

Innovations in Experiential Services: A Case of Peri Urban Farm Tourism in New Delhi, India.

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Abstract

Tourism characterized by immense innovativeness, has primarily being concerned with visiting, seeing, and living in a different form of life. The new element 'experience' has added another dimension. The challenge lies in intentionally producing, organizing and pricing it to sell it as a 'complete experience' from customer journey perspective. The customer journey concept is built over five distinct innovation design areas that influence the customer experience. The physical environment, the service employees, the service delivery process, customers and back office support. The key pillars of the success of peri urban (urban fringes) farm tourism in India have been built on the multi-functionality of farms to develop and market leisure experiences to domestic and international tourism markets while preserving rural landscapes, supporting farm and food production, integrating 'authentic' village heritage and culture, educating and entertaining visitors. In the present study a case of farm tourism is presented to demonstrate that innovations carried out in physical environment, the service employees, the service delivery process and back office support influence the visitor experience as a whole.

The state of Haryana, sharing border with the capital city New Delhi, India was selected, as it is a pioneer in implementing the farm tourism initiative taken by the Government of India. Secondly, most of the farms in the study were located at a distance under one hundred kilometres allowing visitors to take a day's trip and come back. The data was collected through semi structured interviews conducted at the farm sites. The recorded interviews were then transcribed and inputted into QSR NVivo 11 software for coding of key themes. The findings suggest that all the farm owners were able to create hybrid rural and urban recreational products and services to cater to wide customer segments. The physical environment of every farm was unique, designed in a way to stimulate the five senses. Secondly, the staff was encouraged to engage with visitors and demonstrate various activities to make their experience more memorable. Thirdly, to make the service delivery process more effective, most of the farm operators designed and organized all the activities innovatively so that the visitors remember the most pleasurable moments in the journey. Lastly, to deliver great customer experience back office staff was selected very carefully to perform multiple roles to add to the front stage experience, if needed.

Key Words: Experiential, Innovation, Peri urban, Farm tourism.

1. Introduction

Throughout history, tourism has been a phenomenon characterized by immense innovativeness. Being part of the service sector, tourism has inevitably been associated with developments in new technologies and refreshed by organizational and structural innovations. Various authors have given their research contributions. Various categories of innovation – product, process, managerial, marketing and institutional are addressed. Important determinants of innovation are acknowledged, including the role of entrepreneurship, technology push and the existence of territorial industry clusters (Hjalager, A. M., 2010).

Tourism has principally been concerned with visiting, seeing, and living in a different mode of life. The new element ‘experience’ has added another dimension. Experience can be defined as a mental journey, which leaves an immaterial impression, knowledge or a psychological sense (Sundbo 2009). In a way, everything is experience; even the 4S (sun, sand, sea and sex) model is experience. (Stamboulis, Y., & Skayannis, P., 2003).

The novelty lies in the fact that ‘experience’ is designed, intentionally produced (staged), organized, foreseen, calculated, priced, and (often explicitly) charged for; it is a core strategic concern as a new value attribute (Pine II & Gilmore, 1998). The distinction of experience as a separate, valuable commodity offers new perspectives, establishes a new strategy paradigm of ‘new tourism’ and creates important opportunities with respect to ICTs (Stamboulis, Y., & Skayannis, P., 2003).

The creation of experience should cover ‘entertainment’, ‘educational’, ‘aesthetic’ and ‘escapist’ elements and/or product features as shown in the work of Pine and Gilmore (1999). Experience in this context means content, i.e. the nucleus of the holidays.

Voss, C., & Zomerdijk, L. (2007) examined innovation in experiential services. These services focus on the experience of the customer when interacting with the organization rather than just the functional benefits following from the products. The findings suggest that experiential services are often designed from the perspective of the customer journey, which is built over an extended period of time, starting before and ending after the actual sales experience or transaction. During the journey, numerous touch points occur between the customer and the organization and innovation takes place at each of these touch points as well as of the overall journey itself. There are five distinct innovation design areas that influence the customer experience. The physical environment, the service employees, the service delivery process, fellow customers and back office support. Although these areas are relevant to any service, they generally do not receive the same amount of attention as experiential service designers’ pay to them. There is a large theoretical base from the service management literature concerning innovation in these areas, yet linkages with the service innovation literature are sparse.

The journey model has its origins in the work on service blueprinting and service mapping by Shostack (1984), Kingman-Brundage (1992) and Bitner (1993). Several firms had developed a technique for mapping customer journeys such as ‘Moment Mapping ®’ (Shaw and Ivens, 2002) and ‘the Brand Touchpoint Wheel’ (Davis and Dunn, 2002).

Thus building largely on the works of Chris Voss and leonieke Zomerdijk, the two broad objectives of the present study were:

1. To find out if the customer journey perspective can be applied to study the visitor experience in Farm tourism.
2. To analyze if the innovations undertaken by the farm owners in five distinct design areas influenced visitor journey as a whole.

2. Research Methodology

As an emerging economy, India is undergoing rapid urbanisation at a rate 2.48% annually with urban dwellers accounting for 33.5% of the total population (Index Mundi 2018). The capital city New Delhi is the most populous at over 24 million inhabitants, and is located near Haryana which is a North Indian state (Index Mundi 2018). The Haryana Tourism Corporation (HTC) is the government tourism organization responsible for tourism policy, planning, marketing and licensing of farm tourism enterprises in the state. The guidelines issued by HTC actively encourage the farms to include off farm tours as part of their activities and direct the farmhouse owner to ‘introduce visitors to the village way of life through various participatory activities’. There are currently 14 farmhouses that are approved and registered under the farm tourism scheme managed by the HTC (Haryana Tourism Corporation 2003). Six farms were selected from this list for this study as they represented three types of farm tourism ventures, one operating as a farm attraction, the second as a farm accommodation and third as both (See Table 1).

The author conducted semi-structured interviews on different farm sites in Haryana, near New Delhi during May-June 2017 (see farm sites map, annexure) The observations and the range of questions covered three main themes which were 1) the development of leisure and tourism products and services 2) the physical environment, staff service skills and back office support and 3) their perspectives on the critical success factors and future challenges for their enterprises (Daye, M. and Gill, K., 2017) (see table1, annexure).The recorded interviews were then transcribed and inputted into QSR NVivo 11 software for coding of key themes.

3. Findings and Discussion

3.1 Service as a Journey

Innovation in services has traditionally been seen in terms of product innovation because their success relies on the on-going introduction of the new products in order to meet the changes in market demands and to keep up with competitors. However, the six farms surveyed shared a common perspective that they are offering a “complete experience”, as

opposed to a single transaction or purchase experience that involves a service product and a service process. The service is seen as a journey that spans a longer period of time and consists of multiple components and multiple touch points. The total customer experience is the result of every element in this journey that starts long before the actual transaction and ends long after the transaction is completed (Voss and Zomerdijk, 2007).

The innovations observed in the study covered a wide array of activities from creating entirely new journeys, through changing or adding elements in a journey, to making existing journeys more comfortable or efficient. The six farms surveyed shared a common perspective that they were offering a “complete experience”, as opposed to a single transaction or purchase experience that involves a service product and a service process. In general, the farm operators produced a continuous stream of innovations to improve elements of existing journeys.

In addition to applying the service as a journey perspective, five design areas directly or indirectly contribute to a customer’s experience. The areas are often referred to in theatrical terms, emphasizing that a service can be seen as a performance that involves a stage, actors, a script, an audience and a back stage area (Grove et al., 1992). The research reported here shows that all the six farms surveyed innovated in each of these areas to improve existing or develop new customer experiences. The relationships between these five areas are shown in Figure 1(annexure1).

3.1.1 Innovations: Physical environment

The physical environment is the setting in which a service is delivered or experience is created keeping in mind the ease of getting in and out, how people move around inside to avoid crowding or congestion and making strong first impressions. Another area for innovation in physical environment is sensory design that stimulates all five senses: sight, sound, touch, smell and taste. Deliberately addressing the senses is a powerful way of influencing customers’ emotions and the experience they have. Majority of the farm operators paid careful attention on designing physical environment. Some examples are illustrated as under:

In Farm 1, the botanical gardens and trees that have historical and astrological significance are properly labelled for presentation making it attractive for the visitors, especially school students. The farm mirrors the local village life, culture and social life built into its features and activities. All the activity areas are marked and aesthetically laid out in ethnic style, Haveli (Manson) style halls and rural style huts for domestic and fun activities. The visitor spends 6-7 hours in an all inclusive day visit and takes back the complete experience home.

In Farm 2, visitors are welcome to explore the old mansion (Haveli) at the Farms and fields at leisure. Its tranquil location is enhanced by on site fishing. The exclusive setting makes it an ideal place for people seeking an experience, of true ethnic and cultural ethos and exposure of modern-day farming in India. Its clientele is foreign tourists. The concept is offbeat. The farm attracts corporates and inbound tourists. Tourists from abroad are sometimes student study groups, expatriates, single/ divorcee women, families etc. Source countries are Germany, UK, Sweden, USA and few others. In the words of farm owner:

“We prefer foreigners as they don’t have tantrums, they adjust in every situation, if there is no light/AC they will stay without that and may be go for cycling or sit in the open, whenever I get an inquiry, I often tell them that it’s a rustic place and try to apprise them about the negatives but they are still willing to come, thanks to my trip advisor ratings. At the same time I am not a mass tourism guy, I also choose my clients. A big advantage is that these foreign tourists come

for a longer duration, enjoy and take the experience at home, when they depart, by that time they are almost like a family". So, Farm 2 offers an unmatched stay experience with wide variety of activities bundled together.

Farm 3 located in a picturesque valley nestled in the Aravalli Hills is a unique example of the restoration of a degraded eco-system. It offers a fulfilling experience in eco-tourism. In the words of Farm owner:

"We sell the complete experience and our product package is so unique that every year it attracts students under Warwick program as a part of their summer program. Different students come and stay on the farm for over one month consecutively. This program is highly competitive. The place is strategically located, the feeling is that of the home where everyone looks forward to home food, comfort, love, care and safety. Children are on their own and completely safe while enjoying and experimenting various activities on the farm like rock climbing, lots of walks and trails, a forest walk, rides etc. Rooms are built in such a way that they are clean, hygienic, nice with clean linen, there is no TV in the rooms and Wi-Fi is only on demand. There is no room service and meal timings are fixed. The idea is that people should just relax in the authenticity of nature".

Farm 4 is built on a private land and blissfully secluded from the modern world. It's a quiet and serene farm. The farm offers all-inclusive day and stay formats. The Farm's uniqueness lies in its European style landscaping, number of orchards, animal farm, rural style huts made with traditional ingredients yet with ultra modern washroom facilities. In the words of farm owner, who himself was a corporate:

"Our hedge maze is one of its kind and biggest in India. Spread in an area of 2.5 acres, it covers 3 kilometres of walking path with 18 circles. The expansions and improvements are a steady feature as we continue to build "a way of life" for corporate executives and the families alike".

Farm 5 has been developed on the concept of back to roots, back to nature. In the words of farm owner, who is a retired bureaucrat:

"The tranquillity and picturesque setting of our resort will take you back in time and allow you to experience the simplicity and peaceful existence of a simple village life, this special theme differentiates us from other resorts near Delhi. The 'Inside Outside' magazine recognized our traditional mud & thatch cottages, solar lighting units & other sustainable methods and awarded us with 'The Best Eco Friendly Design'. We were also showcased as one amongst the '23 Incredible India Vacations' by India Today's 'Travel Plus' magazine. BBC's South Asia website did a story on our unique 'back to roots' experience and 'NHK World', Japan's public broadcaster's International service also covered our ethnic experience in their 'World Report' edition".

Farm 6, a world-class facility resort surrounded by Arravali hills at the backdrop has lush gardens and trees. In the words of farm owner,

"This eco friendly resort in the lap of nature is a perfect place to rejuvenate and to have a stress free break away from the life of capital. It has lot of outdoor activities; children's play area and rock climbing on Arravali Hills. We also have an herb garden where we home grow our own herbs and vegetables, a well maintained dairy is another feature of our eco friendly farm yielding fresh milk and contributing to the organic planting practices".

3.1.2 Service employees

The interaction between customers and the people delivering the service is a major factor influencing customer experiences. Two areas for innovation are engaging with customers and managing the employee experience. For all the farms surveyed in the study it was important for staff to engage with customers, or build emotional connections with them. This makes the customer experience more personal, more positive and more memorable. In the words of Farm owner 1:

“Every activity is organized, safety being the primary concern, workers are deputed at different sites to demonstrate the activity first and encourage the tourists to experience later e.g. demonstration of local chores, local food, dressing up in traditional dresses, feeding, milking cows and other animals, visit to the animal farm, visit to the vegetable farm, playing traditional and modern games, chasing ducks, sowing seeds, camel and tractor rides etc.”

Also at Farm 1, 2 and 5 tourists are encouraged to participate in agricultural, gardening and dairy activities at the Farm. A choice of rural activities makes it a memorable experience, be it pottery, weaving, painting the earthen pots, cooking, pounding grain, grinding flour, making ghee and buttermilk etc. To patronize the local culture, art and music, regular puppet shows, traditional drum beats dance, snake charmers shows etc. are organized. Visit to the village and learning language and local customs (Farm 2) were also encouraged. In the words of owner of Farm 3:

“Farm tourism is a niche concept, we provide authentic farm experience, guests get their hands dirty, pluck their tomatoes, broccoli, we welcome guests to cook, its like a family”.

As regarding the service employees, majority of the farm owners hire educated/ experienced local people, train them on mannerism, language, skills, empathic skills etc. Most of the experiential service providers in this study saw the role of the employees in delivering service as the key factor influencing customer experiences. As per the Farm owner 1:

“During the season, when number of visitors is more, people are hired from local villages for managing, organizing, cooking, cleaning etc. People hired from local villages are properly trained on their language, dialect, mannerism and maintaining personal hygiene. Security personnel, activity facilitators and service staff drawn from ex- army personnel ensure complete safety to children and staff while they enjoy their picnic.

In addition, employees are encouraged to have fun themselves, so that their positive emotions can rub off on customers via a process called emotional contagion (Pugh, 2001).

A second innovation area related to service employees was the employee experience. The farm owners in this study explicitly saw that one key to excellent service was satisfied and motivated employees. As a result, they not only managed the customer experience, but also the employee experience. For example, Farm 1 is the biggest operator employing maximum number of employees. Most of these employees belong to the nearby villages where the average income is very low and finding a regular employment is all the more difficult. So the employees give their best as they are assured of a fixed income and they get a chance to train themselves in various skills. As a result lower employee turnover is there. This reasoning is consistent with the Service-Profit Chain model, developed by Heskett et al. (1994). This model links employee satisfaction to customer satisfaction, proposing that satisfied employees will be more productive and more loyal and will provide better service value, which will lead to greater customer satisfaction.

3.1.3 Service delivery process

One of the key innovations for experiential services is regarded as designing the flow of a service delivery process in terms of its start, end and peaks. This is based on principles from behavioural and cognitive science regarding how people experience the passage of time and interpret events after they are over (Voss and Zomerdijk, 2007).

For example, customers generally do not remember every single moment of an experience. Instead, they remember the trend in the sequence of pain and pleasure, the high and low points and the ending (Chase and Dasu, 2001). Furthermore, Verhoef et al. (2004) found that in addition to average performance, positive peaks contribute to customer satisfaction. Such principles can be used to influence people's perception of a particular experience or service, making it as positive as possible. Yet, managing first and last impressions were more common than managing peaks or trends.

For example: Farm 1, 2, 5 and 6 cater to an all inclusive day format . Majority of the visitors are from schools and colleges. These farm operators are sensitive and careful towards the needs of younger lot. Since almost all the farms are located in the peri urban areas that are normally two –three hours drive from the main city. So, start has to be very good. As the students reach to the respective farms, they are greeted traditionally and taken for breakfast to the dining area first. The choice of the food is popular food and traditional food. The menu is also fixed as per their choice. After that, students are free to explore various activities under the supervision of different employees at the Farm. Farm 1 is also very particular towards the 'end'to make the trip more fulfilling and memorable. At the end, tourists generally take the benefit of relaxation activities e.g. Mehndi (henna application), mud and gulabari packs, head massage, mud bath and tubewell bath. Departure is usually on the tunes of DJ music and traditional drums.

3.1.4 Fellow customers

Experiences are not only influenced by interaction with the service providers, but also by the other customers present. In theatrical terms other customers form the audience, and crowding, unruly or unanticipated behaviour can destroy a service performance (Grove et al., 1992). On the other hand, socialising or bonding with other customers can make an experience more enjoyable (Martin and Pranter, 1989). Many services are created while other customers are present. This particularly applies to situations where customers share the setting simultaneously, as in the case of restaurants and airline travel.

This is enhanced when they are in close proximity to each other, have to share space or resources and waiting is involved (Martin and Pranter, 1989). Yet, the role of fellow customers has received little attention in practice and literature, except for issues of crowding and social density. This study did not show much evidence of considering the role of other customers in an experience.

3.1.5 Back office support

The physical setting, service employees, service delivery process and fellow customers directly influence a customer's experience and take place front stage. However, there are many things that go on back stage and influence the front stage performance. Most service organizations have a considerable number of back office employees that are vital to the customer experience, yet generally do not interact with customers. As a result, the main innovation related to back stage areas of service delivery involved connecting back office employees to the front stage experience (Voss and Zomerdijk, 2007).

Most of the farm owners in the present study gave lot of importance and recognition to this category of employees. It was noted that many employees were skilled and equipped in performing multiple roles to deliver great visitor experience in totality, e.g. at farm 4, the employee who took the author and co author for the farm visit was basically a cook, hired from a three star hotel at New Delhi but he performed the role of a guide, a photographer and later served the delicious meals.

The Farm operators in general argued that in order to deliver great customer experiences the whole service supply chain should be focused on the customer experience, not just the front stage parts. Yet, this can be difficult for back office employees that rarely meet customers and are quite far from the actual experience creation. To that end, Walt Disney World has developed a system called Role and Purpose. Role and Purpose emphasises that everybody has a different role in the organisation, from checking tickets and sweeping the floor to managing maintenance for example, but all employees have the same purpose: making sure that every guest has the most fabulous vacation of his or her life (Voss and Zomerdijk, 2007.) This system aims to achieve that everyone knows how his or her role contributes to the bigger purpose of a great customer experience.

As per the Farm owner 1, "During the season, when number of visitors is more, people are hired from local villages for managing, organizing, cooking, cleaning etc. People hired from local villages are properly trained on their language, dialect, mannerism and maintaining personal hygiene. Security personnel, activity facilitators and service staff drawn from ex- army personnel ensure complete safety to children and staff while they enjoy their picnic. Since electricity is a problem, power back up is provided by silent generators. A first aid box and a doctor on call is available too". Investment in physical infrastructure and technology has played an important role overall to improve efficiency of the farm. Farm 1 has invested in tractors, RO water system, bio gas plant , a walky –talky for internal communication, a dedicated website for online booking of day visits etc. Unlike other Farms, where camels are outsourced, farm 1 owns ten camels in order to avoid uncertainty in operations. In the words of farm owner, it's a huge investment as much as needed to raise ten adults".

Conclusion

Service organizations are increasingly managing customer experiences to promote differentiation and customer loyalty. The survey of six farms reveal that the customer *journey perspective* is quite relevant when applied to farm tourism and innovations undertaken by the farm owners in the design areas influence the tourists' journey as a whole. The findings suggest that all the farm owners were able to create hybrid rural and urban recreational products and services to cater to wide customer segments. The physical environment of every farm was unique, designed in a way to stimulate the five senses. Secondly, the staff was encouraged to engage with visitors and demonstrate various activities to make their experience more memorable. Thirdly, to make the service delivery process more effective, most of the farm operators designed and organized all the activities innovatively so that the visitors remember the most pleasurable moments in the journey. Lastly, to deliver great customer experience back office staff was selected very carefully to perform multiple roles to add to the front stage experience, if needed. Finally, the farm operators confirmed that they felt the need for constant innovation because of the dependency of farm tourism enterprises on repeat visitors from the city who clamour for more diversionary experiences on each visit.

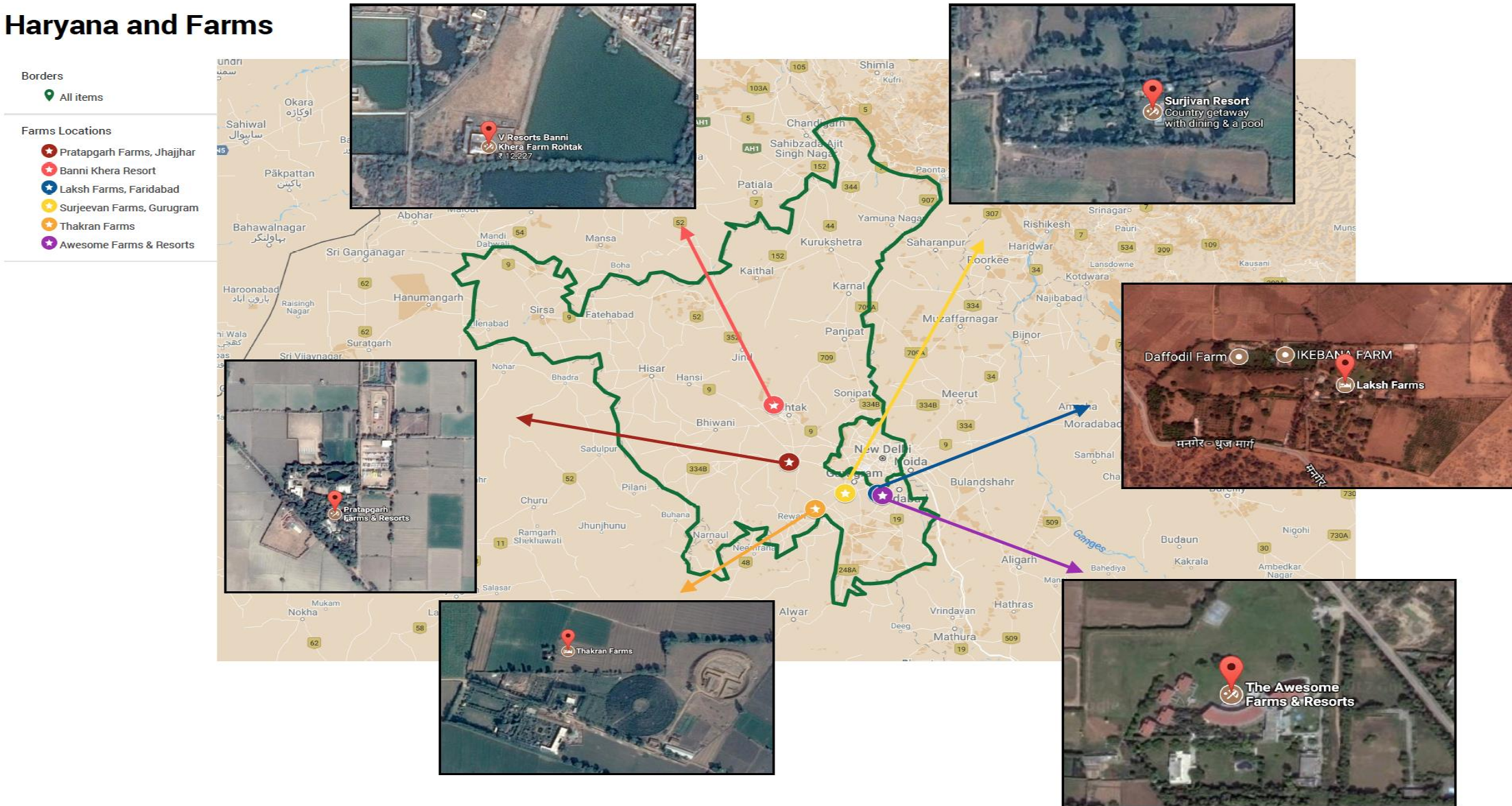
The customer journey perspective is very different from the current models and frameworks used for discussing and measuring service innovation. Similarly the innovation content areas such as using fellow customers or sensory design are often neglected in current views of service innovation. This is despite there being a strong theoretical background behind these areas in the field of services management. As yet, there are few linkages between this literature and the literature on service innovation.

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Farm Tourism Sites: State of Haryana, near New Delhi, India

Haryana and Farms



Source: Google Maps

Table 1: Characteristics of Farms selected for the Study

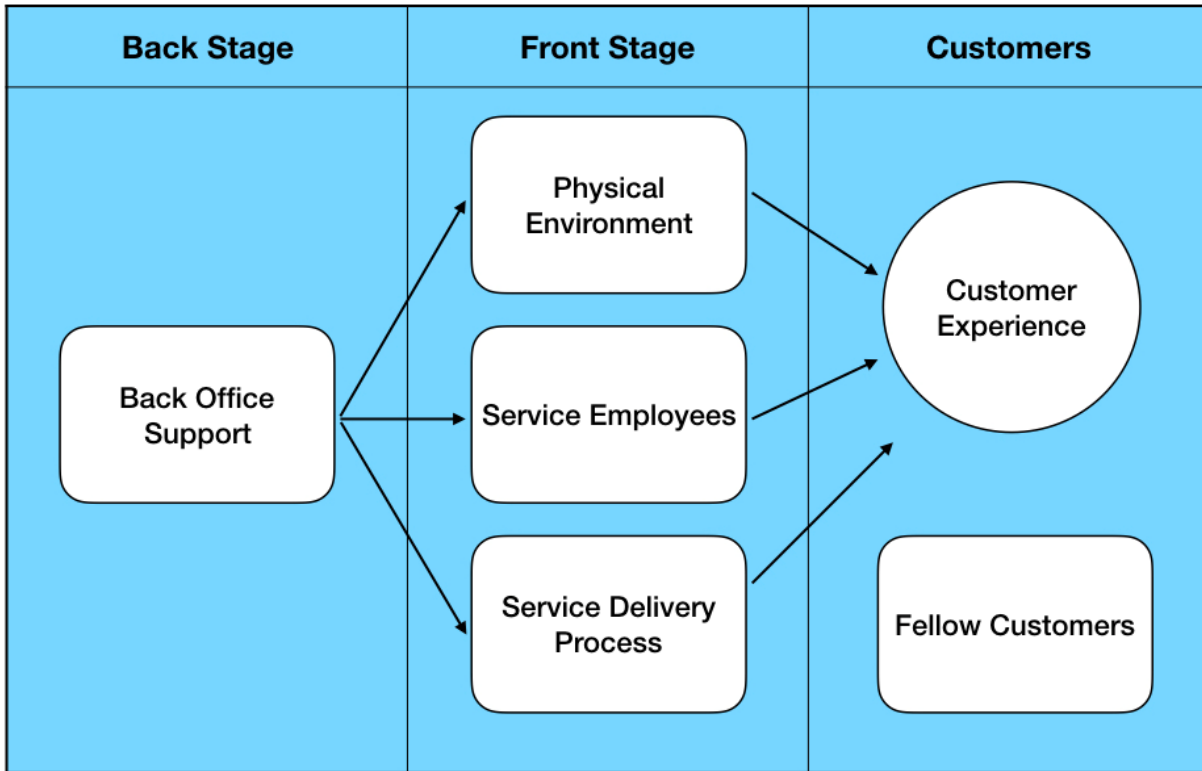
Characteristics	Type of agro tourism enterprise	Farm acreage	Duration of operation of agro tourism enterprise	Distance from New Delhi city	Activities Offered	Category of visitors	Visitor amenities	Unique selling points	Name and background of farm Owners
1.Pratapgarh Farm	Farm attraction	15 acres	Established in 2008	45 kms from New Delhi	<p>Rides: Camel, tractor, horse and bullock cart rides</p> <p>Rural Games and Fun activities : Burma bridge, mud bath & tubewell bath (with attached changing room) and trampoline</p> <p>Domestic and Dairy activities : Milking goats and tending cows, buffaloes and goats, also ploughing, sowing & reaping.</p> <p>Visit to Farm Dairy farm: poultry farm, biogas plant, vermi-composting plant, herb garden and sugarcane farm</p>	School children, families and corporates	Twenty modern well-equipped toilets, ATM, Medical, Internet	<p>Ethnic village resort, which offers- sumptuous vegetarian and non-vegetarian cuisine,</p> <p>live entertainment – folk music and dance, traditional handicrafts by artisans,</p> <p>natural beauty care, sports and adventure activities – in the background of lush green fields.</p>	Mr Pradeep Singh, Ex Corporate. widely travelled across world

2.BanniKhera Farm	Farm accommodation and attraction	10 acres	Established in 2013	85 kilometres from Delhi	Boating, Fishing, Horse riding, Cart riding, Tractor riding, Cycling on field tracks inside village, Library, Massage & yoga on demand, Village kitchen, Local games	Expatriates, NRIs, Study Groups from abroad	Nine AC rooms and one AC suite attached with hygienic western toilets and all basic amenities.	Its tranquil location Haveli (Old Mansion) Day visit and night stay	Mr. K.V. Singh Ex Official , Haryana tourism, Manages the farm operations
3.Laksh Farm	Farm accommodation	8 acres	Established in 2013	45 kilometres from Delhi	Milking and feeding of cows, Weeding, Pruning, Watering and fertilizing the crops, Making of vermin compost and leaf compost, Tractor and Donkey cart rides	Student groups from abroad and Delhi, foreigners, Diplomats.	Six rooms with attached bathroom Swimming pool Internet access on demand	a picturesque valley nestled in the Aravalli Hills. The farm showcases organic methods of cultivation and dairy farming.	Mr. Shiv Lumba, studied abroad, widely travelled. Manages the farm operations

<p>4.Thakran farm</p>	<p>Farm accommodation and attraction</p>	<p>19 acres</p>	<p>Established in 2013</p>	<p>60 kilometres from Delhi</p>	<p>3 Lush Green Lawns Vatika- Dine in Open, Hedge Maze- Team Building Activities, Traditional Indian Village Theme, Bamboo Golghar, Medicinal Plants, Village Safari on Tractor Trolley</p>	<p>Corporate clients, families</p>	<p>100 Cars Parking, Gated Security six 500 sq ft huts</p>	<p>Peaceful, serene, and luxurious nature's bounty Theme Gardens Acres of Landscaped Gardens Lush Green Farmlands Walkpath among Poplar Trees Herbal Garden</p>	<p>Mr. Nakul Thakran. Did hotel Management, Uk. Manages the farm operations with his wife.</p>
<p>5.Surjivan Farm</p>	<p>Farm accommodation and attraction</p>			<p>50 kilometres from Delhi</p>	<p>Traditional Indian games. Outdoor games Indoor games, Water activities, amusement & diversions, Herbal garden with medicinal and aromatic plants, Adventure activities on request: army assault course</p>	<p>Corporate clients, families, School children</p>	<p>Sixteen cottages with attached modern bathrooms and dormitories, Two conference halls, Two dining halls, Two lounges , live kitchen, 3 sets of general toilets/wash rooms and bathrooms Fresh water splash/mud pool</p>	<p>Stay in Surjivan Farm's ethnic huts will give you a heady taste of rustic life. Keeping in mind your comfort, the cosy huts have been equipped with modern amenities. Food takes on a whole new flavour and taste at Surjivan, with organically grown grains, pulses, oilseed and vegetables cooked in earthen pots.</p>	<p>Mr. Srivastva. Ex bureaucrate.</p>

6. Awesome Farm	Farm accommodation and attraction	20 acres		50 kilometres	<p>Gym, Lawn Tennis, Volley Ball, Basket Ball, Table Tennis, Pool Table, Badminton, Swings</p> <p>Organic farming, Organic vegetable garden, Cow, Dairy (Goshala)</p> <p>Vermi-compost</p> <p>Tractor rides</p> <p>Seasonal fruits one can pick and eat</p> <p>Olive plantation</p> <p>Lot of varieties of fruit trees</p>	School children Families and corporates	<p>Six Suites (Presidential Villa)</p> <p>Cottages</p> <p>Deluxe Rooms</p>	<p>Feel the essence of nature at The Awesome Farms. It is set on 20 acres of land surrounded by Aravalli hills and has lush green gardens and trees.</p>	
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Figure 1: Experiential Design Areas



Source: Voss, C., & Zomerdijk, L. (2007). Innovation in experiential services: an empirical view