B. (2005) discovered the importance of knowing consumer preferences and observed that demand estimation is essential to success. This research investigated customers' perceptions, acceptance and expectations. This study was focused related to an authentic Thai dining experience. This research examined the degree of authenticity which customers expect from the dining experience. One of the major goals of this research is to provide facts for caterers or managers. Their service must be based on customer expectations for an authentic cuisine experience.

Nityanand Singh, Maithali (2006)

Exactly how the catering industry creates good quality service experiences has attracted the attention of scholars and practitioners. Some scholars advocate creating high quality service encounters to enhance customer satisfaction. The hotel - restaurant catering service has a detailed understanding of its potential effects on the customer meal experience and customer satisfaction is needed. The empirical results indicated that caterers' environmental factors and interactions with service employees and other consumers positively influence the consumer experiential value. Additionally, only interactive relationships with service employees directly and positively affect consumer satisfaction. Caterers' environment factors and interactions with other consumers indirectly and positively influence consumer satisfaction through experiential value. Finally, with respect to marketing and development initiatives, the results can help improve the physical attractiveness of the examined catering services.

Anita (2007) identified the three important dimensions of catering services – product, service delivery and quality dimension – which significantly influence the customers. Customers gave more weight age for taste and quality, followed by hygiene and ambience.

Cheah, Jeanie (2008) identified that in catering services of Southern India, using the large leaf as a plate is not a surprise. Right way to eat would be with fingers, but many non-Indian choose to use the cutlery. It certainly takes away worry of removing the

curry and masala stains after a satisfying meal. Moreover, it states that using fingers to scoop up the food is more complicated.

Lesi, C., Beltrami, P (2008)

Rationalization of its Hospital Catering Services presented Bologna Local Health Authority (LHA) with a unique opportunity not only to improve the overall quality of catering and encourage a healthy eating habit, but also to provide support to local food producers and adopt environmentally responsible practices. The main characteristics of the Catering Services are as follows: **a) Nutritional Aspects-** Traditional, biological, and “fair-trade” foodstuffs were favored, subject to their local availability; change in quality of the service is going to be achieved through an increased use of biological goods. **b) Environmental aspects-** Equipment and procedures used in the transformation of foodstuffs into meals favored the application of environment-friendly technologies and methods for all activities. **c) Health promotion aspects-**The promotion of health education and information initiatives believes that a thorough knowledge of gastronomic culture is fundamental to providing a high-quality catering service. In particular, the knowledge of traditional and specialty products, together with their nutritional qualities, would encourage the use of local quality foodstuffs and promote a healthy lifestyle **d) Social responsibility aspects-**the new catering service would operate in a socially responsible manner, which collects and redirects freely donated damaged or excess goods to organizations that distribute food to the poor.

In this study, **Ágnes Csiszárík-Kocsir, Mónika Fodor, Erika Varga (2009)** examined one of the alternatives of eating out, namely, institutional catering, within the frames of primary research.. Making use of the typically cheap, favorably priced institutional catering has had a sharp decline until 2001 after the change of the regime. One of the reasons for this can be that only the biggest corporations and public institutions could ensure eating facilities at a favorable price for their employees in their own restaurants or canteens run by themselves. On the other hand, the decline can be explained by the fact that the main part of women living in the countryside was pushed out of the labour market, thus decreasing the number of the potential clients of institutional catering. Due to the economic constraints and the narrower possibilities, cooking at home has become the main household chore primarily among the strata

with low income. The fact that similarly to the European tendencies more and more people –especially the younger women with higher income and status- have become addicted to health consciousness also in Hungary could have contributed to the further amplification of this process. This way fewer and fewer members of this consumer stratum require the services of institutional catering. However, institutional catering has made a significant progress after 2001 and this dynamic growth can be reflected both in the number of outlets and revenue. This development far exceeded the growth rate typical of domestic retail turnover. The facts that most multinational companies operating in Hungary and employing a great number of people are equipped with a kitchen or restaurant have also contributed to the shift from the trough. Furthermore, the development and spread of domestic institutional catering has also been promoted by the increase of tax-free contribution to catering costs over the level of inflation as well as the fact that nowadays more and more places of work are willing to cover the extra costs of hot meals. There is a growing need for cheap and quick possibilities of hot meals on working days.

Dr. N. Yesodha Devi, Dr. V.S. Kanchana (2009) stated that Quality and Taste are the two major factors considered by the respondents in selecting a catering service and so the caterers or catering managers should not compromise on these aspects at any cost. Customers are more discerning and demanding. And they always want to experiment with the money they spend. They look for new endeavors and experiences and it has become a challenge to keep them loyal to a particular eat out. With rapidly shifting loyalties, customers who are ready to experiment look variety and do not have any specific likes or dislikes. The Indian catering Industry has come to age by diversifying its services and is trying to cater to the Indian taste buds and is staying in the competitive arena amongst International giants and is able to provide better services to the customers.

Springer-Verlag (2009)

This research empirically studies customer loyalty in the intermittent service industry with samples from the catering business. Customer loyalty in the intermittent service industry is composed of three causally related dimensions, namely cognitive loyalty, affective loyalty, and behavioral loyalty. Factors influencing customer loyalty in the intermittent service industry are customer satisfaction, service quality, and customer

perceived value (CPV), in descending order of significance. These factors vary in their function mechanisms and effects on different dimensions of customer loyalty.

Gaurav Jaiswal, Dr. Praveen Sahu, Manita Matharu (2010) focused on the present business scenario, identification of consumer preference has become a crucial element. In this study, they found that consumers prefer those caterers that provide the maximum degree of satisfaction. By this study, it has been concluded that various factors are responsible for affecting the choice of consumers regarding caterers. The catering management can increase their sale and market share by taking into account these underlying factors. The various factors are payment options and behavior of staff, presentation, price, hygiene and quality of food, quality of beverages, ambience and experience, behavior and loyalty, comfort and promptness, packaging and service.

2.2 Research Papers Presented in Seminars, Workshops, Conferences and Symposium:

Dr. Anita A. K.(2008) in her paper entitled '*Catering Industry Now and in the Future*' presented by poster in symposium explain that Perceived value is understood to be a precursor of customer satisfaction and loyalty and is itself impacted by product quality. The linkages between quality, value, satisfaction, and loyalty have been gaining increasing attention in the marketing field. Accordingly, this study examines whether quality dimensions have an impact on perceived value, which, in turn, affects satisfaction and loyalty, in the context of festival. Application of the structural equation model indicates that festival quality dimensions such as program, souvenirs, food, and facilities affect value, which then contributes to visitors' satisfaction and loyalty. These findings contribute to the understanding of festival attendee behavior, providing researchers and practitioners with insights into how effectively to design a festival.

2.3 Books Related to Catering Services:

Nancy Loman Scanlon (2006) in his book entitled '*Catering Management 3rd Edition*', in which explained Catering is the business of providing food (and often, service) for events. Catering Management, Third Edition gives detailed advice on all the crucial business aspects of both on-premise and off-premise catering. This Third Edition features special new material on non-hotel catering operations,

such as small business management and running your own catering operation. It presents fresh information on menu design and pricing, complete with illustrative menu examples and tips for using software tools to create enticing menus. According to the National Restaurant Associations 2000 Restaurant Industry Forecast, social caterers are one of the fastest-growing segments of the restaurant industry, with sales expected to reach \$3.6 billion in 2000 - a 5.7 percent increase over its 1999 level (Restaurants USA, September 2000). There are an estimated 80,000 caterers in N. America. The updated, comprehensive guide to successful catering business management In addition to creating and executing a great menu, successful catering also takes know-how for marketing your business, keeping costs in line, and ensuring the entire operation runs smoothly. It presents fresh information on menu design and pricing, complete with illustrative menu examples and tips for using software tools to create enticing menus.

Catering Management, Third Edition also gives guidance on how to:

- Use software to improve food management, scheduling, and invoicing
- Hire and train both service and food production staff
- Institute food and beverage operational controls that guarantee high standards of quality, service, and presentation

The book entitled, '*Catering Management: Principles and Practices*', by **M. Sethi, S.Malhan (2008)**, is the combination of principles of catering services and practices of catering services. Hence, this book is an attempt, which comprehensively deals with both principle and practices. The book is divided in two parts. The first part deals with principles of catering services covering aspect such as enrichment of healthy and nutritional food, production systems, kitchen management, front office management and customer management. The second part of the book deals with package of practices catering services in fresh vegetables, manpower, services provided by caterer and customer satisfaction. Three aspects, namely nutrient management, time management and kitchen management are dealt with separately. An entire chapter is devoted for sources of critical inputs used for catering services which would be very much useful to the caterer to obtain the same. This book is a practical guide to practicing caterer.

Manfred Kellerer (2009) in his book entitled '*How to manage a Successful Catering Business*', which examined the relationships among dining atmospherics, emotional responses, perceived value, and behavioral intentions. Results of the study revealed that dining atmospherics had significant effects on customers' positive emotions, negative emotions, and perceived value. Further, both positive and negative emotions and perceived value also influenced customers' post-dining behavioral intentions. Perceived value not only functioned as the greatest contributor to behavioral intentions but also mediated the relationship between emotional responses and behavioral intentions. Positive emotions and negative emotions had asymmetric effects on perceived value. Positive emotions showed a stronger capability in predicting perceived value. Catering managers must utilize the effects of atmospherics to improve customers' perceived value of the catering service and their revisit intentions.

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