

Internship Report on
“ROYAL ORCHID CENTRAL” at Shivamogga

SUBMITTED BY

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Submitted to

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In partial fulfilment of the requirements for the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

Under the guidance of

INTERNAL GUIDE

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SHOBHAVANA CAMPUS MIJAR, MOODBIDRI, 2022-2023

DECLARATION

I SHIVU M (4AL21BA072) hereby declare that this internship conducted at Royal orchid central, Shivamogga. is a record of independent work carried out by me under the guidance of **Mr. Johnson fernandes**

I also declare that this internship is towards the partial fulfilment of the university regulation for the award of degree of **Master of Business Administration by Visvesvaraya Technological University, Belagavi.**

I have undergone an internship for a period of four weeks. I further declare that this internship is based on the internship undertaken by me and has not been submitted for the award of any degree from any other University/Institution.

DATE:

SIGNATURE

PLACE:

AKNOWLEDGEMENT

I would like to take this opportunity to express my sincere gratitude to all those who have helped me throughout this internship. It gives me immense pleasure to acknowledge all those who have rendered encouragement and support for the successful completion of this work.

I would like to express my sincere thanks to Principal **Dr. Peter Fernandes, AIET, Moodbidri**, And I express my deep sense of gratitude to my internal guide **Prof. Johnson fernandes, Assistant professor Department of MBA**, for constant support and encouragement to carry out my internship project successfully without much difficulty.

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It's my pleasure to thank the founder of "**ROYAL ORCHID CENTRAL**" for granting the permission to do the project by giving a timely guidance and co-operation as external guide.

I like to thank all of our friends, who are close to our heart, for supporting and helping us to conduct this project successfully.

Thank you one and all

EXECUTIVE SUMMARY:

The internship carried out at Royal Orchid Central Shivamogga the hotel provides room and restaurant facility to people it also has strong presence in hotel business in Shivamogga, The study is based on both primary and secondary data. The primary data is collected through employees, Secondary data is collected through business website of royal orchid central Shivamogga.

The internship basically includes study of different departments, their functioning and what are the strategies applied by the business for its effective performance. This internship also covers the various schemes undertaken by the business. The third chapter is Mckinsey's 7's framework which uses seven types of strategies used for implication in business for competitive advantage.

The fourth- and fifth-chapter was SWOT Analysis and the financial statement of the business to analyse the strength and financial position of business.

The final chapter includes learning experience in the business. Which I learned during the one-month internship to understand and to know more different aspects of the business from both internal and external of the business.

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CHAPTER - 1

1.INDUSTRY PROFILE

Hospitality and tourism industry:

Over the previous decade, commercial opportunities in India have increased, as have hotel rates and occupancy levels. Even low-cost hotels charge USD 250 each day. The success story of the "Hotel Industry in India" is only second to China in Asia Pacific, according to the World Travel and Tourism Council. India ranks 18th in business travel and will be among the top 5 very soon. India's bid success stories include a new blueprint for development and growth that is one-of-a-kind.

In many nations, the tourist and hospitality sector, which includes travel and hospitality services such as hotels and restaurants, is a development agent, a catalyst for socioeconomic expansion, and a key source of foreign exchange profits.



In France the establishments were known as “holelleries” in English (hotellerie) and the less pretentious houses called “cabarets” (night club). The name hotel is believed to be derived from the hotelers around 1760.

Hospitality is defined as the In a polite and generous manner, welcome and entertain guests, visitors, or strangers. Hospitality is a custom that Indians have followed since ancient times, and it can be found in nearly every sphere of the country. The concept of hospitality as a commercial sector was always there in the very spirit of India.

Hotel is one of the fastest expanding, hotels are defined by British law as a location where a bona fide guest obtains foods and shelters provided he/she is able to pay for it and in a receivable state, presently royal orchid groups of hotels is one of the most recognized names in hospitality. The hotel is a part of the secretarial industry, the existence and continuation of which is dependent on the "quality of guest happiness," for which particular attributes are expected from staff at all times.

The Indian government has launched a number of efforts to boost travel and tourism in recent years, which has benefited the country's hotel industry. The government's efforts include eliminating the 15% to 8% interior air travel tax, lowering the excise charge on aviation turbine fuel, and relaxing a number of limitations on outbound chartered flights, particularly those relating to frequency and aircraft size.

Because India is one of the most popular holiday destinations in the world, the Indian tourism and hospitality industry has emerged as one of the key drivers of growth in India's services sector. Tourism has significant potential in India since it is a major source of foreign exchange in India, as it is in many other countries. Foreign exchange earnings climbed at a compound annual growth rate of 7% from 2016 to 2019, but decreased in 2020 because to the COVID-19 pandemic.

MARKET SIZE:

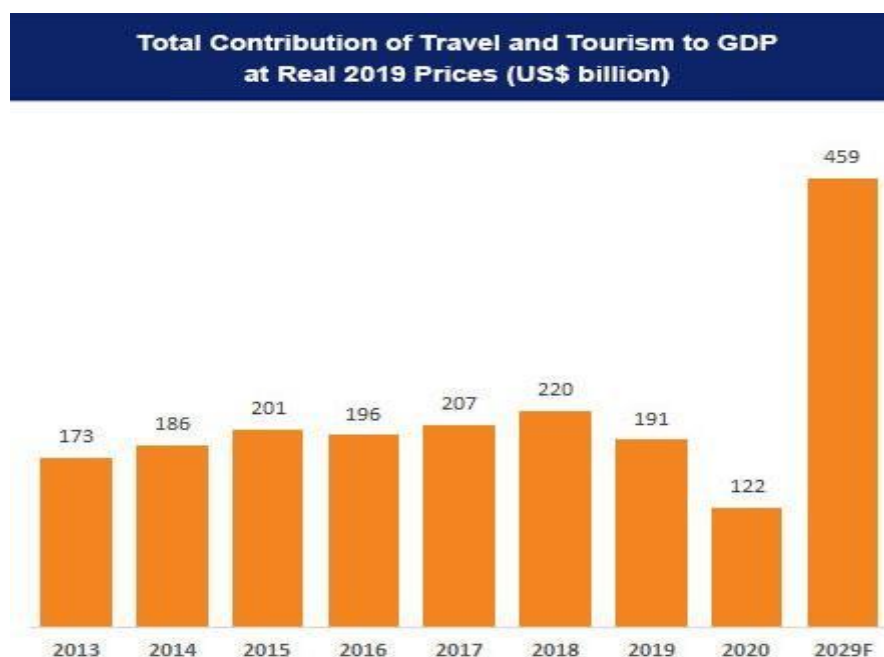
The World Travel and Tourism Council puts India tenth out of 185 nations in terms of total GDP contribution from travel and tourism in 2019, at Rs. 1,368,100 crore (US dollars 194.30billion). In 2020, the Indian tourist industry will employ 39 million people, accounting for 8% of total employment in the country.

The Indian travel market is predicted to reach US Dollars o 125 billion by FY27, up from US Dollars 75 billion in FY20. The Indian airline travel industry is valued at Dollars 20 billion and is predicted to treble by FY27 as airport infrastructure improves and access to passports expands. The Indian hotel market, which includes domestic, inbound, and outbound travel, was valued at US dollars 32 billion in FY20 and is expected to increase to US dollars 52 billion by FY27, owing to rising traveler demand and travel agents' ongoing efforts to develop the business.

International visitor visits are expected to exceed 30.5 billion by 2028, earning Dollars 59 billion in revenue. Domestic visitors, on the other hand, are expected to fuel growth in the aftermath of the pandemic.

International hotel chains are increasing their presence in the country, and it is expected to account for approximately 47% of India's tourism and hospitality sector by 2020, rising to 50% by 2022. Foreign Tourist Arrivals were 498,243 in August 2022, a 437.3% increase over 92,728 in August 2021. From January to August 2022, foreign tourist arrivals reached 3,263,219, up from 638,524 from January to August 2021. The United States 16.93%, the United Kingdom 10.74%, Australia 3.77%, Canada 3.44%, Sri Lanka 3.18%, Nepal 2.56%, Malaysia 2.54%, Germany 2.16%, France 2.01%, Oman 1.98%, Singapore 1.73%, the United Arab Emirates 1.45%, Italy 1.19%, and Japan 1.17%, had the highest percentage share of foreign tourist arrivals in India in August 2022.

Contribution of travel and tourism to GDP:



Investments/developments:

Between April and June 2022 inflows of foreign direct investment into the tourist and hospitality sector totalled US\$ 16.48 billion.

OYO, the hospitality unicorn, has purchased direct booker, a vacation rental company operating in Europe, for US\$ 5.5 million in May 2022.

In 2018, India ranked third in the world in terms of investment in travel and tourism, accounting

for 5.9% of total investment in the country.

India is the most digitally sophisticated nation in terms of digital tools used for planning, booking, and experiencing a journey. The rise of domestic and outbound tourism in India has been aided by the country's growing middle class and rising disposable money.

According to the Indian government, the country would have 1.2 million cruise visitors by 2030³¹. Over the next 3-5 years, Dream Hotel Group plans to invest around US dollars 300 million in the Indian cruise industry.

The United Nations World Tourism Organization has named Pochampally in Telangana as one of the best tourism villages in November 2021.

On the National Integrated Database of Hospitality Industry portal, a total of 48,775 accommodation units (both classified and unclassified) have been registered, with 11,220 units self-certifying for SAATHI standards in September 2022.

Loya, a new Indian-concept restaurant brand, will debut in October 2022, according to Indian Hotels Company. Loya's debut at the Taj Palace in New Delhi represents the city's gastronomic character.

According to a French hospitality major, it plans to expand its portfolio in India by adding nine more mid-scale and affordable hotels, bringing the total number of hotels in India to 54.

The Medical Tourism sector is expected to develop at a compound annual growth rate of 21.1% between 2020 and 2027.

Size of the industry Brief:

There are 110000 rooms available in the Indian hotel industry. According to the tourism ministry, 4.4 million tourists visited India last year, with the figure expected to rise to 10 million in 2010 to accommodate 350 million domestic visitors. The Indian hotel sector is on the verge of developing 150000 rooms with hotel room rates all throughout the country.

Categorization of hotels:

In India, resort hotels are mostly prevalent. Hotels of the highest calibre These hotels have world-class infrastructure and provide travelers a superb stay and dining experience. Customers, who are mostly upper-class businesspeople, are greeted warmly.

1. Budget hotels:

These hotels provide as a home away from home for upper middle and middle-class clientele. Budget hotels, also known as Economy Class Hotels, Business Hotels, and Discount Hotels, offer current infrastructural facilities for a relaxing and enjoyable stay.

2. Heritage hotels:

These hotels showcase India's past glory and grandeur; they are primarily antique havelis and mansions that had been converted into Heritage Hotels; these offer travelers the opportunity to enjoy regal pleasure in a traditional setting. They are primarily found Rajasthan, Delhi, and Madhya Pradesh are princely states.

3. Hotels of the highest budget:

This hotel is outfitted with world class infrastructure and provide travelers with a luxurious lodging and dining experience. They provide customers are warmly welcomed. who are generally upper-class executives.

CHAPTER - 2

2.COMPANY PROFILE



ROYAL ORCHID CENTRAL SHIMOGA

The hotel located in the close proximity to Vinayaka theatre near KSRTC bus stand, city center mall. This makes it a suitable hotel in Shivamogga for all those travelers here for a business or a vacation and prominent tourist destination.

The Royal Orchid Central Shivamogga includes 108 nicely designed rooms, suites, coffee shops, high-speed internet access, a fitness center, and a variety of conference and event facilities. For those who like a drink, there is a mix bar. For the morning session breakfast, there is a Pinx restaurant.

The hotel services is provided to a specific customer who are in need of it. There are some types of customers visiting hotel like business, holiday trips, others. Here there is OTI (online travel interface) facility to the customers to book the hotel. Modern rooms with dark wood furnishings offers complimentary Desks, minibars, tea and coffee making equipment, flat-screen TVs, Wifi, and coffee makers to the guests in lodging room. Room service is available 24*7 and there is a dry cleaning availabilities.

Brand of Royal Orchid Hotels:

1. The Royal Orchid Hotel is a five-star business hotel.
2. Royal Orchid Central: Business Hotel with Four Stars
3. Royal Orchid Suites: Business Hotel with four stars
4. RE: GEN: TA: Business Premium Hotel

As the hotel is in the center of the Shivamogga the places like sakrebilu elephant training camp, tiger and lion safari thayavarekoppa, mandagadde bird sanctuary, Bhadra wild life sanctuary, amrutesvara temple amruthapura, jog falls All of this is only a short drive away. The royal orchid central shimoga hotel and restaurant has one mix bar, three banquet spaces, and 108 rooms. The rooms are divided into three types.

1. Deluxe (100)
2. Club suit (seven)
 1. Presidential suit

The principal business of providing lodging for the general public and providing one or more of the following services.

- (a). food and drink services
- (b). Services for room attendants
- (c). Laundry services are available
- (d). Furniture and fixture use
- (e). Guests' and his things' safety and security.

HOTEL FEATURES:

1. Parking Area
2. Lobby
3. Smoking Zone
4. Elevator

Address: Royal orchid central Shivamogga, BH road Shivamogga.

2.1. BACKGROUND

Royal orchid established in 1st January 1973 in Bangalore by Mr. Chander K Baljee, Royal orchid hotels renewed as RE: GEN: TA and trusted brand with growth plan to reach 100 hotels by 2022.

In the year 2011, Royal orchid central Shivamogga, was started on 1st January 2011. The managing director Sohna Kumar he is the son in law of Ex Chief minster B S YEDURAPPA.

2.2. PROMOTORS INFORMATION:



Mr. Chander K. Baljee
Chairman & Managing Director

BOARD OF DIRECTORS



Mr. Bhaskar pramanik
Independent director



Mr. Keshav baljee
non-executive director



Mr. Sunil sikka
Non-executive director



Mr. Ashutosh Chandra
Independent Director

MANAGEMENT TEAM



Mr. Amit Jaiswal
CFO



Mr. Perkin Rocha
SR. VP- operations



Mr. Vikas Passi
VP – Operations



Mr. Shiwam Verma
VP OPS

2.3. NATURE OF THE BUSINESS:

It provides career opportunities to associates who help make reservations, greet, assist, and serve.

- ❖ A broad group of service-related occupations that includes travel, tourism, theme parks, hotels, food and beverage service, and event planning.
- ❖ This hotel facility of permanent nature, varies in standard and size, consists of bedrooms and social areas, and offers paid short-term accommodation.

2.4. VISION, MISSION AND QUALITY POLICY:

Vision :

- ✓ "To be the preferred hotel group for the discriminating global tourist."

Mission:

a) To our guests:

The Royal Orchid Hotel is in the hospitality sector to provide outstanding service at a reasonable price. We are committed to providing our guests with high-quality accommodations and services. We aim for excellence in our services and standards.

b) To our employees:

To give all employees with a fair package of employment and a pleasant working environment, this is accomplished through recruiting and training individuals who are eager to advance, willing to learn new skills, and accept more responsibility.

c) To community:

To guarantee that each hotel understands its community duties and contributions.

Quality policy:

- ✚ A royal orchid hotel is one of the hotels that places a great emphasis on guest satisfaction. Each supervisor is accountable for the department's quality.

✚ The relationships with the guest are characterized by loyalty, honesty and dedication. ✚ To give a quality product and services we select good employees.

✚ The safe working environment is given for employees for better convenience. ✚ To meet the quality targets, all required means and resources are provided.

✚ The quality assurance policy is the pinnacle of the quality assurance system for achieving the hotel's objectives. The hotel's management has established specified quality objectives as part of the quality assurance policy.

2.5. Achievements and awards:

- taj land send Mumbai but Chinese in casual dining by times food and night life award 2018.
- GING Refusal: Bangalore triumphs, but Chinese in casual dining.
- The regent's central hotel has issued a certificate of application. Amritsar received a safety training and certification (FOSTac) programme award.
- Royal Orchid Hotels won the "Galileo express travel award 2008" for "best regional hotel brand" between 2007 and 2008.
- The Regent Varca Goa resort won the 2016 India hospitality award (west & south) for "best debut beach resort."
- The Royal orchid central Bengaluru was named the best hotel for business in 2006.
- At the 2010 Golden Star Awards, The first-class business hotel category's "hotel of the year" award went to Royal Orchid Central - Pune.
- The Golden Star Award awarded to Royal Orchid Central Ahmedabad for having the year's most esteemed general manager.
- The Pegan award for excellence was presented to the Royal Orchid Beach Resort & Spa in Goa.
- In 2011, the organization is awarded the national energy conservation prize for the hospitality industry.

2.6.Products and services of royal orchid central Shivamogga:

Representing food menu of royal orchid

SANCKS – NON-VEG

CHICKEN SHAMMI KABAB	CHICKEN ACHARI TIKKA	CHICKEN RESHMI KABAB
CHILLI CHICKEN	CHICKEN SPRING ROLL	FISH MANCHURIAN
FISH FINGER	CHILLI FISH	FISH AMRITSARI
DRUMS OF HEAVEN	CRUNCHY CHICKEN BALLS	CHICKEN SHASHLIK
CHICKEN MANCHURIAN	CHICKEN TIKKA	MURG LASOONI TIKKA
MUTTON BOTI KABAB	MUTTON SEEKH KABAB	CHICKEN KABAB
CHICKEN 65	CHICKEN MANCHURIAN	CHICKEN PEPPER DRY
MURG MALAI KABAB	TAWA FISH (KATLA/ GOWRI)	

SALADS – VEG

GARDEN FRESH GREEN	ALOO CHANNA CHAT	TOSSED SALAD
ALOO CHAT	ALOO PAPDI CHAT	KACHUMBER SALAD
GERMAN POTATO SALAD	COLESLAW	COLESLAW HAWAIIAN
RUSSIAN SALAD	BEANS SPROUT SALAD	PASTA AND PIMENTO SALAD
KIMCHI SALAD	KOSAMBARI SALAD	CHEESE AND TOMATTO SALAD

SALADS – NON-VEG

ROASTED CHICKEN SALAD	CHICKEN TIKKA CHAT	HAWWAIN CHICKEN COLESLAW
MEXICAN CHICKEN SALAD	SHREADAD CHICKEN CHAT	

CURD, RAITA

PLAIN CURD	MIXED VEG RAITA	MIX VEGETABLE RAITA
ALOO RAITA	DAHI VADA	CUCUMBER RAITA
DAHI PAKOODI	PINEAPPLE RAITA	BHOONI RAITA

SOUP VEG

CREAM OF TOMATTO	MINESTRONE	TOMATTO DHANIA SHORBA
CREAM OF VEGETABLE	SHORBA, DAL	VEGETABLE WITH SWEET CORN
CREAM OF SPINACH	HOT AND SOUR	VEGETABLE MANCHOW
LEMON CORIANDER	CORANDER CORN	SHORBA TOMATO

NON-VEG – SOUP

SWEET CORN SOUP	CHICKEN MANCHOW SOUP	SOUP WITH HOT AND SOUR CHICKEN
CREAM OF CHICKEN SOUP	SOUP WITH CHICKEN NEEDLES	SOUP WITH CLEAR CHICKEN
SOUP WITH EGG DROP	MURGH BADAMI SHORBA	MURGHA SOUP

NON-VEGETARIAN MAIN COURSE

BUTTER CHICKEN MASALA	CHICKEN CURRY	MANGLOREAN FISH CURRY
CHICKEN ACHARI	CHICKEN SAAGWALA	KERALA FISH CURRY
CHICKEN MASALA	CHICKEN LABABDAR	FISH MASALA
KADAI MURGH	CHILLY CHICKEN	GOAN FISH CURRY

CHICKEN IN GARLIC SAUCE	CHICKEN LAZEES	SWEET SOUR FISH
FISH HARA MASALA MUTTON DO PYAZA	HYDARBADHI MURGH CHICKEN DO PYAZA	CHILLI FISH MALANAD MUTTON CURRY
CHICKEN PEPPER MASALA	MALANAD CHICKEN CURRY	MUTTON ROGAN JOSH
CHICKEN CHETTINADU	CHICKEN MANCHURAIAN	MUTTON PEPPER MASALA
CHICKEN TIKKA MASALA	MURG SHAHI KORMA	MYSORE MUTTON CURRY

VEGETARIAN MAIN COURSE

DAL PREPARATION

MAKHANI DAL	TADKA DAL	MASALA RAJMA
PANCHMEL DAL	BHUKKARA DAL	PALAK DAL
AMRITSARI, CHOLE	SULTANI, DAL	DAL FRY
DAL ADRAKI	DAL TOMATTO	DAL PANCHRATTAN

FLAVOURED RICE

VEGETABLE PALLAV	JEERA PALLAV	PEAS PALLAV
NAVARATNA PALLAV	VEGETABLE BIRIYANI	KESARIA PALLAV

VEGETABLE RICE	PANEER CORN PALLAV	VEG HAKKA NOODLES
PINEAPPLE CORN FRIES RICE	GINGER CAPSICUM FRIED RICE	MINT AND ONION PALLAV
GARLIC NODLES	SEZCHWAN NOODLES	GREEN PEAS PALLAV
KASHMIRI PALLAV	VEGETABLE BIRIYANI	HYDARBHADI PALLAV
GHEE RICE	KHUSHKA PALLAV	MUSROOM BIRIYANI

INDIAN BREADS

TANDOORI ROTI	BUTTER / PALIN NAAN	LACHA PAROTTA
PUDINA PAROTTA	STUFFED PAROTTA	GHARLIC NAAN
PLAIN KHULCHA	STUFEED KULCHA	MASALA KULCHA

DESSERTS

GULKAN JAMUN	JALEBI	ASSORTED PASRTY
PUMPKIN HALWA	CHOCOLATE MOUSSE	KESHARI KHEER
KALA JAMUN	MOONG DAL HALWA	FRIUT GATEAUX
FRUIT CUSTARD	RICE KHEER	PUMPKIN HALWA
CARAMEL CUSTERD	MALPUA	MARBBLE BROWNE
FRESH FRUIT SALAD	GAJAR KA HALWA	SEWAI KHEER
ICE CREAM	BREAD BUTTER PUDDING	FRUIT TRUFFLE

Hall services in royal orchid central Shivamogga:

A. Autumn hall:

The autumn hall is suitable for corporate functions. The hall consists of 1380 sq. Ft and its price is rs 12000+22.36%. in seasonal the prices vary. The length h (in ft)-46, breadthh (in ft)-30 and ceiling height (n ft)-9. The sitting capacity of the hall is theatre style =80 and round table style 60.



B. SPRING HALL

The spring hall is a very good furnished banquet hall. For get to gather parties and for other functions. It consists of 1620 sq ft and its price 20000+22.36%. the sitting capacity of hall is u shape -60, theater style -120 and round table -84.



C.Season hall:

The season hall is for weddings, cocktail parties and for other events also. Its price is 4000+22.36%. the hall is having modern capacity facilities. The sq ft of the hall is 4260 The sitting capacity is for theatre style -0350, round table – 210 and for u shape is 90.

**D.Board room:**

It is the ideal place for meetings. The management sits to talk in the board room. The corporate conferences are held here. The board room consists of 412 sq ft. it can accommodate 12 people.



Amenities and service available in royal orchid Shivamogga:

Room Amenities	Banquet Facilities
Bath tub	Wedding service
Wooden floor	Meeting service
Iron box & board	24 hours front desk
Cable t v	Event catering
Safety locker	Bar & restaurant
Mini bar	Luggage storage
Refrigerator	
Complementary water bottle	

Facilities of royal orchid shivamogga:

- Wi-Fi connectivity and high-speed internet facility
- Conference center and meeting facilities
- Well – equipped business center
- 24 hours in room dining
- Exclusive non – smoking rooms
- Banqueting space for up to 400 people
- Multiple restaurant
- Fitness center

2.7. Areas of operation:

OPERATIONAL HOTELS:

- ✓ Ahmadabad
- ✓ Bangalore
- ✓ Delhi
- ✓ Goa
- ✓ Hospet

- ✓ Hyderabad
- ✓ Jaipur
- ✓ Navi Mumbai
- ✓ Mahabaleswar
- ✓ Mysore
- ✓ Mussoorie
- ✓ Pune
- ✓ Shimoga
- ✓ Vadodara
- ✓ Tanzania

UP COMING HOTELS:

- ✓ Bharunch
- ✓ Chennai
- ✓ Greater of Noida
- ✓ Surat
- ✓ Mumbai

2.8. Competitors:

A. Clark's inn (green view):

Green view is the hotel of housing many facilities like multi – cuisine restaurant, excellent room service, laundry, parking etc. the green view is near to the railway station just 0.1km di



B. Jewel rock:

Jewel rock is the oldest hotel in the city from earlier days it very famous it is also nearby the bus stand of the distance of 2km.



C. Harsha the fern:

This is the first new upscale fern hotel which the company has opened in south India. The hotel comprises of a lounge bar, a restaurant serving multiple cuisines, and meeting and event facilities.



CHAPTER – 3

MICKENSEY’S 7S FRAME WORK:



3.1 STRATEGY:

The goal of the royal orchid hotel's approach is to reconcile immediate cost savings with maintaining its primary competitive advantage. Customers think that the goods and services provided by royal orchid hotels are "worth the money" plus a little bit extra. Initszest wants to get more. Task clarity will increase productivity and efficiency at work. In order to increase market share through price competition, Royal Orchid Hotels shouldn't cut costs because doing so can lead to lower-quality goods and services.

Clearly defined:

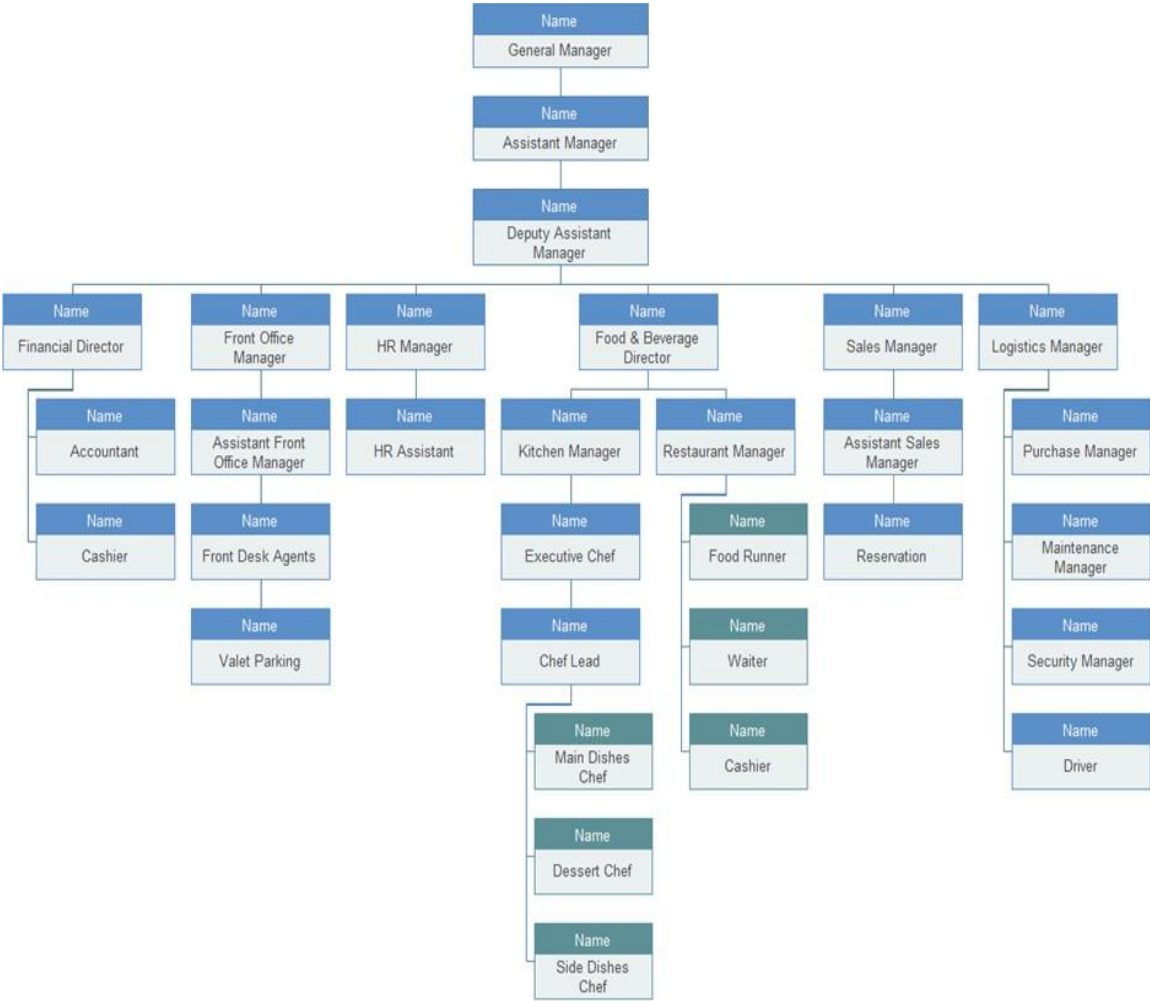
All employees and stakeholders are informed of the strategic direction and overarching business strategy for the hotel departments. This helps the company manage performance, direct actions, and create different strategies that are in line with the corporate strategy. The business plan's definition and communication also align the company's responsibilities and actions by making hotel operations more transparent.

Guiding behaviour for goal attainment:

Assisting the company in directing stakeholder, employee, and staff behaviour in the direction of goal setting and accomplishment. SMART goals with short- and long-term deadlines are developed in accordance with the corporate plan.

The company strategy helps staff members make decisions about the actions they will take to advance the organization's aims and objectives

3.2 STRUCTURE:



The organizational hierarchy at hotel is flatter and strongly backed by progression along with learning. When there are Employees feel more at ease and confident since they have better access to upper management and leadership, as well as lower middle management levels. They can also decide more rapidly thanks to the flatter hierarchy. boosts a workforce's dedication to the company. There is a high level of coordination between the various departments in the property's also various knowledge and skills to achieve. In order to complete projects and tasks that call for a variety of skills, business units frequently form interdepartmental teams. The coordination between the various departments is productive and well-structured. Royal orchid has a methodical process in place to start and track Departmental cooperation is required to provide efficient operations, effective work procedures, and goal achievement.

3.3 SYSTEM

The hospitality industry can suffer huge losses if inventory is not properly managed. As a result, in the hospitality sector, inventory management is particularly crucial. Inventory system presents little difficulty for small businesses, but it becomes more challenging as a company expands. Inventory management is essential to running a business smoothly and efficiently in the hospitality sector because it involves a lot of inventory and valuable assets.

The FIFO Method: It is a widely used method for stock rotation and inventory management. First in, first out is the method that requires you to label your groceries with the date you stored them and place the oldest groceries at the front or top so you can pick them up first can use. With this system, you can find your groceries faster and use them more efficiently. To ensure food is used before it expires, the organization focuses on the FIFO when making selections, consuming the foods products that are purchased first and with the shortest shelf life. This way makes old items first reduces food waste and saves money. This method is a great way to rotate the inventory and prevent Inventory contains particularly perishable items to keep them from decaying and rotting.

Traditional Management Method: This is the most common method of hotel management, where the hotel owner hires a manager to take care of the day-to-day operations of the hotel. The manager is responsible for overseeing the staff, managing finances, and ensuring guest satisfaction.

Management Contract: In this method, an independent management company is hired to manage a hotel on behalf of the owner. The management company is responsible for the day-to-day operations of the hotel and provides guidance and support to the staff.

Co-Management: In this method, a hotel owner partners with a management company to manage the hotel together. Both the owner and the management company share responsibilities for the hotel's operations and finances.

Joint Venture: In this method, a hotel owner partners with another company or individual to manage the hotel. Both partners share responsibilities for the hotel's operations, finances, and staff.

Joint Management and Development: In this method, a hotel owner partners with a development company to build and manage a new hotel. The development company is responsible for designing, building, and managing the hotel, while the owner provides financing.

3.2. STYLE:

Participatory style of management, the royal orchid is capable of motivating and implicate its staff members in decision-making processes and management decisions through a participatory management style. Then it also helps to understand the goals and interact with employees as well as various management groups on a regular basis in order to spot possible confusion, difference of opinion and obtain feedback on product innovation and business operations.

Through their participatory leadership, they can improve staff motivation, as well as increased corporate commitment and employee ownership. Furthermore, participatory leadership is particularly helpful in achieving the organization's corporate goals and vision.

Company encourages staffs being involved in the business because they know their ideas, opinions, and contributions are valued. Additionally, by using participatory leadership, executives and leaders can spot existing and possible grievances within the company and take immediate and direct action to address all of them,

3.3 STAFF

Because of the epidemic, many staff are working from remote locations for recruitment and onboarding. To make the setting more exclusive for new employees, the royal orchid hotel should develop a remote onboarding system that includes a portfolio of short videos, small group interaction, and technological demonstrations.

Open up chats for users to approach people at different levels of the hierarchy. It will not only let senior management to connect directly with those below them, but it will also aid in the development of an open and transparent culture.

TOTAL STAFF WORKER : 173

MANAGEMENT STAFF : 36

GENERAL STAFF: 42

MAINTAINENCE STAFF : 65

OTHERS : 30

3.4 SKILS

Leadership: The ability to effectively manage and motivate staff to meet company goals.

Communication: Excellent verbal and written communication skills to interact with guests, employees, and other stakeholders.

Customer Service: Understanding and providing exceptional customer service to guests and clients.

Budgeting and Financial Management: Knowledge of financial management and budgeting to effectively manage hotel finances.

Marketing and Sales: Ability to market the hotel and increase sales through various marketing strategies.

Problem Solving: Quick thinking and effective problem solving skills to handle unexpected situations and challenges.

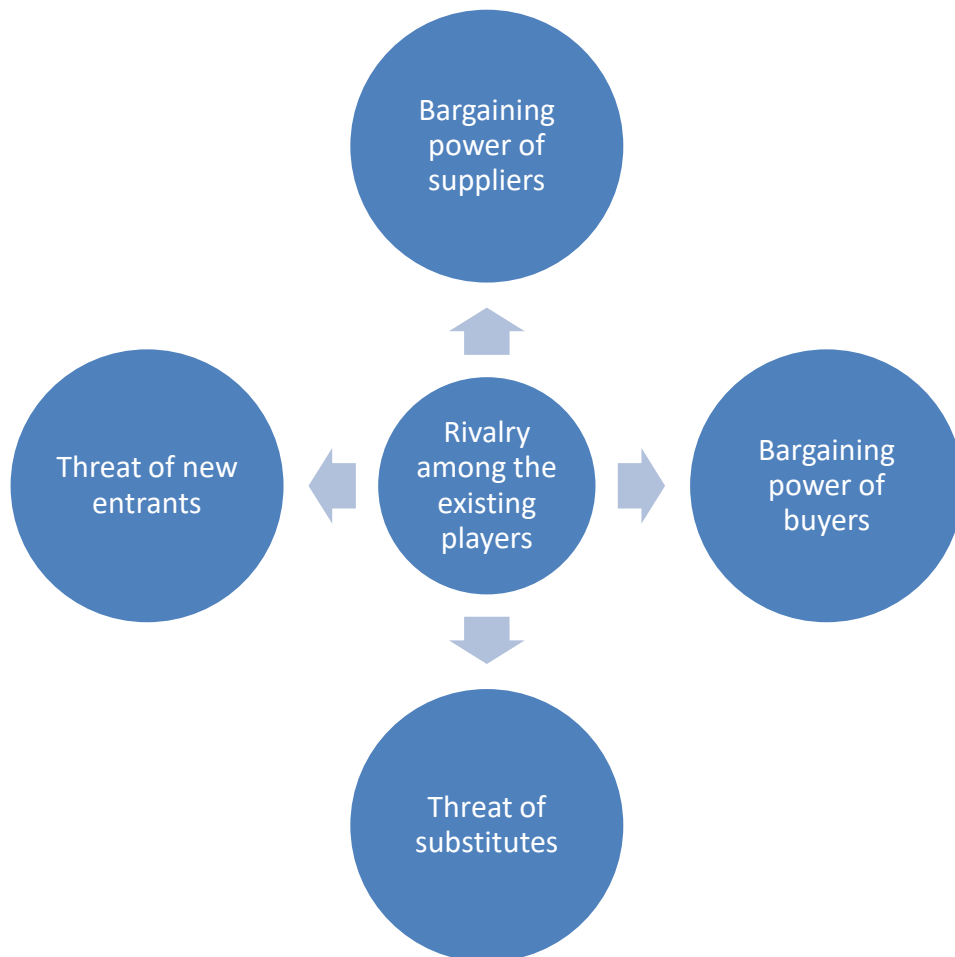
3.3. SHARED VALUES:

To foster an innovative and encouraging organisational Holidays' essential values are recognised and communicated, providing a framework that fosters peak performance while boosting organisational and motivational dedication. The fundamental principles of royal orchid also involve.

- Creativity
- Honesty
- Transparency
- Accountability
- Trust
- Quality

Royal orchid assures that each of its Strict moral and ethical standards are followed when conducting operations and activities. have been defined and assessed against global standards.

3.8 PORTER'S FIVE FORCE MODEL



Introduction to Porter Five Forces

First published in 1979, “How Competitive Forces Shape Strategy” by Michael E.

Porter, revolutionized the field of strategy. Popularly known as “Porter’s Five Forces” - not only influenced a generation of academic research but also provided a map to rigorously analyze the competitive forces.

Porter Five Forces that Determine Hotels & Motels Industry Structure

The Porter Five Forces that determine the industry structure in Hotels & Motels are -

1.Bargaining power of suppliers in Hotels & Motels –

If suppliers have strong bargaining power then they will extract higher price from the Royal Orchid Hotels Ltd. It will impact the potential of Royal Orchid Hotels Ltd to maintain above average profits in Hotels & Motels industry. The bargaining power of suppliers can affect the costs of inputs for Royal Orchid Hotel. For example, the suppliers of food and beverages could negotiate higher prices, impacting the hotel's profitability. and the availability of substitute suppliers. Generally, if there are few suppliers of a particular product or service, they will have more bargaining power. If their products or services are unique or difficult to substitute, they will also have more bargaining power.

2.Threat of substitute products and services in Hotels & Motels sector –

If the threat of substitute is high then Royal Orchid Hotels Ltd has to either continuously invest into R&D or it risks losing out to disruptors in the industry. The threat of substitutes is the extent to which alternative products or services can replace those of Royal Orchid Hotel. The availability of alternative accommodation options such as Airbnb or hostels could impact the hotel's revenue. the possibility of customers choosing alternative products or services that can meet the same needs and wants. In the case of the hotel industry, potential substitutes could be other lodging options such as Airbnb, hostels, or vacation

rentals. Customers may consider these options if they offer similar amenities, locations, and prices as the Royal Orchid Hotel.

3.Rivalry among existing players in Hotels & Motels industry –

If competition is intense then it becomes difficult for existing players such as Royal Orchid Hotels Ltd to earn sustainable profits. The level of competition within the industry can impact the competitiveness of Royal Orchid Hotel. Competitors such as other hotels and resorts could offer similar or better services, potentially resulting in a price war or a struggle for market share. It is common for competitors in the hospitality industry to engage in various forms of competition, such as price wars, advertising battles, and attempts to poach each other's customers or employees. These rivalries can be intense and may lead to innovations and improvements in the services and amenities offered by the competing hotels.

4.Bargaining power of buyers of Royal Orchid Hotels Ltd and Services sector –

If the buyers have strong bargaining power then they usually tend to drive price down thus limiting the potential of the Royal Orchid Hotels Ltd to earn sustainable profits. The bargaining power of buyers can influence pricing strategies of Royal Orchid Hotel. For instance, if there are a large number of buyers in the market, they can exert pressure on the hotel to lower prices.

1. Number of buyers: If there are a limited number of buyers for hotel services in the area, the bargaining power of each individual buyer will be low, and the hotel can set higher prices.
2. Customer loyalty: If the hotel has a loyal customer base, buyers may have less bargaining power because they may be willing to pay higher prices to stay at the hotel they prefer.
3. Competition: If there are many other hotels in the area offering similar services, buyers may have more bargaining power because they have more options to choose from.
4. Seasonality: During peak season when demand is high, buyers may have less bargaining

power because hotels can charge premium prices. However, during low season, buyers may have more bargaining power because hotels may offer discounts to attract customers.

5. Threat of new entrants in Hotels & Motels industry –

If there is strong threat of new entrants in the Hotels & Motels industry then current players will be willing to earn lower profits to reduce the threats from new players. The threat of new competitors entering the market can impact the competitiveness of the Royal Orchid Hotel. However, high barriers to entry such as brand recognition and economies of scale could prevent new competitors from entering the market.

Brand recognition: The Royal Orchid Hotel is a well-established brand with a loyal customer base. A new entrant may struggle to build brand recognition and compete with the established reputation of the Royal Orchid.

High barriers to entry: The hotel industry requires significant investment, making it challenging for new players to enter the market. The Royal Orchid may have an advantage in terms of access to capital, which can be a barrier to entry for competitors.

Location: The Royal Orchid Hotel is likely to have a prime location in a popular tourist destination, making it difficult for new entrants to secure a similarly advantageous location.

CHAPTER - 4

4.SWOT ANALYSIS:

SWOT a strategic planning for evaluating the strengths, weaknesses, opportunities, and threats associated in a project or company initiative is analysis. The technique is credited to Albert Humphrey, who supervised a study project at Stanford University using data from Fortune 500 corporations between 1960 and 1970. SWOT analysis is extremely important in pre-crisis planning and crisis management.



A.STRENGTHS:

1. Experienced staff.
2. The materials are easily available.
3. There is no employment problem.
4. Brand has a good name.
5. Online booking engine.
6. Unique style and individual character of the hotel and services.
7. Wide geographic presence.
8. Track record of innovation.
9. Strong brand recognition.

B .WEAKNESS

The shortcomings of the brand involve specific aspects of its company that may be rectified to enhance its positioning. Certain flaws can indeed be regarded as characteristics that the firm lacks or where the competitor outperforms.

1.Unconvincing reservation Rules

2. Conflicting (and often irrational) booking policies are a cause of dissatisfaction
Among royal orchid members.

3.The brand's product, environment and quality of infrastructure is not consistent across the other properties

3. rules apply to different membership levels.

For some of the most desirable properties, reservations must be made six months in advance, which creates inconveniences for many members in travel plans or changes.

5. Significant changes over the past adjustments cannot be accommodated adequately. The

firm is working to tackle this problem and make it easier for members.

C.OPPORTUNITIES:

Programs for Non-Natives

India's absolutely incredible Programme, in addition to other initiatives, has opened up the opportunity for so many foreign visitors to travel to the country. Tourism is expanding rapidly. Because of its highly effective promotional activities, royal orchid has a high level of brand awareness.

Domestic travel is increasing Royal orchid offers blue, red, purple and blue memberships. Blue All features are included in the purple package. Two components—travel during monsoon season and when resorts are not completely occupied the core attribute of blue membership.

1. They can introduce new plans
2. Needs improvement in the food and beverage department
3. Smart room tech integration

D.THREATS:

Many big companies having a good are entering into India

1. Competitors improving their work ethics to international standards.
2. The guest anticipates technological advancements.
3. Unfavourable economic conditions.
4. Shortage of skilled resources.
5. Products are catching up with the product development.
6. Changing demographics.
7. Changing Political environment.
8. Commoditization of the product segment.
9. Saturation in urban market stagnation in the rural markets

CHAPTER – 5

FINANCIAL STATEMENT OF ROYAL ORCHID WITH RATIO ANALYSIS

Financial statements formally record a company's, individuals, or other group 's financial actions and condition. Presentations of relevant financial data are structured and easy to understand. Basic financial information, as well as a management summary, are frequently given.

- ☐ There is commentary and analysis. A balance sheet, also known as a statement of financial position, is a document that lists a company's assets, liabilities, and equity at a certain point in time.
- ☐ An income statement, also called as a statement of income, an income expense statement, or a profits and losses report, details a profits, costs, and profits. The statement of profits and losses describes how the business operates.
- ☐ These include the income made and the various costs incurred over the designated time period.
- ☐ A The Cash Flow Statement contains information regarding an organization's investing, financing, and operating activities.

Consolidated Statement of Profit and Loss for the year ended 31 March

Sl .no	Particulars	Year ended March 31, 2020	Year ended March 31, 2021	Year ended 31, March 2022
I	Revenue from operations	20,503.28	8,085.00	13,852.39
II	Other income	1,470.53	798.91	1,740.74
III	Total income (I + II)	21,973.81	8,883.91	15,593.91
IV	Expenses			
	(a) Cost of materials consumed	2,465.15	1,313.41	1,727.99
	(b) Purchase of stock-in-trade			
	(c) Changes in inventories of finished goods, work-in-progress and stock-in-trade			3,468.31
	(d) Employee benefits expense	5,416.37		1,609.71
	(e) Finance costs		2,589.58	
	(f) Depreciation and amortisation expense	1,563.11	1,633.63	1,944.33
	(g) Rent expense			8088.93
	(h) Other expenses	1,898.73	1,928.96	
		9,560.78		

			6,605.44	
	Total expenses	20,904.14	12,757.61	15,111.28
V	Profit before tax (III - IV)	1,069.67	3,873.70	481.85
VI	Income tax expense			
	(a) Current tax	698.65	48.63	81.90
	(b) Deferred tax	142.63	551.78	226.83
VII	Profit for the year (V - VI)	507.76	4,001.34	2,678.46
VIII	other comprehensive income	50.50	36.65	9.25
	Items that will not be reclassified to profit or loss			
	(a) Re-measurement gains/ (losses) on defined benefit plans Income tax effect on above	66.61	6.10	27.24
	(b) Fair value gains/ (losses) on equity instruments Income tax effect on above			
	Total other comprehensive income for the year		(36.65)	9.25
IX	Total comprehensive income for the year (VII + VIII)	558.26	(3,247.55)	2,687.71

X	Earnings per equity share [Nominal value of share ` 10 (March 31, 2020: ` 10)]			
	Basic (Rs)	2.04	11.84	10.71
	Diluted (Rs)	2.02		

Balance Sheet Consolidated as of March 31, 2020

	Notes	31-Mar-20	31-Mar-21	31-Mar-22
		₹ in lakhs	₹ in lakhs	In lakhs
Assets				
Non current assets				
a. Property, plant and equipment.	3	23,600.65	24,600.67	17746.76
b. Working capital in progress	3a	2,200.11	2,043.08	94
c. Right use of assets	3b	5,191.52	-	4800
d. Goodwill	3c	1,700.70	1,664.60	1884.80
e. Intangible assets other	3d	25.14	-	17
f. Financial assets				
1. Investments	4	2.25	2.25	2,432
2. Other financial assets	5	2,357.97	2,150.70	2500.74

g. Deferred tax	6	490.10	390.60	1050.80
h. non current assets other	7	1,600.50	2,020.50	1222.65
		37,168.94	32872.4	31748.75
current assets				
a. inventories	8	200.20	230.60	190.48
b. financial assets				
1. trade reciveble	9	2,300.90	1,800.19	970.70
2. cash equivalents	10	1,900.14	3,400.12	1400.52
3. bank balance	11	2,038.60	670.60	3100.95
4. other financial assets	12	322.22	300.35	510.66
c. Current tax asset	13	5.80	12.21	6.64
c. current assets others	14	640.02	691.81	400.13
		7407.88	7,105.88	6580.08
total assets		44,576.82	49978.28	38328.83
Equity and liabilities				
a. Equity share capital	15	2,700.51	2,700.01	2800.53
b. Other equity	16	14,300.10	14,007.06	11300.30
Equity to the Co's owners		17,000.60	16,707.16	14100.83
Non controlling stakes		4,200.46	4,000.09	3300.40
		21,201.07	20707.25	17401.23
Liabilities				
Non current obligations				
a. financial liabilites				
1. Borrowings	17	8,400.60	8,800.53	9000.55

2. Lease liabilities	18	5,000.20	-	4000.60
3. Trade payables	19			
b. total outstanding		9.60	110.19	-
4. long-term obligations	20	40.90	40.01	25.50
c. Provision	21	210.16	300.70	112.87
d. liabilities deferred Tax	22	23.01	20.33	25.72
e. non-current liabilities other	23	40.40	40.01	43.60
		13,765.77	9,311.77	13208.84

Current liabilities				
A. Financial liabilities				
1. Borrowings	24	300.10	260.60	1514.44
2. Lease obligations	25	314.90	-	710.98
3. Trade payables	26			
B. debts of creditors other microenterprises and businesses		3,444.30	3,400.61	3800.90
4. financial liabilities others	27	2,888.14	2,900.60	2400.40
c. provisions	28	170.14	100.08	180.96
d. current tax liabilities	29	100.51	22.93	0.82
e. other Current liabilities	30	1,800.05	1,800.60	1200.90
		9,188.28	8,485.42	9809.4
total equity and liabilities		44,155.12	38504.71	40419.47

RATIO ANALYSIS

The mathematical expression of the relationship between two accounting figures is ratio analysis. It provides an estimate of a company's performance and financial state.

□ Current ratio:

With a one-year horizon, the current ratio gauges a company's capacity to satisfy short-term financial obligations. A liquidity ratio, then. It displays to investors and analysts how a company can use the majority of the current assets listed on its balance sheet to pay down its outstanding debt and other commitments.

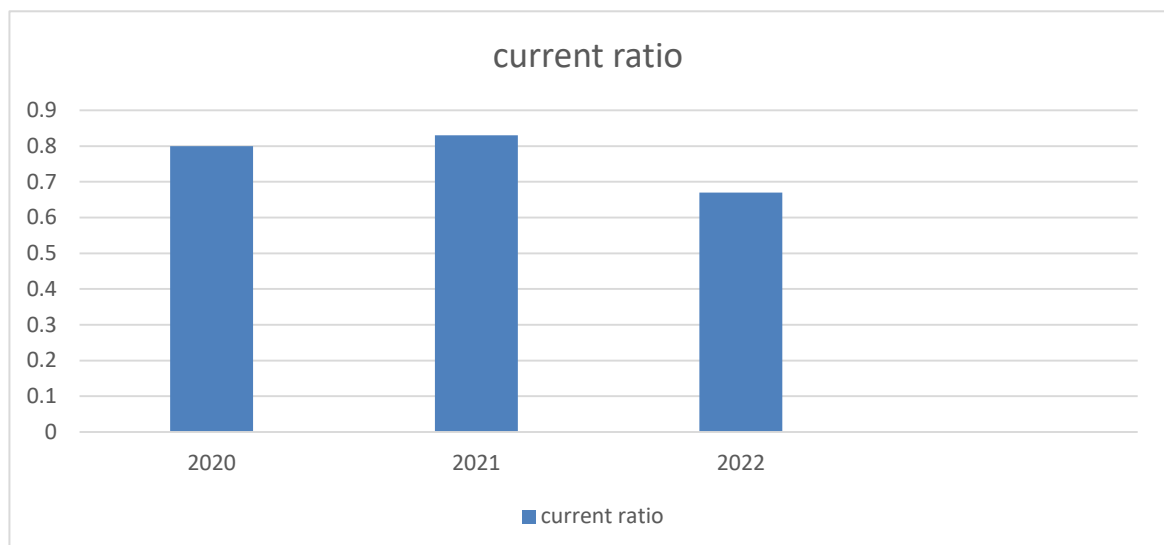
$$\text{Current ratio} = \frac{\text{Total Current assets}}{\text{Total Current liabilities}}$$

Table no. 5.1 : showing current ratio

current assets	current liabilities	current ratio
7407.88	9188.28	0.80
7105.88	8485.42	0.83
6580.08	9809.4	0.67

Analysis:

The above data represents the current assets and current liabilities of royal orchid. The current ratio of royal orchid in the year 2020 is 0.80 and in 2021 is 0.83.



Graph no. 5.1: showing current ratio

Interpretation: According to the data, table, and chart, the company will make more profit in 2021 at 0.83 ratio, which is higher than in 2020 at 0.8 and 2022 at 0.67. It shows that the values will rise in 2021.

☐ **Quick ratio:**

The quick ratio measures a company's capacity to meet short-term liabilities using its most liquid assets. In other words, it determines the proportion of a company's current liabilities that can be paid by assets and cash that can be converted to cash.

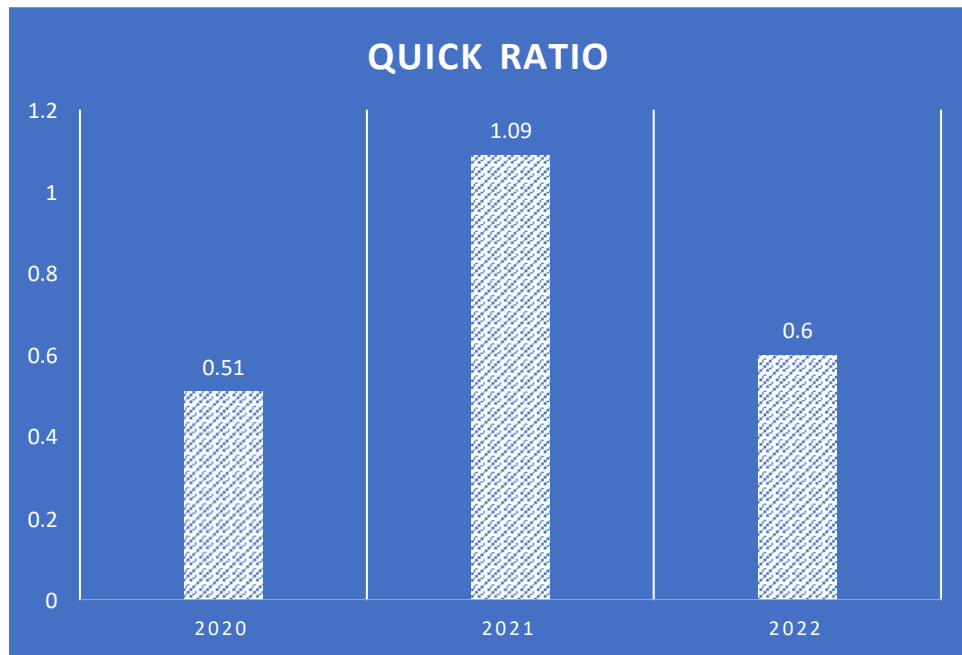
Table no: 5.2: showing quick ratio

$$\text{Quick ratio} = \frac{\text{quick assets}}{\text{current liabilities}}$$

Years	Quick assets	Current liabilities	Quick ratio
2020	7407.88	9188.28	0.80
2021	7105.88	8485.42	0.83
2022	6580.08	9809.4	0.67

Analysis:

The above data represents the quick assets and current liabilities of royal orchid. The quick ratio of royal orchid in the year 2020 is 0.80 and in 2021 is 0.83.



Graph no: 5.2: showing quick ratio

Interpretation: According to the data, table, and chart, the company will make more profit in 2021 at 0.83 ratio, which is higher than in 2020 at 0.8 and 2022 at 0.67. It shows that the values will rise in 2021.

□ **Solvency ratio:**

The debt-to-assets ratio of a corporation might reveal information about its leverage and capital structure. As a company's leverage increases, so does its reliance on its lenders. increases. When interest rates rise, a firm with a lot of debt may suffer because it will have to use more of its income to pay back loans rather than pay payroll or invest in new equipment.

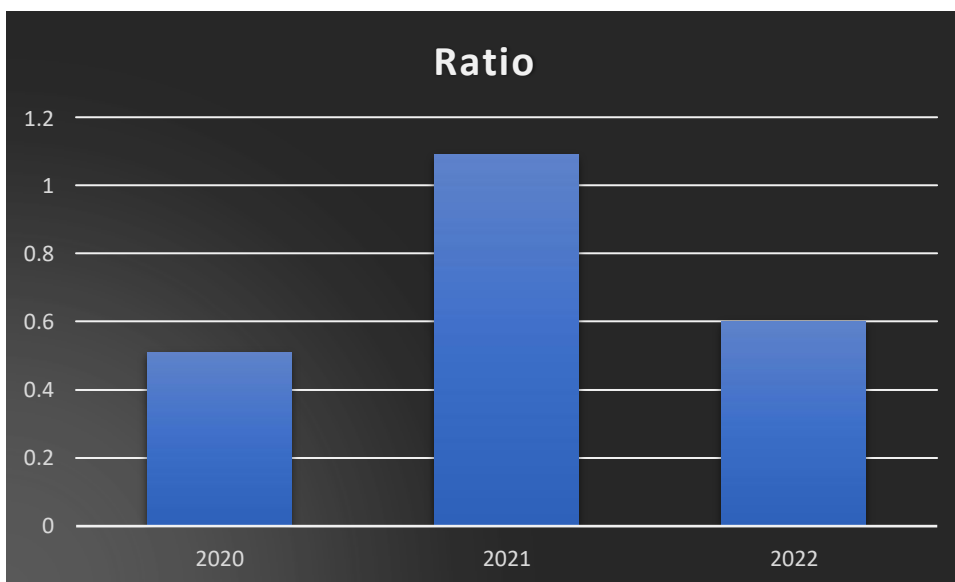
$$\text{Debt to asset ratio} = \frac{\text{total liabilities}}{\text{Total assets}}$$

Table no: 5.3: Showing solvency ratio

years	total liabilities	total assets	Ratio
2020	22954.05	44576.82	0.51
2021	9311.77	8485.42	1.09
2022	23018.24	38328.83	0.60

Analysis:

The above table show that total liabilities and total assets of the royal orchid. The debt equity ratio of the royal orchid in the year 2020 is 0.51 and in 2021 is 1.09.



Graph no 5.3: showing debt to assets ratio

Interpretation: according to data table, chart. In 2020 the debt-to-asset ratio increase from 0.5 in 2021, to 1.09 This shows that the company is in a lower risk position.

□ Return on total reserve ratio:

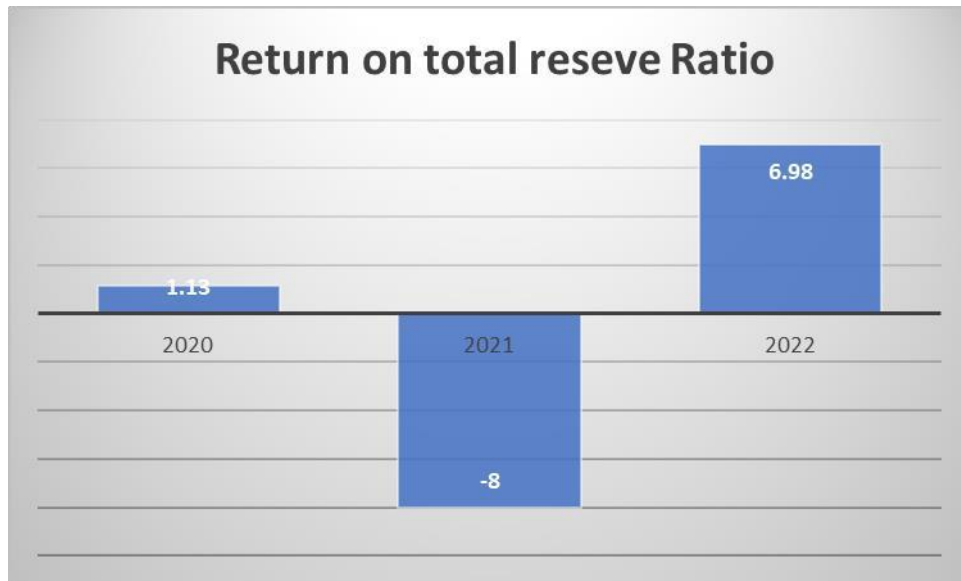
Table no:5.4 showing return on total reserve ratio

RTR= net profit / total assets * 100

Year	Net profit	Total assets	Ratio
2020	507.76	44,576.82	1.13
2021	(4,001.34)	49978.28	(8.0)
2022	2,678.46	38328.83	6.98

Analysis:

The above data represents the total assets and net profit, the net profit has been calculated on the basis of above solution. The net profit in the year 2020 is 1.13 is increased to 6.98.



Graph no: 5.4: Showing return on total reserve ratio

Interpretation: A company's return on total reserve ratio has been decreased in the year 2021, as the net profit of the year 2021, falls (4001.34).

Proprietary ratio:

A proprietary ratio is a type of solvency ratio that can be used to determine how much shareholders or business owners contribute to the overall assets of the corporation. It's also referred to as the net worth ratio, the shareholder equity ratio, or the equity ratio.

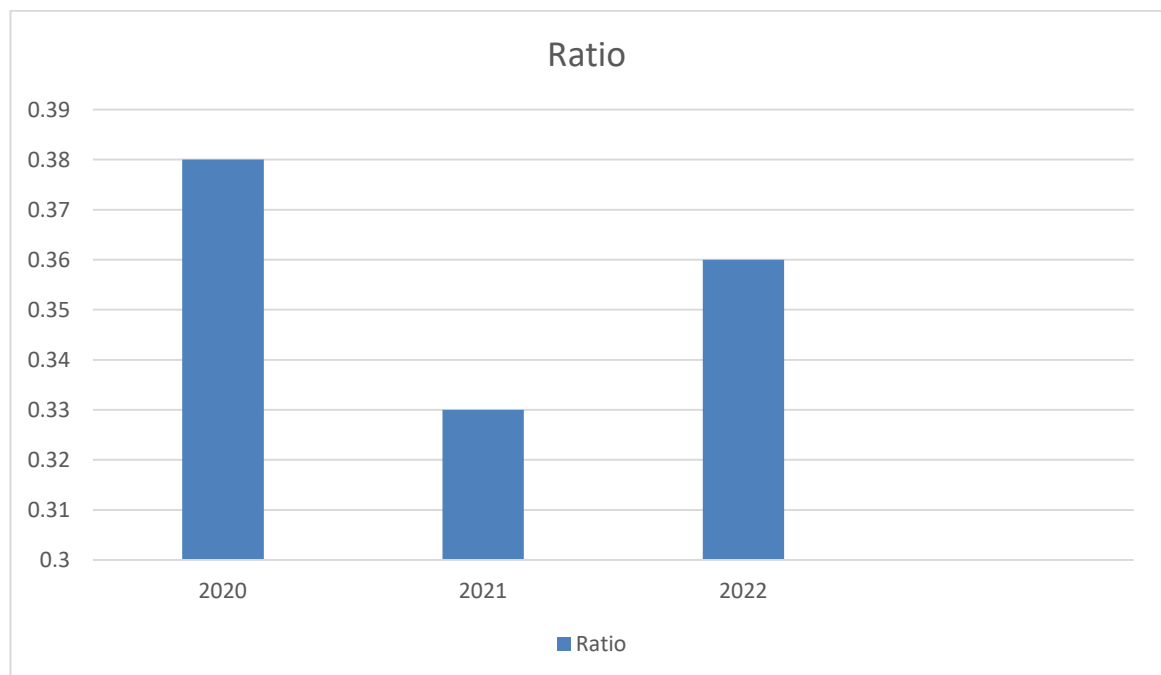
$$\text{PR} = \frac{\text{shareholder fund}}{\text{Total assets}}$$

Table no : 5.5: Showing proprietary ratio

years	shareholder fund	total assets	Ratio
2020	17000.60	44,576.82	0.38
2021	16707.16	49978.28	0.33
2022	14100.83	38328.83	0.36

Analysis:

The above data represents the total assets and net worth of royal orchid central. The net worth ratio of royal orchid has been calculated on basis of above solution. The net worth ratio in the year 2020 is 0.38 & is decreased to 0.33.



Graph no: 5.5: Showing proprietary ratio:

Interpretation: This figure illustrates how the company's net worth has increased and how this has been impacted by capital investments. The shareholders' fund, which grows into capital for the business, is the net worth. As can be seen, it was 0.33 in 2021, and it increased to 0.36 in 2022.

5.6 Gross Profit Ratio

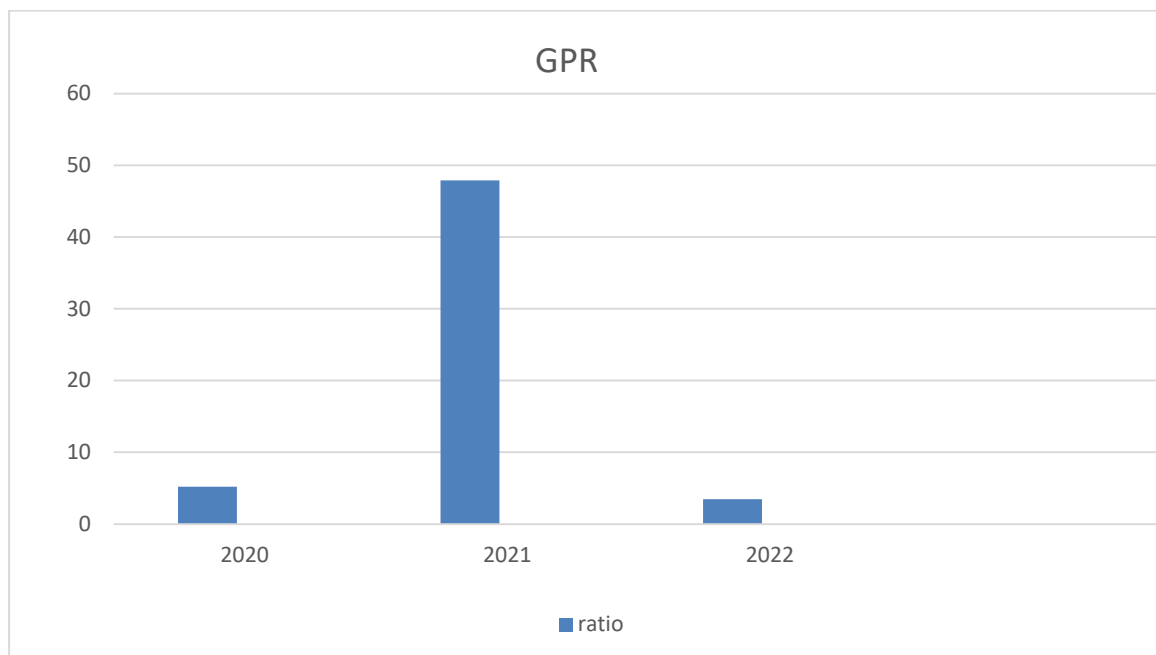
A measure of a company's financial health is the analysis of its gross profit margin ratio. It provides stockholders with information on the company's gross profit. As long as overhead expenditures are kept under control, a company can generate a respectable profit on sales if its gross profit margin is higher.

Gross profit margin ratio - $\text{Gross profit} / \text{Net sales} \times 100$

Gross profit = Net sales - Revenue from operations.

Table No:5.6 showing gross profit ratio

Year	Net Sales	Gross Profit	Gross Profit Ratio
2020	20,503.28	1,069.67	5.217%
2021	8,085.00	3,873.70	47.91%
2022	13,852.39	481.85	3.47%



CHAPTER - 6

6 LEARNING EXPERIENCE

- The Royal orchid central Shivamogga internship curriculum has provided an excellent learning environment for distinguishing between theoretical and practical principles. This study provided me with an excellent opportunity to learn about the company's concept, structure, prospects, and so on. By studying this, I was able to realize how the theoretical topics we discussed might be put into practice. This course has helped me learn more about organizations in a variety of settings. I hope that this study will be valuable for me in determining future objectives and for my career.
- Over the four weeks of internship, I studied a range of managerial skills, including time management, coordination, confidence, decision-making and execution, and communication skills. In the workplace, I noticed colleagues' cooperation, devotion, and commitment.
- Following are the findings which were noticed while collecting data:
 - ✓ About 45% of the guest comes to hotel occasionally.
 - ✓ The 51% of the guest comes to hotel for business visit.
 - ✓ About 48% of the guest having a good opinion of the service in the royal orchid.

6.1 **REFERENCE:**

- <https://www.royalorchidhotels.com/royal-orchid-central-shimoga/overview>
- <https://www.royalorchidhotels.com/>
- <https://www.google.com/search?q=royal+orchid+facility>
- <https://www.google.com/search?q=royal+orchid+central+shimoga>
- Royal orchid Shivamogga menu card.

6.2 ANNEXURES

Consolidated Statement of Profit and Loss for the year ended 31 March

Sl .no	Particulars	Year ended March 31, 2020	Year ended March 31, 2021	Year ended 31, March 2022
I	Revenue from operations	20,503.28	8,085.00	13,852.39
II	Other income	1,470.53	798.91	1,740.74
III	Total income (I + II)	21,973.81	8,883.91	15,593.91
IV	Expenses			
	(i) Cost of materials consumed	2,465.15	1,313.41	1,727.99
	(j) Purchase of stock-in-trade			
	(k) Changes in inventories of finished goods, work-in-progress and stock-in-trade			3,468.31
	(l) Employee benefits expense	5,416.37		1,609.71
	(m) Finance costs		2,589.58	
	(n) Depreciation and amortisation expense	1,563.11	1,633.63	1,944.33
	(o) Rent expense			8088.93
	(p) Other expenses	1,898.73		
			1,928.96	

		9,560.78	6,605.44	
	Total expenses	20,904.14	12,757.61	15,111.28
V	Profit before tax (III - IV)	1,069.67	3,873.70	481.85
VI	Income tax expense			
	(c) Current tax	698.65	48.63	81.90
	(d) Deferred tax	142.63	551.78	226.83
VII	Profit for the year (V - VI)	507.76	4,001.34	2,678.46
VIII	other comprehensive income	50.50	36.65	9.25
	Items that will not be reclassified to profit or loss			
	(c) Re-measurement gains/ (losses) on defined benefit plans Income tax effect on above	66.61	6.10	27.24
	(d) Fair value gains/ (losses) on equity instruments Income tax effect on above			
	Total other comprehensive income for the year		(36.65)	9.25

IX	Total comprehensive income for the year (VII + VIII)	558.26	(3,247.55)	2,687.71
X	Earnings per equity share [Nominal value of share ` 10 (March 31, 2020: ` 10)]			
	Basic (Rs)	2.04	11.84	10.71
	Diluted (Rs)	2.02		

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		₹ in lakhs	₹ in lakhs	In lakhs
Assets				
Non current assets				
a. Property, plant and equipment.	3	23,600.65	24,600.67	17746.76
b. Working capital in progress	3a	2,200.11	2,043.08	94
c. Right use of assets	3b	5,191.52	-	4800
d. Goodwill	3c	1,700.70	1,664.60	1884.80
e. Intangible assets other	3d	25.14	-	17
f. Financial assets				
1. Investments	4	2.25	2.25	2,432
2. Other financial assets	5	2,357.97	2,150.70	2500.74
g. Deferred tax	6	490.10	390.60	1050.80
h. non current assets other	7	1,600.50	2,020.50	1222.65

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b. financial assets				
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4. other financial assets	12	322.22	300.35	510.66
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b. Other equity	16	14,300.10	14,007.06	11300.30
Equity to the Co's owners		17,000.60	16,707.16	14100.83
Non controlling stakes		4,200.46	4,000.09	3300.40
		21,201.07	20707.25	17401.23
Liabilities				
Non current obligations				
a. financial liabilites				
1. Borrowings	17	8,400.60	8,800.53	9000.55
2. Lease liabilities	18	5,000.20	-	4000.60

3. Trade payables	19			
b. total outstanding		9.60	110.19	-
4. long-term obligations	20	40.90	40.01	25.50
c. Provision	21	210.16	300.70	112.87
d. liabilities deferred Tax	22	23.01	20.33	25.72
e. non-current liabilities other	23	40.40	40.01	43.60
		13,765.77	9,311.77	13208.84

Current liabilities				
A. Financial liabilities				
1. Borrowings	24	300.10	260.60	1514.44
2. Lease obligations	25	314.90	-	710.98
3. Trade payables	26			
B. debts of creditors other microenterprises and businesses		3,444.30	3,400.61	3800.90
4. financial liabilities others	27	2,888.14	2,900.60	2400.40
c. provisions	28	170.14	100.08	180.96
d. current tax liabilities	29	100.51	22.93	0.82
e. other Current liabilities	30	1,800.05	1,800.60	1200.90
		9,188.28	8,485.42	9809.4
total equity and liabilities		44,155.12	38504.71	40419.47