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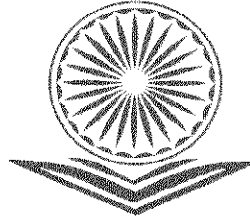
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1. A Case Study on Pre and Post COVID Protocol Followed in Spa

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Abstract

The overarching goal of the Special Protocol Assessment Draft Guidance for Industry May 2016 (HHS, FDA, CDER, & CBER) is to improve the quality of new drug applications (NDAs) and biologic license applications (BLAs) by providing more certainty in the clinical protocol design process. Among its several purposes, the Special Protocol Assessment (SPA) affords an opportunity for the FDA and product sponsors to reach agreement, prior to study initiation, on the design of clinical trials intended to form the primary basis for an efficacy claim in a product marketing application. For sponsors, the overall value of an SPA is tied to the benefits gained by receiving preliminary input and agreement from the FDA on protocol design. By reducing uncertainty and thereby mitigating risk for the sponsor, an SPA can serve as a beneficial and valuable tool to accelerate late-stage drug development programs.

Introduction to the Topic

A spa is a location where mineral-rich spring water (and sometimes seawater) is used to give medicinal baths. Spa towns or spa resorts (including hot springs resorts) typically offer various health treatments, which are also known as balneotherapy. The belief in the curative powers of mineral waters goes back to prehistoric times. Such practices have been popular worldwide, but are especially widespread in Europe and Japan. Day spas are also quite popular and offer various personal care treatment.

Prior to Reopening

While the wellness and spa operations are closed, there are a few actions hotel owners and asset managers can take to prepare for the reopening of the hotel and to prepare for a seamless and successful recovery.

There is no doubt that the Wellness and Spa industry will experience an immense transformation as a result of the pandemic. After all, wellness and spa experiences are all about personal service and the human touch. However, despite all the changes, one thing will remain: people will still want to "feel good." The wellness and spa operations are not only about one massage or one beauty treatment. They are about providing self-confidence, empowerment, and an escape from our busy, interconnected lives.

While safety and sanitation have always been essential in the wellness industry, the measures taken up to now won't be deemed enough. New procedures will need to be implemented. On the one hand, you will need to ensure additional hygiene and cleanliness standards. On the other hand, your guests will need reassurance and transparency when they start traveling again.

We have compiled easy-to-follow best practices for your spa and wellness department during and post-COVID-19

Literature Review

- Protocols eligible for SPA agreement include:
- Protocols for trials intended to form the primary basis of an efficacy claim
- Animal carcinogenicity protocols
- Drug substance and drug product stability protocols
- Animal efficacy protocols for studies intended to provide primary evidence of effectiveness required for approval or licensure for products developed under the animal rule
- Any necessary trials to prove biosimilarity and/or interchangeability)

The SPA guidance recommends submission of an SPA request at least 90 days prior to study initiation. During the PDUFA-mandated 45-day SPA review period, the FDA evaluates protocols for "adequacy and acceptability of critical elements of overall protocol design and analysis" and the sponsor and the FDA attempt to negotiate a mutual agreement on a finalized study plan. It is not uncommon for SPA reviews to extend beyond 45 days and to comprise multiple review cycles, so sponsors should plan accordingly.

At the end of the review period, the FDA provides a response to the sponsor, including an assessment of the protocol, agreement or no agreement with the proposed protocol, and answers to the sponsor's relevant questions.

Adapt to the Post Covid-19 Guest Management

Ensure your post COVID-19 strategy propels your salon, spa, or medspa forward by embracing the change you need to meet and exceed new customer expectations. Your post COVID-19 action plan must center on a willingness to adapt to meet new realities, including the need to offer your customers visual and verbal reassurances of your business' dedication to sanitation and cleanliness in the short and long-term.

Lean Into Pre Booking

If your salon, spa, or wellness facility needs to close temporarily due to COVID-19, take the opportunity to encourage your loyal customers to prebook their next appointment for when you plan to be open again

Reconsideration of Cancellation Fees

A cancellation fee is an industry best practice during typical business operations, but it may encourage clients who aren't feeling 100% or who have COVID-19 to power through and make it to their service now. Make sure your clients know that they can cancel without penalty if they're not feeling well.

Empower Staff to Stay At Home

It won't help anyone if your team shows up sick. Make it very clear to your employees that you expect them to take care of themselves and not come to work if they're feeling under the weather. They'll be setting a great example for other consumers and the industry. Wondering how you can support your staff as you navigate this new normal?

Here's how to prepare your team to return to your salon or spa. Spa owners and managers can learn how to physically prepare and mentally prepare staff in our Spa Reopening video series as well.

Facilities / Equipments Supplied Pre-Covid 19 Pandemic

Gym & Fitness Equipment, Treatment Tables, Spa Equipment & Accessories, Sauna, Steam, Hair Salon Equipment & Accessories, Outdoor & Indoor Relaxation Loungers, Furniture, Management Software.

Personal Interaction Is Critical To The Beauty And Wellness Industry

you can't provide beauty services, spinal adjustments, or massages without physically touching your clients. Because of this, you may be worried about the implications that COVID-19 could have on reopening your business and looking to develop a plan to best prepare you.

If that's you—know that you're not alone. Salons, spas, massage studios, and wellness clinics everywhere are making hard decisions on what to do considering COVID-19. Here are 10 ways you can keep your business open during COVID-19.

Eliminate Unnecessary Contact with the Guest

You want your business to be a safe space for your clients. While your services may require people to be closer than six feet apart, you can still minimize risk for your clients (and team) at your salon or spa. How? Eliminate the waiting room and implement virtual check-in and send waivers and forms to clients to fill out before they arrive so there's no need for them to use a shared tablet or clipboard.

You can also empower your staff to use personal devices to add retail items and extra services to the ticket and have them check out clients from anywhere, letting your clients skip front desk and enjoy a contactless checkout.

Preparation for Social Distancing

Adapt the front and back of house areas for the new two meter distance rules. This includes everything from the guests' waiting room furniture, gym and changing rooms, to the linen rooms for your staff. To make it as simple as possible for guests and staff to follow this new rule, make sure to mark the required distances as 2-meter circles on the floor with tape. To ensure a one-way flow, you should prepare a system to monitor the entrance and exit in the hotel and within the spa.

Beauty & wellness will continue to thrive because people will still need to “feel good”. A new hairstyle, or a relaxing massage is more than just a physical makeover. It is a means to become more confident, feel better about oneself, and get empowered to take on the world.

This need will never go away. Habits like working from home, may initially “liberate” people from grooming and dressing up. But once the novelty wears off, they will realize that looking & feeling good has an inexorable link to how they perform.

And while home self-care may become more popular, nothing can replace the power of the practitioners. Stylists, therapists and masseuses are deeply committed people. They empathize with the customer, and revel in their happiness. They know how to make people feel good, they want to make people feel good, and they will be needed for people to feel good.

Cleaning in the Spa

Cleaning (with soap and water) can remove impurities, germs and dirt. The CDC recommends cleaning surfaces before disinfecting.

Sanitization

Sanitization (with appropriate products) reduces bacteria that is specifically identified on product packaging.

Disinfecting

Disinfecting (with appropriate products) is the process of destroying pathogenic microorganisms and removes most organisms present on a surface.

Sterilization is the process that eliminates all forms of life (such as viruses, bacteria, and fungi)

Guidelines by International Spa Association

The International SPA Association has created several great resources to help during this time—including a Spa Sanitization & Hygiene Standards guide, a Spa Sanitization & Hygiene Commitment to display at your business, and downloadable, customizable templates to use as signage to reassure clients that the areas are regularly disinfected.

Communication with Guest

To your guests: Update the hotel's website with the most current information possible, ensure transparency, and concentrate on the fact that your operation's primary center is the wellbeing of your guests and staff. Include information on how you can help the guests and especially get in touch with those who have future bookings or memberships.

Guidelines for the Staff

Communicate with your team, through regular updates for all stakeholders, about the situation and the measures implemented. By being visible and ensuring a two-way conversation, you can ensure a seamless recovery in the future.

Laws and Regulation for the Staff

Before implementing any new measures, you should familiarize yourself with the regulations implemented by your state and government, and the policies that have been put in place by professional institutions. Of course, all of these suggested actions might vary depending on the local regulations and laws.

Cash Flow of the Spa

In a crisis, intelligent cost-cutting should be on the priority list for hotel owners and asset managers. This includes re-working cash flows to know precisely the trajectory of the current receipts, as well as increasing cash reserves and producing a plan for each line of the cash flow. For the spa department specifically, this means retaining income from memberships, pre-paid treatments and gift vouchers. This can be done by extending all gift voucher expiration dates, offering the opportunity to reschedule pre-paid treatments or considering complimentary upgrades to reward those guests for their loyalty. Additionally, you could engage your staff to provide some of your services virtually. Workout classes and massage workshops are just two of the many examples.

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2. A Case Study on Covid- 19 Management in Hotels

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Abstract

The management at hotels needs to have a strategy in place to cope with the Covid-19 pandemic, which must be regularly updated, as suggested by pertinent authorities. The management in the hotel industry is the most important thing so as to consider the same it has been elaborated in the case study. The impact of the covid 19 pandemic on the hospital industry has also been mentioned in the case study. How to handle the COVID 19 cases in the hotel is also been listed in the case study. Standard operating procedures for dealing with suspected cases, as well as cleaning and disinfecting premises, had also be included during this case study.

Introduction

With the uncertainties brought in by the pandemic, travel has been on a decline, but experts say that the pent-up demand would slowly unravel and soon the hospitality industry will see a surge in business. But, before things can take-off, there are certain crucial factors that need a hotelier's attention, as they are on every traveler's mind. Guest interaction is adduced as the most common concern travelers have as safety and security in hotels has become extremely important, given the havoc that the pandemic has played.

We all know by now that the transmission of the SARS-CoV-2 virus happens primarily via respiratory droplets, through person-to-person contact and the best prescribed prevention methods include maintaining thorough hand hygiene, physical/social distance and wearing a mask whenever one is stepping out of the house. Sufficient ventilation in buildings/indoor settings can also help in curbing the risk of infection. But do you, as a hotelier, know enough about how to prepare your property and human resource to tackle this invisible threat? To help you address worries of your guests, we have listed below a few useful and practical tips for every department of a hotel to guarantee effective hotel management in 2021.

Since there is a high measure of interaction between guests, guests and staff and between staff members themselves, in a hotel environment or within any kind of entity that provides accommodation services, these interactions require keen attention.

Literature Review

This study explores the interplay between public measures adopted by the Indian government to combat COVID-19 and the performance of the Indian hospitality industry. The recent global pandemic is a natural experiment for exploring the role of government interventions and their direct impact on hospitality stock returns in the India's financial market. Overall, our findings show that most of the government interventions were associated with a negative response in the returns of the hospitality industry, a response that became more negative as the COVID-19 pandemic evolved. Similar patterns were also detected for other industries such as entertainment and transportation that are closely related to hospitality. The findings we document are fundamental to understanding the trends and fluctuations in hospitality stocks in the current crisis and any similar crisis in the future. Standard operating procedures for dealing with suspected cases, as well as cleaning and disinfecting premises, had also be included during this case study.

Management

The management at hotels needs to have a strategy in place to cope with the Covid-19 pandemic, which must be regularly updated, as suggested by pertinent authorities. Some aspects to consider are:

The management at hotels must create and implement a plan to prevent transmissions, in consultation with the local government, health authorities, as well as hotels, restaurants and other related administrations and industry associations.

Mitigating health impact on staff and guests is possible by supporting the health authorities in managing cases and tracing contacts.

Processes should be clearly laid out for staff members to follow in case they feel poorly, such as maintaining a minimum distance of 1 meter between themselves and guests. Staff must have

easy accessibility to facilities and reserves of cleaning and disinfecting materials. Processes to follow in case of cleaning and disinfecting rooms utilized by infected people must also be put in place. The management must also ensure that adequate resources are allocated to manage suspected cases and their possible contacts. Regular supervision of measures taken, and their effects is important to cover any gaps in implementation. A detailed record of actions taken

to manage suspected cases must be kept. Clear guidelines must be provided to staff members on how to communicate the action plan to guests, to make sure everyone is aligned towards the purpose. Documents, videos etc. which stress on the best practices for Covid prevention could be circulated to establish information amongst guests and staff. Staff must always have an updated list of contacts and emergency numbers handy for use whenever required.

Staff must be informed of all the protective measures and signs and symptoms of Covid-19, by organizing regular briefing sessions. Standard operating procedures for dealing with suspected cases, as well as cleaning and disinfecting premises, should also be included during these sessions.

The Hospitality Industry and the Impact of Covid-19

As the effects of COVID-19 spread across the entire world, the primary focus for governments and businesses is the safety of their people. Whilst this focus will continue, the implications for economic growth and corporate profits have to lead to a sharp sell-off in equity markets across the globe. We are proud to see that our hospitality and leisure clients, being the first ones that experienced the extreme bad weather conditions, are moving quickly and remain focussed to understand and quantify the operational and financial impact for their business.

The impact is huge, and not yet predictable, on both revenue and supply chains. Decisions being taken to shut down hotels, restaurants, theme parks, cinemas, not to mention the entire disruptive effect of the travel ecosystem, all have a significant impact on worldwide tourism. As a team, Operators and Investors are trying to mitigate the cash and working capital issues, and stay in close contact with their stakeholders.

We are proud to see that this sector shows its maturity level: in working together, showing their true hospitality commitments in helping out our society where they can. For Example by making their venue available for hospital beds and hospital employees.

The situation we are in also brings new business models and opportunities, in defining for instance new delivery concepts, human capital sharing platforms, initiatives in promoting the “staycation or holistay concept” and the use of the less productive time to work on activities that were normally pushed forward

Like asset counts, security plans, defining standard operating procedures, social media plans etc.

The good news is that our colleagues in Asia already see a pick up in this sector, although only at the starting point. This gives hope for the sector at this stage in time. Stay positive, stay focused and stay alert on your financial situation.

Our lives and our industry have been deeply impacted by the pandemic and the global lockdown that came with it. In these unprecedented times researchers at the School of Hospitality and Tourism Management have worked closely with industry to learn about the needs and requirements of businesses and travellers to be able to return to a new normality when it comes to travelling and the prosperity of businesses. We are dedicated to support the hospitality, tourism, events, transport industry, and related sectors with our research and wish to share it as widely as possible.

Financial Impact

If your forecasts highlight a funding requirement, assess the equity or debt funding sources available. Be transparent towards existing lenders and involve them in the mitigating procedures and continuity plans.

There may be alternative lenders that can move quickly to provide short term funding. However, these may have a higher interest charge and fee structure. Ensure you apply for the tax refunds and other financial relief measures.

Operational Impact and Mitigation

Have an extended cash flow forecast for the next six months. Be realistic and have Base and Downside scenarios to understand critical cash points and any breaches of lending covenants. For operators: manage your payments to suppliers. Minimize all discretionary operational and capital expenditure. Reconsider or postpone maintenance and other capital expenditure where possible to conserve cash. Put in place an advanced revenue management system and pricing models to respond to market developments quickly.

Impact on the Major Departments of the Hotel Industry

Front Office

Staff at the front desk has maximum chances of interaction with guests and therefore, it is pivotal for employees at the reception to take all necessary precautions and to comply with the guidelines laid out by the management and the government for protection against Covid-19. In addition to maintaining physical distance and always having masks on, other points to be taken care of are:

Staff at the reception must always be kept abreast with all information related to Covid, enabling them to pass it on to guests. This should include all the safety measures, protocols, and policies in place.

Front-desk staff should be given the authority to advise guests with symptoms of Covid-19 to quarantine within their rooms, until seen by a doctor or medical practitioner and must arrange for masks or alcohol-based hand rubs for the guests with symptoms.

Occupancy policies of a hotel for person's accompanying people with a suspected case of Covid must be made clear to the reception staff.

Guests who make an exit from your hotel must be asked to inform local health authorities of their stay at the hotel, if they develop symptoms associated with Covid-19.

Emergency telephone numbers for hospitals, health authorities, transportation services should be at the front-desk's disposal.

Guest information must be treated with caution, in consultation with the hotel's management and local health authorities. With a property management system like Hotelogix, it is easy to manage such information without being worried about safety or security of data. In order to ensure that Covid appropriate behavior is followed, it may be necessary to reduce the occupancy rate at your hotel. However, to make sure that your hotel does not suffer losses or the revenue does not get affected in doing so, you could invest in a hotel management system that also does yield management for your property.

Guests must always be reminded of respiratory hygiene, social distancing and sanitizing hands and other surfaces as a norm, even though they may already be aware of them.

If deemed necessary, the establishment must provide physical barriers between staff and guests to maintain the required distance.

PPE (Personal Protective Equipment) should be available to the reception staff to use in the presence of a suspected case of Covid-19 and must include things like medical masks and eye protection, face shield, disinfectant wipes, surface cleaners, plastic aprons, isolation gowns etc. Proper training should be given to the staff for the use and disposal of PPE kits.

Along with these, another operational aspect that hoteliers must immediately employ is making a provision for guests to check-in/out of their hotel/s with the help of a mobile app. The touch less method of check-in/out is highly sought, given the current state of things

Property management systems like Hotelogix are also available in mobile versions for easy, remote access. From managing reservations, rates, availability of rooms to assigning tasks to different departments and more, these PMS apps allow hoteliers to be in control of their businesses, with just a tap of a finger.

Food and Beverages Services

Staff working at food and beverage stations, restaurants, dining rooms etc., must follow all precautionary measures to prevent Covid-19. Maintaining hand and respiratory hygiene being a must. Staff working in the food and beverage department must regularly practice hygiene procedures such as hand washing, cleaning and disinfecting surfaces and frequently used touch points. Rubber gloves could be used but changed often and hands should be washed during glove changing or after removing.

Hand washing being more effective in fighting the Covid-19 virus, disposable gloves must therefore not be used as a replacement.

Staff members, especially those whose work involves close interaction with guests must always wear a fabric mask for protection.

Guests must be encouraged to use alcohol-based hand rubs, preferably placed at the entrance of restaurants, dining rooms etc., before and after their use.

Buffet spreads of food are not recommended in context with Covid-19 and must not be offered. Drink dispensers, if utilized, must always be well maintained in terms of regular cleaning and sanitizing of utensils used and the dispenser itself, after each use and preferably more often. Adequate facilities for hand hygiene must also be employed for users.

All utensils used, no matter which type or grade, must be cleaned and disinfected in a dishwashing machine, and unused must go through the same process to avoid infections through inadvertent contact.

In case of manual washing of dishes, the same set of precautionary measures must be put in place and drying must be done with the help of air or disposable paper towels.

Tablecloths and napkins used at restaurants, dining rooms etc., must also be washed and disinfected as per the local health regulations. Hot water (60-90 degree Celsius) should be used, with laundry detergents for linens.

Dining indoors in rooms that are not suitably ventilated can cause a health risk. Guidelines given by governments must be followed in such cases. Only a maximum of 4 persons per 10sq meters should be allowed at a time in any indoor space and tables must be arranged at a minimum distance of 1 meter from one another.

The use of facilities available at hotels such as gym, spa, sauna etc., must be done under restrictions as per national guidelines. For example, a limit must be set to the number of persons allowed into such spaces, ventilation and air conditioning recommendations must be followed, as should cleaning and disinfection of all surfaces, specifically frequent touchpoints. Hand hygiene

facilities should be easily accessible to all, wherever required. Towels must only be kept for single use and arrangements for disposal made. Drinking water must be provided for individual use only.

Concerned individuals must be vigilant for any indications of Covid-19 amongst children and must inform parents, as well as follow your hotel's procedures for suspected cases.

Preventive methods must be employed at recreational areas assigned for children.

Property Management Software like Hotelogix enables the management of multiple POS points from a single dashboard, thereby making it easier to keep a track of tasks assigned and attended to.

Housekeeping

Housekeeping and cleaning staff is usually at a higher risk, compared to others since they are in direct contact with guests and also because of the very nature of their work. This makes it essential for them to practice preventative measures against Covid-19 and make sure that situation handling in the housekeeping department is done accurately.

High touch surfaces, such as lifts, elevator buttons, handrails, doorknobs, switches, halls, reception etc., must be cleaned and disinfected frequently to prevent contamination through SARS-CoV-2.

Cleaning agents and disinfectants used for hotel guest room cleaning procedures must be carefully selected to prevent environmental damage. Concentration of these chemical agents must be such that they do not cause degradation to surfaces where they are used.

Staff members with the chance of chemical exposure must be provided PPE kits to ensure ill effects are minimized.

Proper training must be given to the staff for the use and disposal of disinfectants and PPEs such that all waste material is managed in an environmentally sound manner, causing no pollution to air, water etc., or damage to human health.

Any surfaces that have been in contact with ill persons must be cleaned and disinfected with a prescribed dosage of hygiene agents such as a sodium hypochlorite solution.

Additional training may be required for the staff in storing, handling, application etc., of such products.

Marked laundry bags must be used to collect textiles, linen, cloth etc., for washing, to prevent contamination of people and surroundings and detergents must be used in 60–90-degree warm cycles for adequate cleaning and disinfection.

Disposable items must be collected in containers with lids and disposed off as per your hotels action plan for waste management.

In case the housekeeping or cleaning staff notices sick guests in their rooms, they must inform the management or the front desk about the same and leave it to them to take appropriate action.

Handling Covid-19 Cases in the Hotel

General recommendations

If a guest or staff develops symptoms consistent with COVID-19, efforts should be made immediately to minimize contact of the ill person with all guests and staff of the establishment. Reception or other hotel staff should follow the procedures in the COVID-19 action plan.

Guest with COVID-19 symptoms

- If the person with symptoms compatible with COVID-19 is a guest of the accommodation establishment, continued stay of the sick person in the establishment is not recommended. person
- can be isolated in a room on a temporary basis until the intervention of local health authorities, provided the room is not shared with other guests. No visitors should be permitted to enter the room occupied by the affected guest.
- Depending on the availability of rooms, accompanying persons, if any, should be moved to a different room. If this is not possible (for example, in the case of a child) all necessary precautions should be taken to minimize the risk of transmission of the virus to the accompanying person, who will be considered a contact, isolated from other guests
- and staff and monitored for symptoms of COVID-19. Appropriate measures should be taken in consultation with local public health authorities and national guidance.
- Guests suspected or confirmed to have COVID-19
- should be transferred to an alternate care facility where isolation measures and clinical care, as needed, can be applied as soon as possible. The hotel or accommodation facility should have developed a plan for transfers in consultation with local health authorities.
- If the situation requires that the ill person is not immediately transferred to a medical establishment, management of the ill person will be done in
- Consultation with public health authorities and national guidance to provide the necessary measures for the ill person to remain isolated in his/her room until transfer .

Summary

We all know by now that the transmission of the SARS-CoV-2 virus happens primarily via respiratory droplets, through person-to-person contact and the best prescribed prevention methods include maintaining thorough hand hygiene, physical/social distance and wearing a mask whenever one is stepping out of the house. The management in the hotel industry is the most important thing so as to consider the same it has been elaborated in the case study .The impact of the covid 19 pandemic on the hospital industry has also been mentioned in the case study. How to handle the COVID 19 cases in the hotel is also been listed in the case study .

Conclusion

Guest safety and security in hotels is of primary importance to people in the post-Covid world. Though a large number are looking forward to international travels once Covid-19 is well contained, they have concerns regarding health and safety and only if hoteliers make sure they take all necessary precautions and communicate about intensified cleaning protocols, social distancing norms applied, as well as changes made to commonly used areas in their properties, in order to promote social distancing, would they be able to build confidence in their audience's minds.

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3. A Case Study on ‘Safe Stay Guidelines Post Covid-19’

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Abstract

The hospitality sector has been hit hard by the COVID-19 crisis. Restaurants, hotels and casinos have stood empty for months as governments and public health authorities acted to contain the spread of the corona virus. These organizations moved swiftly to mitigate the impact on their business, furloughing staff, reducing costs, pivoting online, and more, until given the green light to reopen. Now that time has come. Authorities across India and other parts of the world have begun to reopen their economies, and the hospitality sector is gearing up to open their doors once again. With decreasing infection rates and a slight recovery from the pandemic, many hotel and restaurant owners are raising the question on how to prepare for the post COVID-19 world of hospitality and what will be the safety guidelines that all have to be followed. The health and safety of the guests and employees has always been the top priority. Hotel should cleaned and sanitized continuously as part as of daily basis work. Hotel also ensure that employees have the information, resources and support they need to stay healthy, or stay home if they aren't feeling well. All of these practices and business decisions are informed by guidance from the CDC and WHO, along with state and local government and respective health agencies. According to the Safe stay guidelines proper and frequent hand washing is vital to help combat the spread of viruses. In hotels daily meetings, their teams are reminded that cleanliness starts with this simple act. It's important for their health and that of our guests. All employees are required to wear face masks and shields to mitigate risk of potential virus spread. Hotels will have to use cleaning products and protocols which are effective against viruses. Use cleaning and disinfecting protocols to clean rooms after guests depart and before the next guest arrives, with attention paid to high-touch items. Require physical distancing with the other in accordance with CDC guidelines and local law. Hotels require to increase the frequency of cleaning and

disinfecting in public spaces, with a focus on the counter at the front desk, elevators and elevator buttons, door handles, public bathrooms and even room keys. The main things of the safe stay guidelines is that everyone in hotel from every department and also the guest are vaccinated, because vaccination is a very important thing to keep yourself and the guest safe.

Introduction

As several countries remain in lockdown and continue to follow strict social distancing measures, the question on everybody's mind was how quickly will we return to "business as usual" This lockdown of covid-19 had great impact on business as well as employment of these industries all around the world. The impact to demand for hospitality is greater than many other industries, but it is mixed among hotels, air and cruise lines, and restaurants. With both business and leisure tourists cancelling and revoking the planned trips and not scheduling any trip for the near future in the lockdown period of pandemic.

After months of closure, hotels have reopened for business all over the world. However, with hundreds of guests from all corners of globe potentially staying in the same building at once, you have good reason to be concerned about bedding down for the night in your typical chain establishment. The hospitality industry stands to lose if people fear travelling and meeting other people. One of the most significant obstacles hotels will have to overcome is regaining guest confidence in the safety, health and hygiene standards maintained by hotels.

The American Hotel & Lodging Association (AHLA) launched Safe Stay – a commitment to unify the industry on enhanced cleaning measures and safety guidelines to help us meet and exceed challenges presented by the corona virus pandemic. Safe Stay was created in accordance with guidance issued by public health authorities and was reviewed by the Centers for Disease Control and Prevention (CDC).

Throughout the pandemic Safe Stay guidelines continued to evolve to align with the current environment and CDC guidelines, and the same will be true as we continue to safely welcome back employees and guests. While the COVID-19 vaccine provides our nation and our industry hope for recovery after a devastating year, we remain committed to doing our part to encourage all qualified individuals to get vaccinated to ensure the safety of our communities.

Most hotel brands have developed special 'protocols' or 'programs' emphasizing their enhanced hygiene initiatives to ensure guest safety during their stay. Thorough deep cleaning of rooms especially high touch points such as doorknobs, switches, television remotes, climate control switches, beds and bedding etc. There is always the possibility of infection from these items, but the CDC confirms that it's remote.

As part of the Safe Stay Guidelines, hotels are washing all linens in the warmest water possible and drying them thoroughly before delivering them to guest rooms. Some brands are considering taping on doors to the hotel rooms which have been deep cleaned and sanitized to provide comfort to the incoming guest.

According to cleaning protocol, employees are required to wear masks and gloves throughout most or all of their shifts. Rooms will be cleaned more rigorously and to a much higher standard than before with higher-alcohol products. Public areas will be wiped on a regular basis throughout the day, and hand wipes and sanitizer will be provided throughout many properties. Like almost every store, restaurant, and business, hotels will also be encouraging guests to social distance at check-in and throughout their stay.

Covid-19 is known to spread among asymptomatic people, traveler should in fact assume anyone they encounter staff or fellow guest is potentially infectious. As long as you remain physically distanced from others in the lobby for formalities such as check-in, then the risks here should be quite low, there are three much riskier areas, that adds, are bars, restaurants and elevators where social distancing may not be so strictly enforced.

Literature Review

- Is it safe to stay in hotel?
- Employee and guest health.
- Cleaning & disinfecting product & protocols.
- Guest checklist.
- Meeting & event.
- Indoor air quality checklist.

Is it safe to stay in hotel?

We all know that no place is safe all around the world , and in the meantime if people are thinking that the things are getting back normal so we should travel than it's a big no because travelling is not safe, people only can travel when there is emergencies , and when they travel they should take some precaution like they have sanitizer, they don't touch anywhere without think , they wear the mask wherever they go and check the details when you book your hotel for staying because hotel is a place where the chances of covid-19 is very high .

For the safety of the guest hotels should take precaution not only for the guest but also for safety of their staff. Hotels should do avoid the interaction between the guests as much as they can so that the covid-19 virus risk can be decreases. The health guidelines suggest double masking for added protection.

Because when we go hotel's check-in desks, where people might gather. "When you are waiting in a line to check-in, you might interact with people taking your bags. I would wear a mask because during the check-in process, going in the elevator up to your room, or even the stairwell, it's possible that you might run into someone. The mask would afford a layer of protection."

Employee and guest health.

We are excited for a return to normal life, which includes travel. As an industry, our primary concerns have always been guest and worker safety. Throughout the pandemic Safe Stay guidelines continued to evolve to align with the current environment and CDC guidelines, and the same will be true as we work to reopen.

"In light of the recent CDC announcement that fully vaccinated people no longer need to wear a mask or physically distance in most settings, Safe Stay guidelines will relax mask requirements for guests who are fully vaccinated & these guidelines are for the American not everywhere these will be applicable. At this time, hotels don't require proof of vaccination status, but it's require to ask that all guests and workers, vaccinated or not, Unvaccinated guests should wear face-coverings at all times and practice physical distancing.

Hotel employees who are the backbone of our industry should continue to wear face-coverings indoors for the time being and follow local business and workplace guidance. For vaccinated employees working outside, or not in close contact with others, CDC guidelines will permit hotels to implement protocols easing face-covering requirements. Of course, all hotels are required to follow state and local requirements which may go beyond what is recommended by the CDC.

Cleaning & disinfecting product & protocols

The health and safety of our guests and employees has always been our top priority. Hotel should cleaned and sanitized continuously as part as of daily basis work. We also ensure that employees have the information, resources and support they need to stay healthy, or stay home if they aren't feeling well. All of these practices and business decisions are informed by guidance from the CDC and WHO, along with state and local government and respective health agencies.

Specific cleanliness protocols

Employees Health, Safety and Knowledge:- Hotel employees own health and safety essential to an effective cleaning program. Here are the ways to supporting them:

Hand Hygiene: Proper and frequent hand washing is vital to help combat the spread of viruses. In hotels daily meetings, their teams are reminded that cleanliness starts with this simple act. It's important for their health and that of our guests.

Ongoing Training:-In addition to training on housekeeping and hygiene protocols, hotel employees are also completing enhanced COVID-19 awareness training.

Face Masks and Shields: All employees are required to wear face masks and/or shields to mitigate risk of potential virus spread.

Real Time Information: An internal communications hub with the latest news and information employees can use to prepare for and respond to COVID-19.

Cleaning Products and Protocols: Hotels are working with their partners and suppliers to make sure the hotel can procure and use virus-killing products. Hotels are using cleaning products and protocols which are effective against viruses.

Guest Rooms:- Using cleaning and disinfecting protocols to clean rooms after guests depart and before the next guest arrives, with attention paid to high-touch items.

Public Spaces:- Hotels increased the frequency of cleaning and disinfecting in public spaces, with a focus on the counter at the front desk, elevators and elevator buttons, door handles, public bathrooms and even room keys.

Back of House:- In the spaces where employees work "behind the scenes," are increasing the frequency of cleaning and focusing on high-touch areas like employees entrances, locker room, laundry rooms and staff offices.

EPA approved cleaning and disinfection protocols are in place to clean guest rooms, with particular attention paid to high-touch items.

Rooms are 'sealed' or mechanisms/notices are in place for clean rooms not to be entered between guests.

All bed linens and laundry are washed in accordance to CDC guidelines, and dirty laundry is bagged/contained in the guest room to eliminate excess contact while being transported. Frequent cleaning and disinfection in all high traffic back of house areas, with an emphasis on employee dining rooms, locker rooms, restrooms and kitchens.

Shared tools and equipment are disinfected during and after each shift or anytime the equipment is transferred to a new employee.

In the case of a presumptive COVID-19 positive guest, the guest's room is removed from service and quarantined and the guest room is not returned to service until case is confirmed or

cleared. In the event of a positive case, the room is only returned to service after undergoing an enhanced hygiene or cleaning and disinfection protocol.

The frequency of air filter replacement and HVAC system cleaning is increased to maximize fresh air exchange.

- Guest Checklist
- The Safe Stay Guest Checklist includes:
- Require face coverings in all indoor public spaces and practice social distancing in all common areas.
- Choose contact-less options, where available, including online reservations, check-ins and payments.
- Consider daily room cleaning only if necessary. Ask the hotel about your options.
- Request contact-less room service delivery.
- Refrain from traveling if you have, or recently had, any symptoms of COVID-19 or contact with anyone diagnosed with COVID-19.
- Meeting and Event
- Hosting meetings and events in a world affected by COVID-19 has required major adjusting especially on the part of planners and venues. Venues can focus on a few key areas in order to provide the requirements for safe meetings and events: health and safety protocols, technology solutions, and safe food and beverage, for starters. The guidance is a tool to ensure the best public health practices are utilized by businesses, organizations or individuals looking to host meetings and events.
- Require physical distancing and the use of face coverings in accordance with CDC guidelines and local law
- Provide hand sanitizing stations in meeting/event space
- Ensure proper hygiene signage is visible for all attendees.
- Provide safety protocols & encourage registration for attendees in advance.
- Offer contact-less or low touch check-in options for meetings & ask for low-touch or no touch food service options.
- Request larger meeting rooms and modify seating to meet physical distancing recommendations
- Ensure room is properly ventilated in an accordance with CDC guideline, and consider a hybrid of indoor/outdoor events frequent cleaning and disinfection of high- touch surfaces and objects.

- Indoor Air Quality Checklist
- Properties should ensure ventilation systems operate properly in accordance with manufacturer, CDC and ASHRAE guidelines to provide acceptable indoor air quality in line with occupancy levels.

Service:-Service execute any deferred maintenance tasks on air handling equipment, conduct a building systems inventory, re-commission as required.

Control:-Control enable economizer mode, schedule ventilation two hours before and after occupancy, disable demand control ventilation.

Monitoring:-It enable basic fault detection and diagnostics for air handling equipment as able, conduct a one-time air quality audit for regularly occupied areas.

Filtration:-It check all filters and, where required, change old filters. inspect filter racks for air tightness and potential bypass, upgrade to MERV 13 or better filtration efficiency as able.

Ventilation:-It inspect and repair all ventilation dampers and control devices, ensuring no obstructions and full range of motion, maximize ventilation rates as equipment allows.

Supplemental Air Treatment:-It install portable air cleaners with suitable clean air delivery rate in areas with higher occupant densities or where physical distancing may be difficult.

Summary

The American Hotel & Lodging Association (AHLA) has launched “Safe Stay,” an initiative focused on enhanced hotel cleaning practices, social interactions and workplace protocols to meet the new health and safety challenges and expectations presented by COVID-19. Safe Stay will seek to change hotel industry norms, behaviour and standards to ensure both hotel guests and employees are confident in the cleanliness and safety of hotels once travel resumes.

Every hotel guest and employee should know that their health and safety are the top priority, ‘Safe Stay’ represents a new level of focus for an industry already built on cleanliness. Hotels have always had rigorous standards for cleaning and safety. With Safe Stay, Hospitality are enhancing these standards to help create peace of mind. When travel resumes, hotels will be ready to safely welcome back the traveling public.” Hotels has enhanced cleaning standards throughout the hotel, including guestrooms, meeting spaces, common areas and back-of-house spaces , superior cleaning products with a greater concentration of bacteria-killing ingredients, in accordance with CDC guidelines. Social distancing practices and reducing person-to-person contact. Hotels should increase the transparency throughout the guest journey so that the guest

can stay without any issue. Hotel should use technological solutions where possible to reduce person-to-person interaction such as online reservation and check-in, mobile room key, mobile access to menus, and contact-less payment options. Also safety of the employee is important because employees are the backbone of the hospitality industry so it is very important that they are fully vaccinated, they always wear the mask and keep clean themselves, not sharing personal items or tools/equipment unless absolutely necessary, and not touching their face, mouth, nose, or eyes, always sanitize their hands and maintain the 1 meter distance from each other while working so that the risk can be less. All workers should have a basic understanding of COVID-19, how the disease is thought to spread, what the symptoms of the disease are, and what measures can be taken to prevent or minimize the transmission of the virus that causes COVID-19.

Conclusion

There is something that we can all agree upon and this is the vast and unforeseen impact the COVID-19 sanitary crisis has had on all our lives. The hospitality, travel and tourism sectors have been hit hard. For the safety of guest and worker CDC has issued the 'Safe Stay Guidelines' of hospitality industry. CDC guidance encourages employers to consider implementing a workplace COVID-19 vaccination program, including providing employees with information on the vaccine and where to receive the vaccination. Protocols related to face coverings and other protective measures will continue to evolve based on CDC guidance to ensure public safety. CDC guidelines should govern employee procedures and protocols regarding hand washing and use of hand sanitizer. Washing hands with soap and water is the preferable method. In situations where soap and water is not available, alcohol based sanitizer is recommended. Consider health checks of all employees, including virtual health checks, and should be carried out in accordance with CDC guidelines or as required by law. Information and training on the benefits and safety of vaccinations and guidance on screening, testing and vaccines should be available to employees. Signage that supports CDC health and safety recommendations related to COVID-19 and guidance on how to avoid infection should be available in multiple languages, accessible to those with disabilities, and placed at a minimum in the employee break room, cafeteria and other areas employees frequently enter or exit. Shared tools and equipment should be disinfected after each shift or transfer to a new employee. Frequent cleaning and disinfection in all public spaces, with an emphasis on frequent contact surfaces and objects. The industry's top priority is ensuring the safety of our guests and employees. As the COVID-19 vaccine becomes more widely available to the general public, and as the nation continues to move towards recovery the guidance is a tool

to ensure the best public health practices are utilized by the industries. I would like to conclude that covid-19 cases are decreasing and the hotels, and restaurant have already reopened all around the world, so we will all have to take precaution and follow the safe stay guidelines for the safety of ourselves and for the guest, so that our hospitality industry can be successful more and more in future.

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4. A Case Study on the Front House Front Face of the Hotel

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Abstract

Earlier (before pandemic of covid-19) customer requirement was food, accommodation and transportation with appropriate service. Nowadays we cannot forget that the pandemic taught us that guests now demand hygiene and sanitation in each and every service in terms of food, accommodation, and travelling. After seeing all this which directly start from front of the most called as revenue generated Centre Front Office. Though we have entered in new Era after covid-19, still pandemic is not yet reach towards Endemic. Still the various cities are facing this virus infection rapidly.

Hospitality industry has reopened with guidelines that follow the protocol of the government after this deadly virus taught some basic rules which we need to follow from Front house to back house which is crucial to adapt to it nowadays.

The modified range of front office service activities are crucial to continuously improve and habituate by abiding the transformed procedure. Through these daily practice it will help to understand the front office staff what strength and skills they had before the pandemic and what transformation is required for them now to be a front face of front house that is revenue generated Centre front office to sustain post reopening of all hospitality sector as per government guidelines by protecting them self and guest from this deadly viral infection called COVID-19.



Introduction

While the government is more pivoting on rescuing people from Covid -19 infection and satiate the economy of the country, hotels are revamping to inveigle the guest towards the hospitality service. Introducing changed and modified procedures in the front office department has become salient to all hospitality sectors to acquire the recognition of the guest by administering high levels of social distancing and self Service standards while they are at the hotel.

It is but obvious front office department has vital role in terms of guest safety, social distance, self kiosk service, specially after pandemic of Covid-19. Its been always called as revenue generated centres as department generate revenue directly to gain maximum revenue for the hotel through the coordinating department like Housekeeping. The necessity of hygiene and sanitation is definitely needed in the guestrooms of the hotel but also the other revenue generated areas like front office food and beverage, Kitchen sections and other back areas like the Marketing department who brings various types of the guests at the hotel by ensuring standards of hygienic service and cleanliness as well as social distancing and self service.

Summary

During the pandemic, hotels and Hospitality Industry have faced lots of difficulties in restoring trust of the guest towards the Hotel and Hospitality services and attracting them towards their product. It was an actual challenge for giving assurance to guests that they're doing everything in their power to keep them safe and healthy. Therefore hotels started prioritize cleaning, disinfection and infection prevention to give guests and visitors peace of mind.

In addition to considering their guests, hotels must also take the necessary steps to reassure and retain employees.



Pre Arrival Stage

- Guest mailing to hotels for the reservation enquiry include room, availability, dates, time, transportation facility and the reservation system new policy in hotel.
- Guest checking for online reservation through Central Reservation System, global reservation system, travel agent, intersell agencies.
- Guests directly call the hotel via telephone and get the information about the hotel and hotel stay.
- Guests also send the mail for the reservation enquiry, information and try to receive data about the hotel via mail.
- Hotel also started providing an online brochure with detailed information about room rates, restaurant information, other facilities and services which are currently available and currently stopped to the pandemic situation and keep social distance.
- Sales and marketing department of the hotel which is also considered as the front office marketing section who help the front office department to get maximum number of guest which is future reservation for the hotel help to gain business to hotel.



Arrival Stage

- Employees of the front office department have the arrangement to stand behind the desk where they ensure the distance between staff members of the reception area will be at least 3 feet between each other.
- Mask, hand gloves with head covering kit is mandatory while communicating with guests who come at the reception door.
- Sanitizer on the reception desk kept for the staff members.
- Staff of the front reception area immediately inform their HOD if not feeling well.
- Reception desk was kept sanitized by Housekeeping staff frequently every after guests footfall at the reception area.
- Reception area is also covered up with the barricades so the outsider (guest) will not directly get in touch at reception.
- Small mike facility is given towards guests, so receptionist staff will be able hear what guests say and guests can also be in social distance.
- Standing foot signs are placed at reception so guests can stand in que by maintaining safe distance if they have any query and want to communicate with guests.
- Seating arrangements have been increased at the lobby area so the number of guests should not stand but can be seated with appropriate distance.

Front office departments of various sectors are geared up now to play a vital role in terms of cleanliness, health, hygiene, safety and sanitation of the front and heart of the house. The need of the hour is to transform the Hygiene and Sanitation of the front areas as per post Covid – 19 guidelines by uplifting our present SOP's to rebuild trust and confidence in the traveler and let them know the measures implemented to keep them safe and healthy.



The emphasis in the post Covid era will be on rigorous training and preparedness of the staff to implement the safety and health guidelines of maintaining social distance and enhance cleanliness that includes:-

- Allow a specific period for check in and check out procedures at the reception area.
- Assign only a few staff at reception per shift to maintain distance.
- Staff movement to be avoided frequently.(as per the need)
- All touch points like doorknobs, switches, safety latches, and handles, files, and keepads should be cleaned frequently.
- Sanitizer should be offered to guests while using any touch points of the reception area. (long stay guest)
- Front office staff wear PPE kit while handling heavy footfall of the guest during check in and check out time.
- Sanitation of the front area to be done on a timely basis.
- Staff movement around the reception area should be restricted if not required.
- L Sanitation of the area is required after every guest check in and check time slot gets over.
- Use disinfectant to clean the lobby area floor.
- Social distance to be followed before, on and after duty.
- Self-hygiene and health to be taken care of.
- Sickness to be reported to the senior immediately.

Conclusion

Following changes adopted by the hotel industry post covid 19 pandemic.

1. Touch point changing and cleaning-

Touch points in hotels like desk, door handles designed are changed in order to not to touch it directly where you can use elbow to open it or close i. e use Push and Pull sign on the door here you don't have to touch the handle. Touch points also need to clean frequently by the housekeeping staff during the shift. the main thing to follow by hotel staff that sanitize your hand and then touch the handle of the door to open or close it.

2. Guest Amenities -Safety locker

Guest room amenities like safe deposit locker, message rack, iron and iron board etc. to be sanitized frequently after every time things are used by guests or hotel staff on behalf of the guest.

Guests are to be asked to sanitize their hands before using these above mentioned amenities which are available at reception areas or lobby areas.

3. Self Check in & check out Service.

Earlier there was Kiosk(Self check in terminals are available at front area in few numbers but post covid Self check in terminal(Kiosk) have been increased in number to avoid heavy foot fall or crowd of the guest during common check in/Checkout time.

What are the advantages of self service check-in/out Kiosks?

1. Efficient Hotel Resource

To achieve a customer's interest, it's important to provide them with memorable and positive experiences while they are at your property. In order to do so, hoteliers should make optimum use of all resources at their disposal. For instance, guests can reserve rooms the moment they become available.

2. Avoid huge queue

One of the major advantages of a check in kiosk is that they **prevent long queues** from forming at the reception desk. With a smart kiosk, guests use their Adhar card number/pan card number and go for a self booking procedure to book the room for them selves.

3. A more personalized Service

With the help of Kiosk service, guests get more personalized service as they can use it as per their convenient time and availability whenever they reach the hotel for the check in procedures once they arrive at the hotel.

4. Opportunities to generate revenue

As use of Self check in terminals guest himself/herself can view on the available facility at hotel can select then pay for it after getting the interest by seeing it or feeling for it.



5. Keep customers satisfied

As per the guest point of view, guests always look for the time saving facility where they don't have to keep themselves waiting to get any sort of service from the hotel.

Here is the biggest advantage the guest gets s the service is operated by them self and operated the facility and service whenever the guest feels to make it available

6. Minimize human error

As Everything is set and operated, the guest only has to fill the data accurately and once it is done the guest can get the chance to cross verify the data that they have filled in the Registration card as the system itself asks to recheck the information filled by the guest.

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5. A Case Study on Redefined Hotel Post Covid-19

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Abstract

The sudden outbreak of covid-19 has severely affected the global hospitality industry.

COVID-19 has been a transformational stressor and accelerator for hospitality. The crisis has also magnified the existence and impact of pre-existing challenges and issues (e.g., technology evolution and climate change) and intensified the need for urgent industry action. This chapter identifies and discusses the major changes taking place in hospitality by clustering them into the following categories: the hospitality offerings; the safety, cleanliness and hygiene protocols; the servicescape design; employees management; and brand communication and marketing. The chapter also analyses both the immediate and long-term implications of these changes for the industry, with the purpose to start a debate and inspire research directed to the re-imagination and the re-setting of the hospitality industry. Overall, COVID-19 imposed changes affect the core DNA of hospitality by resetting our understandings and practices of the essence of hospitality. The chapter concludes by discussing how the crisis directs all hospitality stakeholders to rethink and re-imagine their and social, which in turn reform hospitality in the next normal.

Introduction

Seemingly overnight the world as we knew it was turned upside down. Country after country went into lockdown, causing many restaurants, bars, and other public venues to close. There was a massive impact shared by all, and around the globe everyone watched and waited for any semblance of an idea of what they should do. As with the rest of the world, the hospitality industry was turned on its head. Whole airline fleets were grounded, cruise ships sat abandoned in their docks, and hotels cut power to non-essential floors, if they did not close entirely.

As increased fears and uncertainty about the COVID-19 coronavirus pandemic continue to spread throughout the country, pest-control company Rentokil announced a new service to meet the growing need of disinfection in businesses. The disinfection service is designed to protect employees and customers from the transmission of viruses, bacteria, fungi and mold. Certified specialists use ultralow volume disinfection foggers to disperse disinfectant, which is environmentally friendly and hypoallergenic. The foggers create small disinfectant droplets, which treat surfaces—such as floors, handrails and doorknobs—and large areas in a short time frame. The treatment inactivates pathogens in 10 minutes, and guests can be back on site 30 minutes after treatment

The American Hotel & Lodging Association (AHLA) released an industry wide initiative at the end of April called “Safe Stay,” which is meant to “change hotel industry norms, behaviors and standards to ensure both hotel guests and employees are confident in the cleanliness and safety of hotels once travel resumes.” Its goal is to get a large majority of hotels and other lodging venues on board with its plans so that the public can once again have confidence in staying at a hotel or other accommodation. Its plan hinges on four main principles: enhanced cleaning standards throughout the whole property; higher grade cleaning products that adhere to CDC guidelines; social distancing and reduced person-to-person contact; and effective communication between the hotel and its guests about all these processes.

business practices A hotel’s defense against the spread of germs will begin before a guest even enters a hotel. At midrange or lower-end hotels, this could mean automatic sliding doors — which many already have — and bellhops wearing personal protective equipment (PPE) at higher-end properties to open and close doors for guests. Hotels may require guests and visitors to be screened for temperature checks as they enter the hotel.

Literature Analysis

During the COVID-19 pandemic, restaurant hygiene and cleanliness and food and staff safety measures became important points in the resilience plan. A recent study explored the role of technology in ensuring hygiene and cleanliness as well as its contribution to improving operational efficiency in the context of hospitality. In the restaurant sector, resilience efforts are meant to protect the health of those who consume food, but also of those who produce and deliver it.

Through the creative initiatives of employees, restaurants seek to build resilience during the pandemic by respecting the principles and general requirements of food laws and by establishing and applying procedures and practices in the field of food safety, maintaining productivity and efficiency in the market. Prioritizing employees' well-being in restaurants is another major coordinate of social innovations implemented during the COVID-19 pandemic, and the specific procedures identified in the profile literature focus on: flexibility in organizing work exchanges and establishing days off, employee training on the use of digital tools designed to facilitate the relationship with customers and collaboration in work teams initiating open discussions with managers and co-workers to help reduce psychological stress among employees, encourage leisure activities, increase employees' attention to healthy eating, and possibly even reducing the weekly working time in order to reduce the overload during this period.

This measure generates other opportunities such as: maintaining the taste, freshness and credibility of the brand, just like in the dining experiences, increasing the quality of delivery, packaging and hygiene due to the integration of the platforms, but also risks such as: decreased quality of the interaction between master the technology very well [95]. In addition, the items used to assess managers' attitudes towards order & delivery were grouped by the criteria of experience and training in using the platforms.

In the wake of the coronavirus pandemic, hotels were forced to adapt their policies to keep both guests and employees safe. While some of these new practices like extending benefits for hotel rewards programs are short term solutions to an emergency, several adjustments are part of the hotel industry's new normal. Read on to learn more about how hotel experiences will be a little different in 2021 and beyond.

Unsurprisingly, lockdowns and stay-at-home orders have caused many people to crave opportunities that allow them to get some fresh air and sunshine. Hotels are already capitalizing on this trend towards spending time outdoors.

The pandemic caused hotels to rethink the way they handle dining options. For some, this meant closing down breakfast buffets and serving prepackaged food to guest. Others opted to limit service at or close restaurants temporarily, however, dining at hotels will make a comeback, though it will be slightly different.

Literature review**7 Different Categories of Changing Consumer Behaviour****1. Health and Safety**

Consumers will pay more attention to the different security, hygiene and health procedures that establishments are implementing. Google searches related to health terms in the last year have increased considerably, reaching peaks in March 2020 and January 2021. In order to gain the confidence of consumers, firms will need to be both transparent and reliable

2. Wellness

The United Nations has emphasized the importance of mental health and wellbeing, particularly given the extreme scenarios of isolation and loneliness derived from lockdowns. Many of us will be placing special emphasis on our wellness and wellbeing, such as in-house exercise and sports, fresh and organic food, nutrition, self-care, regular medical checks etc.

3. Consumption & Spending

Many consumers will be prioritising expenditure on basic products and will focus on leisure goods due to decreased purchasing power as a consequence of a rise in unemployment. Consumers will opt for better quality products or known brands. There will also be more pre-planning and less spontaneous purchasing.

4. Digitalization

Online webinars and meetings as well as usage of platforms for teleworking are now fundamental components of our working habits. Home delivery services, contactless payments, medical appointments through videoconference, online purchasing or even the development of a "COVID Radar App" all point towards an accelerated era of digitalization.

5. Remote Working

The sanitary crisis has forced many businesses to implement telework as part of their new procedures. In most cases remote working has been efficient and productive both for the employee and the employer. On the positive side, employees believe some of the benefits of teleworking include, but are not limited to, reduced stress; work-life balance optimization; flexible time schedules; and commuting time savings. Employers have also noticed better productivity, reduced costs associated with physical offices, decreased staff absenteeism and better use of technologies. As teleworking has proven to be successful it looks like many organizations will maintain this concept as a definite or hybrid alternative for workers.

6. Tourism & Travel

According to a survey undertaken by Booking.com, travel restrictions during this crisis have led to new ways of looking at travel and tourism by consumers. Some of the emerging trends when considering travel activities include: "greener" destinations, trips closer to home leading to an increased use of private transport, the possibility of working remotely and rural tourism

7. Sustainability

Before the pandemic, sustainability was already a key topic addressed by individuals, companies and worldwide organizations such as the United Nations. Consumer behaviour will be more oriented towards reduced and conscious consumption and minimal waste. Sustainable products, responsible brands, eco-friendly policies, ecological products and environmental concerns will gain greater interest in the future.

Conclusion

COVID-19 which has got the world business economy to a half seems to be at the edge of correction, the introduction of vaccine will create a new hope and trust in the mind of mankind but the impact of obliteration it has done on the economy and humans will take at least 2-3 years of constructive and planned approach of rebuilding in order to sustain and get back to the normal pace. Hospitality industry needs to understand and start with planning strategies along with all the stakeholders with their synchronization. A harmonized approach of all of them will accelerate the rebuilding process. Government can play a crucial role in monitoring and keeping them together.

Identifying the primary essential key recovery strategies to implement in the short term is crucial for the hotel industry in the current uncertain scenario. Building on the crisis management literature and its empirical analysis of the hotel industry, this study proposes and validates strategic measures to recover business activity after the COVID-19 disruption. The findings yield significant insights to guide hospitality industry in responding to current crisis and preparing for the near future.

In contrast to the steady stream of environmental changes hotels are making, the shift toward cleanliness has been relatively abrupt. To help guest keep their distance from others, hotels have made some changes to interior spaces, such as spacing tables at least six feet apart in restaurants or extending outdoor dining spaces.

Necessary equipment and personal protective kit at the reception desk

The reception desk should have personal protective equipment (PPE) kits for use in the event of a suspected case of COVID-19. It should include the following items:

- Disinfectant and clothes or disinfectant wipes for surface cleaning
- Medical mask and eye protection, separate or combined, face shield, goggles (disposable)
- Gloves (disposable)
- Plastic apron (disposable)
- Isolation gown (disposable)
- Biohazard disposable waste bag

Staff must be trained in the use of the kit including when to use the full PPE kit and procedures for putting on, removing and disposing of the PPE. If required, local health authorities may help provide the necessary PPE.

Summary

Hotels face the prospect of a long recovery. Over the coming months and years, properties' circumstances will vary based on a number of factors, including chain scale, location, and demand profile. There is no one right response for everyone, but some guidelines apply universally. Hotels must care for their employees, staying engaged with them through the pandemic and keeping them safe when they return.

They must manage customer expectations, recognize that these will continue to evolve, and prepare to act agilely to address health and safety concerns. And they must revise their commercial strategy for the restart, with an eye toward the next normal. In the long term, travel will return because of an important shift in consumption—an accelerated pivot from buying things to buying experiences.

If there was anything to be gleaned from the previous year, it is that our world is changing. In this new normal, the hospitality industry is continuing to reinvent the ways in which we work to bring outstanding service to our guests. Though it is not always easy, it is a challenge that we face head on and we remain undaunted by the task at hand. We have been challenged to rise to the occasion, pushing to continually find creative solutions to even the largest problems. This versatility has allowed hotels to continue to exist in today's world, and we look forward to continuing to bring outstanding service to all of our guests.

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6. A Case Study on Revenue Management Covid Strategy- Total Revenue Management

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Abstract

Never before has a single event affected the global economy to the extent that the ongoing COVID-19 pandemic has. Within the hotel industry, revenue managers, owners and operators have been thrown into disarray and all are facing a less predictable future. In this article, you will learn more about the role that revenue management strategies will play in the post-COVID economy and some of the key trends resulting from the pandemic.

Revenue management faces a unique set of challenges in the COVID-19 era, owing to uncertain demand patterns and negligible historical data. Yet, while revenue management has changed forever, it is important to remember that change is constant and revenue management is fundamentally an ever-changing methodology, which can always be improved. For those in the hotel industry who are striving to increase market share, the pandemic has forced a change of approach and there is now a requirement to think differently and come up with creative solutions to your problems.

Introduction

As stated, the coronavirus pandemic has introduced significant challenges within the hotel industry and those in the industry have been forced to adapt quickly. Here is a list of seven of the main revenue management trends that have emerged in response to the crisis, and which are likely to influence strategies in the months and years to come.

In order to understand revenue management, we must first define it. Within the hotel industry, the widely accepted definition is: "Selling the right room, to the right client, at the right moment, for the right price, through the right distribution channel, with the best cost efficiency". It involves the use of performance data and analytics, which serve to help hotel owners to more

accurately predict demand and other consumer behaviours. This, in turn, allows them to make more sensible decisions regarding pricing and distribution, in order to maximise revenue and, therefore, profit. As a concept, revenue management actually began in the airline industry, where companies found ways to anticipate consumer demand in order to introduce dynamic pricing. However, it is applicable in any industry where different customers are willing to pay different prices for the same product, where there is only a certain amount of that product to be sold, and where that product must be sold before a certain point in time.

To carry out effective revenue management, a business must also have some way of forecasting demand and consumer spending habits, so that informed adjustments can be made. For instance, hotels can use past data, existing bookings, weather forecasts, and other industry data to inform their revenue management strategy. For hotel owners, hotel revenue management provides the ability to make the most out of a perishable inventory of hotel rooms, allowing them to maximise the amount of money the business generates. Essentially, it allows decision-makers to make informed, data-driven choices, rather than relying on instincts or guesswork. Hotels, like many other businesses, have fixed costs, which need to be paid regardless of how many rooms are sold and regardless of how much money is generated from guests. Therefore, through a revenue management strategy, hotel owners can ensure their costs are met and their prices and services are dynamically optimised.

Companies use revenue management to analyze associated data and techniques to determine areas and opportunities to create additional revenue and increase profits. It allows companies to strengthen their finances while distancing themselves from the competition. Additionally, revenue management allows management to make informed, data-driven decisions rather than relying on guesswork or instincts. Revenue managers use a revenue management system (RMS) to analyze a company's available supply, market demand, and consumers' price sensitivity and demographics—for example, business, leisure, loyalty, or transient. Today's revenue managers rely on the following four components to build a foundation for successful revenue management:

1. Input on competitors

Competitors' rates are critical for setting the best SaaS rates because their prices shape the overall consumers' perception of the "true price" for a given product or service. Therefore, input on competitors' rates provides a valuable baseline for companies to optimize their rates.

2. Product or service value analysis

A value analysis of a company's product or service offering puts it in context among competitors by comparing its features and reviews against those of the competition. Once a company can visualize its value and competitive advantage, it can better position its products or services to potential customers.

3. Automated alerts

Technology empowers companies and revenue managers with automation. Modern software allows users to set up automated alerts to support their strategy and keep it on track 24/7/365. They also enable real-time responsive revenue management.

4. Routine

Routine and habits can help unlock revenue management insight. Revenue managers who follow daily routines maintain visibility over their strategy and make tweaks when necessary to ensure the alignment between subscription strategy and how the software functions.

5. Choose your Comp set

There are two factors that impact your rates the most: your competitors' pricing and your current occupancy forecast. Since rates influence occupancy, monitoring your competitors is a big part of revenue management for hotels.

Choosing your compset seems daunting, but it doesn't need to be. A good compset gives you a helpful baseline to compare your rates to, while a bad compset influences you to make poor pricing decisions. The ideal compset attracts similar guests to yours and makes for a useful (i.e. accurate) rate comparison. Proximity is just one factor to consider but great revenue managers think creatively about characteristics such as Trip Advisor scores, business facilities and leisure facilities to find the right mix. More sophisticated properties might even go as far as to define different compsets for their business and leisure mix but this obviously takes significantly more time and resources to analyse properly.

6. Setup rules and Alerts

Now that you have a compset (or two), and know where your property lies in the value equation, the next step is to set up rules and alerts to support your strategy.

Rules are essential time-savers and revenue-preservers. You can't be awake and at the computer all the time, so these rules give you control over pricing 24/7. Rules can either trigger alerts, giving you a heads up for any unexpected shifts in booking patterns, or they can

automatically take action, saving you time from manually updating rates when certain conditions exist.

There are three primary rule types to help you manage your revenue strategy:

Occupancy-based. This triggers a rate adjustment when occupancy is greater/less than a certain percentage, thus ensuring your rates rise or fall alongside supply. There's also a date range option, so you can apply only to a certain number of days out, or to only select specific dates (such as holidays). Tip: Make sure to round up or down so that the rate is sensible to guests!

Compset-based. This rule is one of the most helpful. Rather than continually checking competitors' rates, you can set a rule that will alert you if my rooms are priced higher than a certain hotel in the compset. Then you review to see if adjustments are needed -- for instance, if a luxury hotel in a tier above yours has dropped their rates unexpectedly, your hotel might now be seen as overpriced by potential guests.

Restriction-based. This one is a bit more complicated but it's a powerful way to optimize revenue by keeping your hotel full. For example, if you have a 3-night minimum length of stay over the weekend, and Friday and Sunday are booked up, the rule would remove that LOS restriction to fill the last couple of rooms on a Saturday night. This builds flexibility into managing your calendar and prevents restrictions from limiting revenue opportunities.

Systems such as Cloudbeds' Pricing Intelligence Engine usually allow for manual confirmation or automatic triggers. Be sure to set manual approvals for any rules that you want to review prior to taking effect. For example, you might want to manually approve any blanket rate increases after an occupancy trigger -- just to be safe and make sure that's the optimal reaction.

By the way, there's no ideal number of rules and alerts. Some properties have over 100! It really comes down to setting up the system to save time and keep you up-to-date without having to constantly check.

Set up a morning routine for rate management

Start your day by checking the calendar to review alerts, check your compset and identify upcoming need periods so that you can adjust strategy as appropriate.

There are four key questions to answer each morning:

What's my occupancy each day? You need to be sure that you are hitting your occupancy targets, and anything unexpected here points to a potential pricing problem.

What rules have been triggered? Your rules can alert you to areas that need attention, such as unexpected booking patterns and approval of any manual triggers.

How is my compset doing? Your compset provides a key piece of market data. Review each morning to know where you stand (And rely upon rules to alert you as needed throughout the day).

What's left to sell? Your pace gives you a forward indication to potentially adjust rates, or perhaps build out a marketing campaign to accelerate interest

Channel Managers

Literature Review

When the customer places a booking request, it is registered by the hotel's RM system. The latter consists of four structural elements (data and information, hotel revenue centres, RM software and RM tools), the RM process and the RM team. The operational results from the RM process are the specific booking elements of the particular booking request – e.g. booking status (confirmed/rejected), number of rooms, types and category of rooms, duration of stay, price, cancellation and amendment terms and conditions, etc. The booking details and the operation of the whole RM system influence customer's perceptions of the fairness of hotel's RM system and his/her intentions for future bookings with the same hotel/hotel chain. The RM system experiences the constant influences of the external (macro- and micro-) and internal environmental factors in which the hotel operates (e.g. company's goals, its financial situation, legislation, competition, changes in demand, destination's image, or force majeure events among others) and revenue manager's decisions have to take all these into considerations. Due to their importance separate tables are dedicated to present research on RM tools, forecasting and approaches used for solving RM mathematical problems. Research in hotel RM, in particular, is fragmented and lags significantly behind the RM practice in the field. The review is structured around the elements of hotel's RM system and the stages of the RM process.

Revenue Centres

Hotel revenue centres determine the potential sources of revenues for the hotel (room division, F&B, function rooms, spa & fitness facilities, golf courses, casino and gambling facilities, and other additional services) and the capacity of the hotel to actively use pricing as a revenue generation tool. It is important that the hotel's RM system (Figure 1) includes all revenue 4 centres, not only the rooms, because they can significantly contribute to hotel's total

revenues and bottom line. For some types of properties (e.g. casino hotels), rooms might even be a secondary revenue source. The fact that besides the rooms the hotel can have additional revenue centres complicates the RM process. Instead of maximizing room revenues only, the revenue managers must now focus on the revenues of the hotel as a whole. This justifies the arising interest in the application of revenue management principles and tools in related hospitality industries and hotel revenue center. In most cases, the additional revenue centres will generate income only if the guests are already accommodated in the hotel (although some guests might use only the additional hotel services without accommodation). In this regard, the goal of maximizing room revenues might not be consistent with the total revenue maximization objective.

RM tools

RM involves the utilization of different RM tools, which we define as instruments by which hotels can influence the revenues they get from their customers. The RM tools can be broadly divided into pricing and non-pricing tools (see Table 2). Pricing tools include price discrimination, the erection of rate fences, dynamic and behavioural pricing, lowest price guarantee and other techniques that directly influence hotel's prices (their level, structure, presentation and price rules). Non-pricing tools do not influence pricing directly and relate to inventory control (capacity management, overbookings, length of stay control, room availability guarantee) and channel management. Nevertheless, pricing and non-pricing tools are intertwined and applied simultaneously – for instance, prices vary not only by room type, lead period or booking rules, but by distribution channel as well.

Non-pricing tools

Inventory management includes capacity management and control, overbookings and length of stay controls. Capacity management and control and overbookings are the two most influential techniques and at the same time – most controversial problems discussed in RM (Karaesmen & van Ryzin, 2004). It should be noted that pricing and non-pricing tools are commonly discussed together in research literature. This is result of the notion that hotel RM is an integrated system that has to provide solutions to RM problems for price levels, price fences, booking conditions and overbookings simultaneously through optimal room-rate allocation (room distribution) (Baker, Murthy & Jayaraman, 2002; Bitran & Gilbert, 1996; Bitran & Mondschein, 1995; El Gayar et al., 2011; Guadix et al., 2010; Harewood, 2006). Furthermore,

the optimal level of overbookings is influenced by room rate (see the model of Netessine & Shumsky (2002) and Ivanov (2006)) which shows the interconnectedness of pricing and non-pricing tools. Finally, hotels try to achieve price parity among and within the different distribution channels they use (Demirciftci et al., 2010) which requires simultaneous application of pricing and non-pricing RM tools (channel management and price discrimination, dynamic pricing, etc.).

Legal issues in hotel RM

The legal aspects of hotel RM are a marginal topic in the academic literature, which is yet to expand. The main focus is the discussion of hotel's RM system as a source of competitive advantage, know-how and its subsequent treatment as a trade secret. Kimes & Wagner (2001) emphasise that only parts of RM systems are ascertainable through public sources (e.g. overbookings and forecasting mathematical models), but how RM systems' components are integrated is considered proprietary knowledge and is kept confidential. However, authors call for greater vigilance among hotel managers because high turnover among hospitality employees might cause RM trade secrets leakages to their new employers.

Top Revenue Management Strategies

Revenue managers use data from market and business intelligence tools to craft strategy. They then leverage the right software to implement proven tactics and adjust the pricing levers based on forecast and actual demand. Finally, companies blend these strategies depending on current market conditions and the best combination to facilitate growth. These strategies include:

1. Analyze the market and choose the right approach

It is essential to understand your market before implementing a revenue management strategy. Know things like where demand comes from, what demographics to target, and the various local factors affecting demand. It's also prudent to know your target audience's needs, wants, and expectations. Finally, understand the competition within the market to make strategic decisions regarding price, advertising, and discounts.

2. Segment your customer base

The concept of selling the right product or service to the right person and at the right time requires companies to identify the different types of customers, segment them, and evaluate their habits when they sign up for a purchase or a subscription. This allows you to optimize prices for

different segments and minimize price changes to generate customer loyalty when done correctly.

3. Choose the best pricing strategy

It's advisable to develop a disciplined pricing strategy that anticipates the value a product or service creates for customers and sets targeted prices to capture it. Of course, you may decide to price against the competition, but the greatest value comes from prices that closely follow prevailing market conditions and demand. Pricing strategy also involves creating and using pricing tools that change dynamically, which allows you to react to changes immediately, continually capture value, and gain revenue.

4. Focus on customer retention

Customer retention measures how successful a SaaS company is at acquiring new business and satisfying existing customers. It's easier and cost-effective to retain a customer than it is to acquire a new one. Returning customers buy more often, spend more, and refer friends and family. A five percent customer retention increment results in a 25% to 95% increase in company revenue.

What does it take to outperform term after term in the highly competitive and constantly churning student housing market? The correct answer is a revenue management solution that can factor local supply and demand dynamics and other scientific insights to easily calculate the optimum price per bed that will produce the most revenue per quarter and semester. Revenue management is the application of disciplined analytics that predict consumer behaviour at the micro-market levels and optimize product availability, leveraging price elasticity to maximize revenue growth and thereby, profit. The primary aim of revenue management is selling the right product to the right customer at the right time for the right price and with the right pack. The essence of this discipline is in understanding customers' perception of product value and accurately aligning product prices, placement and availability with each customer segment.

Summary

Revenue management is also applicable in other non-traditional industries such as the internet service, cargo and retailing (Yeoman, 2015). These industries too have their convenient ways of applying the concept to maximize their revenue. The idea has made it possible for hotels to have the best occupancy rate of their rooms and projecting demand and supply by adopting a market segmentation that predicts the type of customer they have and the amount of money these

customers desire to pay for the hotel rooms. Other departments of a hotel like a restaurant to maximize the revenue during their high season and develop proper pricing strategies during the low season.

Revenue management is a very critical issue faced by the majority of the hotels, and the most vital aspect is to understand and know how to manage it. Revenue managers must take into consideration the training and development of the personnel who are meant to implement the strategies to earn more revenue and profits as possible.

With a fixed capacity, a highly disposable product and high fixed costs, hotels are a natural candidate for the application of revenue management. Originally developed by the airlines in the 1970s, these analytics-based techniques help predict consumer behavior at the hotel's market level so that the hotel can sell each room each night at the optimum price. With modern-day rising acquisition costs and distribution complexities, revenue management techniques have increasingly been adopted by both small and large hotel companies, making a comprehensive understanding of segmentation, forecasting and pricing an essential requirement for today's hospitality professionals. The purpose of this course is to provide a core understanding of the fundamentals of revenue management, which ties into the larger picture of revenue strategy. The course is structured to provide an insightful look into Revenue Management. Created in conjunction with Duetto, this course is hosted by a group of revenue management leaders in both theory and with hands-on experience at properties around the world. Upon completion of the course students should be empowered with industry best practices, which can be applied across the vast diversification the hotel industry to empower those to optimize profits.

Conclusion

Revenue management is a concept used by organizations especially those in the hospitality sector to enhance their revenue over time. As mentioned earlier, this concept traditionally started in the airline industry, and after a tested success of the idea, other industries began to adapt to maximize their revenues as well (Yeoman, 2015). The hospitality industry has opted the idea to increase the number of guests who contract their hotel room services. The approach is mainly used to predict the demand and customers behaviours when it comes to the booking of rooms. Once the hotel has projected the future demand, they can price their rooms accordingly in a manner that favors their current demand.

Revenue management strategy adopted of an organization should be at all cost work in the interest of the organization. Before coming up with the rough estimates of forecast data several factors should be considered to ensure that the projections are highly achievable (Yeoman, 2015). An effective Revenue Management is characterized by three main pillars. These are pricing, product distribution, and revenue management. It is, therefore, critical to know which method to apply promptly. For the hospitality industry, the concept is done through market segmentation, overbooking controls, and forecasting. At its heart, revenue management is a system for anticipating customer actions to optimize the availability and pricing of perishable products. Hotels especially have come to depend on revenue management to accurately gauge demand for rooms at specific dates.

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7. A Case Study on the Journey Back to Recover - Resources to Develop Tourism Sustainably

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Abstract

The study stipulates phases to observe the proposed mechanism in formulating the travel and leisure industry's recovery strategies. The present pandemic COVID-19 has resulted in global challenges, economic and healthcare crises, and posed spillover impacts on the global industries, including tourism and travel that the major contributor to the service industry worldwide. The tourism and leisure industry has faced the COVID-19 tourism impacts hardest-hit and lies among the most damaged global industries. The leisure and internal tourism indicated a steep decline amounting to 2.86 trillion US dollars, which quantified more than 50% revenue losses. In the first step, the study explores the consequences and settings of the COVID-19 pandemic and how innovation and change can contribute to the tourism industry's revival to the next normal. Thus, the study determines that tourism enterprises and scholars must consider and change the basic principles, main assumptions, and organizational situations related to research and practice framework through rebuilding and establishing the tourism sector. In the second step, the study discusses direct COVID-19 tourism impacts, attitudes, and practices in gaining the leisure industry's boom and recovery. In the third phase, the study proposes to observe the characteristics and COVID-19 tourism consequences on the travel and tourism research. The findings provide insights in regaining the tourism industry's operational activities and offer helpful suggestions to government officials, scholars, and tourism firms to reinvest in the tourism industry to set it back to a normal position.

Introduction

The study stipulates phases to observe the proposed mechanism in formulating the travel and leisure industry's recovery strategies. The present pandemic COVID-19 has resulted in

global challenges, economic and healthcare crises, and posed spillover impacts on the global industries, including tourism and travel that the major contributor to the service industry worldwide. The tourism and leisure industry has faced the COVID-19 tourism impacts hardest-hit and lies among the most damaged global industries. The leisure and internal tourism indicated a steep decline amounting to 2.86 trillion US dollars, which quantified more than 50% revenue losses. In the first step, the study explores the consequences and settings of the COVID-19 pandemic and how innovation and change can contribute to the tourism industry's revival to the next normal. Thus, the study determines that tourism enterprises and scholars must consider and change the basic principles, main assumptions, and organizational situations related to research and practice framework through rebuilding and establishing the tourism sector. In the second step, the study discusses direct COVID-19 tourism impacts, attitudes, and practices in gaining the leisure industry's boom and recovery. In the third phase, the study proposes to observe the characteristics and COVID-19 tourism consequences on the travel and tourism research. The findings provide insights in regaining the tourism industry's operational activities and offer helpful suggestions to government officials, scholars, and tourism firms to reinvest in the tourism industry to set it back to a normal position.

The COVID-19 viral disease caused the coronavirus 2019 pandemic instigated by a fatal infection (SARS-CoV-2). The health experts first identified this virus in Wuhan, China, in late December 2019. The WHO declared an outbreak of the COVID-19 a public health emergency of international concern in January and a global pandemic in March 2020. As of March 15, 2021, this pandemic has infected more than 119 million people, of which more than 2.66 million individuals have died from the lethal infectious disease. It has made this fatal virus one of the deadliest pandemics in human history. Symptoms of the coronavirus virus infection vary widely, from non to most lethal and life-threatening diseases. When people approach each other, the virus is mainly transmitted through the air. It leaves the infected person breathing, coughing, sneezing, or talking and entering another person through their mouth, nose, or eyes. It can also spread through contaminated surfaces. Individuals remain infected from the virus for up to two weeks and may spread the virus even if there are no symptoms among infected people.

Travel and Tourism a significant contributor to the global service industry

Globally, travel and tourism are the significant contributors to a leading sector for job creation, socio-economic and cultural development worldwide. In many cities, regions, and

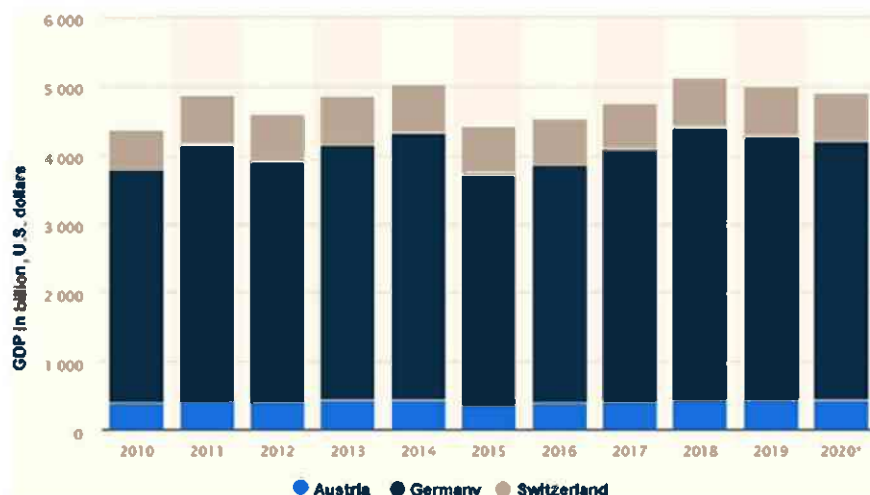
countries, tourism plays a critical role as a strategic pillar of the economy's GDP. The tourism and leisure industry plays a vital role in economic activities and customer satisfaction, but it has also become the most vulnerable industry member . This industry always experiences the hardest-hits of various diseases, epidemics, seasonal influenza, and global pandemics. The tourism industry encounters the massive adverse consequences of the "black swan" major crisis events, including the global financial crunch in 1997 and 2008, the SARS epidemic in 2003, various social unrests, and earthquakes. The emergence of the deadliest viral disease has affected all economic sectors and overwhelmed tourists and customers' satisfaction. Economic activities and business services are contingent on expert forecasts that are based on traditional methods. It could be outdated and ineffective to handle global crisis events. Accurate forecasting methods for the academic world and business operations need the needful response to the COVID-19 impacts. Since late December 2019, the advent of the present pandemic COVID-19 has developed unprecedented global health crises, social emergencies, and profound adverse consequences on the global economy. The current pandemic COVID-19 has resulted in global challenges, renewable energy, carbon emission, economic and healthcare crises, and posed spillover impacts on the global industries, including tourism and travel that the major contributor to the service industry worldwide . It has massively affected the business firms' sustainable performance, and the CEO role became critical to take innovative decisions to revive economic gains . Social media platforms have provided information to various stakeholders in the crisis of the COVID-19 pandemic. The tourism and leisure industry have experienced COVID-19 tourism impacts the most hardest-hits. This industry falls among the most vulnerable industries worldwide. The leisure, travel, and inbound tourism activities designated a steeper drop causing 2.86 trillion US dollars losses that made up 50% plus loss in revenues. In the first stage, this research study discovers the significance and settings of the current pandemic COVID-19 . The study explores how innovation and change might contribute to the tourism and leisure industry's revitalization to the next normal.

International tourism

Regions contribution to the service industry

Europe region is the sole major contributor to the global travel and tourism industry. EU tourism presents one trip out of two by making up a 50% share of worldwide tourism . Tourism in European countries makes up nearly 48% of the entire outbound travel and tourism activities

globally. The leisure industry is one of the main components of the global service industry. Travel and tourism provide a substantial contribution to business operations and ultimately contribute to the worldwide economy. The travel and tourism sector is an economic driver to the destination country's local GDP.



The estimations based on 2018–2020 data on the travel and tourism industry of the DACH states showed a 5.1 trillion dollar contribution to their GDP. In 2019, the tourism industry contributed to Austria's GDP remained 446.31 billion dollars, Germany 3780.55 billion dollars, and Switzerland 704.83 billion dollars. Similarly, in 2020, the tourism industry contributed to the Austrian G.D.P. amounted 432.89 billion dollars, Germany 3780.55 billion dollars, and Switzerland 707.87 billion dollars. The region of DACH in Europe consists of Germany, Austria, and Switzerland. In 2019, Fig. 1 indicates DACH nations GDP amounted to almost 3.86 trillion US dollars. Germany remained the largest and most significant contributor with approximately 5.01 trillion US dollars. The acronym DACH refers to Germany (D), Austria, Switzerland (CH), represents these three neighboring countries. These nations make the most significant community, and German presents as the de-facto national first and official language of most of the population. These three nations collectively represent the highest human development standards indicated in social and economic dimensions. The service industry's contribution to Austria's GDP remained 62.50%, whereas Germany's service industry significantly contributed 61.80% to its GDP. In terms of percentage, the service industry contributed 71.4% to GDP in Austria. There were almost 135 million travelers in 2018 to the DACH Germany remained the third-major spender on a tourism, amounting to 94 billion US dollars. European countries region is

a global travel and tourism industry with 600 million tourists arriving in Europe each year.

See Fig. 2.

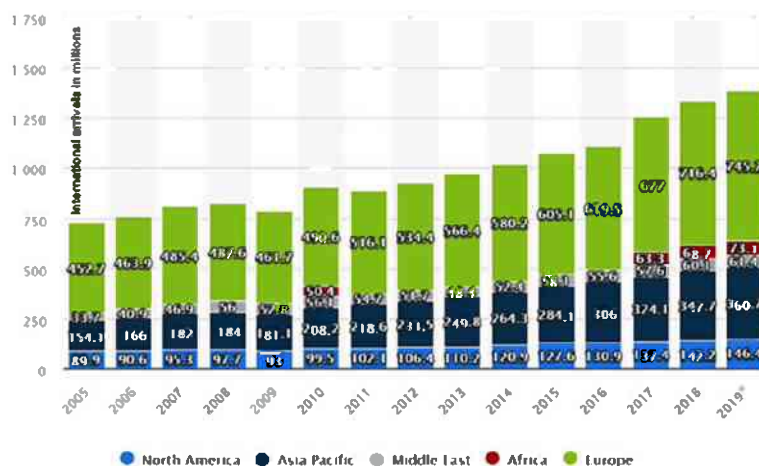


The tourism and leisure industry's growth rate accelerated in the 2010s due to many countries' active mobility and participation. Besides, China and the United States are two key market players besides intra-European countries tourism that have primarily contributed to the growth in travel and tourism. The increase in tourist numbers has caused some challenges, and numerous destinations attempted to find sustainable paths in coping with travelers' high intensity. Regardless, the travel and tourism industry has developed positive impacts and a significant contributor to the European economy. It directly contributed approximately 782 billion euros to the EU economy in 2018 and created 14.4 jobs. The statistics indicated the growing number of international tourist arrivals from 2010 to 2019 worldwide. The statistics of 2019 stipulated that there were 146.4 million arrivals of international tourists in North America and 61.4 million in the Middle Eastern countries. The appearances of international tourists showed a year-on-year increase between 2010 and 2019. Europe was one of the major destinations for international travelers in terms of region of origin. The European region accounts for more than 50% of international tourist arrival worldwide, and it is the most visited region globally, according to UNWTO. The travel and tourism industry has become a key driver of cultural and socio-economic progress, and it creates millions of employment opportunities within the travel industry.

Global health crisis, social stigma, and mental health

The disease outbreaks and pandemics cause global health and economic crises. Pandemics adversely increase mental health issues and affect tourists' behavior and their mental

wellbeing. In fear of the risks, tourists cancel their planned travel plans as it looks challenging to avoid virus infection during travel time. See fig 3 on global tourist visits.



Tourists and air passengers lead to the risks of virus transmission among communities. It is a lethal disease in the absence of effective vaccines (Su et al., 2021). Air passengers and tourists play a leading role in spreading viruses of pandemics between communities' destinations. The WHO declared an outbreak of the COVID-19 a public health emergency of international concern in January and a global pandemic in March 2020. As of March 15, 2021, this pandemic has infected more than 119 million people, of which more than 2.66 million individuals have died from the lethal infectious disease. It has made this fatal virus one of the deadliest pandemics in human history. The global seasonal influenza outbreaks and pandemic cause adverse consequences on inbound tourism activities during the epidemics crisis, such as COVID-19, SARS, MERS, and ZIKA that developed fears among tourist destination residents. The world has encountered health and economic crisis with the advent of the pandemic COVID-19 that has adversely affected more than 200 territories and countries worldwide.

The pandemic's appearance is still sweeping the world, and numerous regions and states have closed borders with all kinds of travel restrictions to combat the virus transmission. When a transmittable virus infection waves appearance, again and again, it causes a significant decline in mobility and global tourism. International tourists and air passengers spread the pandemic virus and exacerbate public health and economic crisis worldwide.

Social stigma in the COVID-19 pandemic and mental health issues

The World Health Organization described that social stigma determines a negative linkage between persons or groups who share specific features and particular diseases. It explains

that communities are labeled, discriminated and treated in particular ways because people consider them transmitters of infectious disease and pandemic. This behavior can lead to negative social behaviors and affect people, family members, relatives, friends, and patients' caregivers. Individuals with infections but have other features can also suffer social stigmatization in the community. The appearance of the pandemic COVID-19 is leading social stigma in some societies worldwide. People of various socio-economic backgrounds, religious and racial identification have caused some problems to Chinese people with increasing discrimination. This behavior has also affected tourists' minds from the Chinese community. The pandemic has also affected marital life, and numerous studies have reported domestic violence issues globally. Religiosity levels among people have helped to maintain marital satisfaction. The coronavirus infection disease is dangerous to elderly diabetic patient. Women with mental health issues face severe stress due to the emergence of the deadliest disease.

The present pandemic has caused numerous health issues, which resulted in the burden on healthcare systems worldwide. The prevailing global health crisis has affected global communities' livelihood, and destinations are without tourists. The lethal virus outbreak has caused numerous problems for international societies. Researchers of the travel and tourism industry have started to rethink and reshape revival strategies to bring back the following normal economic activities. Accordingly, the COVID-19 tourism impacts and related research will increase awareness by educating the masses, nurturing, reshaping, and handling such an economic crisis by implanting innovation and change to revive the industry. Quite the reverse, the global economy will suffer, and the travel industry can show losses. Responding to the increasing research enthusiasm related to studies of COVID-19 tourism impacts requires innovative research studies based on e-tourism. Thus, e-tourism can change the travel and tourism industry's future by providing measurable and multifunctional value structures, structural definitions, theoretical trends, and tangible and flexible technical concepts. Technological innovation requires changes in e-tourism work, including history, reflection, openness, equality, diversity, and innovation.

Travel research scholars propose that e-tourism can transform tourism's future by rendering measurable and versatile value structures, structural definitions, theoretical trends, and tangible and flexible technical conceptions. Scientific-technological innovation requires changes in e-tourism work, consisting of historical, reflectivity, openness, equality, diversity, and

innovation. Investigation to promote the tourism sector, numerous researchers have recommended modifying interdisciplinary, multi-disciplinary, and anti-disciplinary study to create innovatively and flexible planning that questions and moves beyond established pre-assumptions and attitudes. Crisis management determines the primary application process before, during, or after a crisis. Observing the impact and consequences of COVID-19 can include the following significant stakeholders: demand for tourism, tourism resources, tourism organizations, and government leaders. These three parties can demonstrate outbreak response, regeneration, and restart cycles to integrate the COVID-19 post-transition phase. For tourism research to be successful and innovative, COVID-19 tourism research does not have to solve the problem at the last point. If this point repeatedly studies "current" issues and relationships but incorporates many "modern" methods into the research structure through modern conceptual views and analysis, it may be equally innovative. Such measures can significantly reveal unresolved problems and complexity, have more critical descriptive ability and interpretation of ideas and relationships, and identify and evaluate the "preparation" for innovation and change.

Conclusions

The COVID-19 pandemic has reflected social, psychological and socio-economic, and cultural influences on various tourism stakeholders, and they will suffer from the adverse effects for a longer time. The pandemic has provided an 'abundant' new framework in which tourism scholars and researchers can conduct studies with applicable research models. Nevertheless, the COVID-19 tourism impacts surveys need to ignore or drop the previous methods to execute the tourism and travel industry. Simultaneously, researchers need to implement feasibility studies, tourism demand forecasting, and active and best practices that would be beneficial and appropriate to explore the COVID-19 consequences on various geographic organizations and stakeholders. They theoretically provide minimal space for advancing the understanding of crisis management and potentiating the pandemic's ability to restart investigation areas and enhance the role and boundaries of tourism science and industry. The purpose of the present work is to encourage researchers to interpret and utilize the COVID-19 as a transformative power to reshape and redesign their research methods based on novel thinking for tourism development and research. Hence, it aims to rebuild the strategies and objectives to motivate and assess the intent, function, and effect of tourism organizations' tourism studies. Crises also stimulate the development and shift of new technologies. Indeed these are not to be treated as unavoidable, un-

challengeable and challenging to re-form and re-calibrate to meet specific needs and concrete standards. Scientists have a responsibility to be convinced that COVID-19 tourism studies can guarantee the last consequences.

The current narrative study in the context of the COVID-19 tourism impacts attempts to involve all participants in the same community of travel stakeholders, and it may not be consistent. For instance, the COVID-19 pandemic has a significant impact on tourism organizations (including intermediaries, transportation planners, and accommodation or attraction providers) based on attributes such as the size, venue, management, and governance types of the tourism industry. Similarly, the travel needs that are very different from leisure and business travel, local and individual tourists show that the various consequences of the COVID-19 are expected and are critical for discussion in specific market sectors. Tourism research in COVID-19 can reveal different distinguishable forces of the pandemic. They can also include advanced predictive capabilities, because of such differences in the context, to predict or test any specific recommendations on identifying any discrepancies and weaknesses that may arise in different tourism stakeholder groups. Specific major tourism stakeholders, including tourism workers, residents, entrepreneurs in the tourism field, and tourism education such as university staff, students, and scholars, are not included in the analysis. The latest cases and issues related to COVID-19 have further worsened travel stakeholders' travel business and working conditions, making their situation more complicated. Investigations in the field of COVID-19 and tourism stakeholder behavior are critical.

From now on, the bet should not be on the increase in visitor numbers but on "better, more comfortable travel, personalized service, while maintaining affordable prices." The tourism industry should consider starting renovations of hotels, improving staff quality, simplifying the sale of tour groups and customer registration, and moving to digital technology. Particular attention should be paid to family entertainment: special programs for children and adolescents, the development of appropriate menus, entertainment systems, etc. Future pandemics are likely to recover fully, so tourism must first provide high-quality sanitation measures. For example, all hotels may require protective masks and gloves for employees, visitors, and disinfectants. To avoid overcrowding, restaurants should serve their customers in shifts. The beach can be divided into blocks separated from each other to maintain social distance. Besides, scientists, the Government, and the tourism industry should agree and hold the latest tourism sector discussions

to better tourism. Travel companies and their partners in each region can recently start using their time to make their proposals more sustainable, if financially possible. The time has come to reposition the tourism industry and change the tourism products. There is a need to review the measures and prevent abandonment, at least in part after the coronavirus pandemic from mass tourism, which we previously knew. Specifically, among the comprehensive measures for tourism development in the COVID-19 pandemic, the study recommends that the Government develop a significant initiative with specific proposals to improve tourism.

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8. A Case Study on Unprecedented Shock to the Tourism Economy

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Abstract

The COVID-19 pandemic struck the tourism industry severely. Based on the review of 35 papers that studied the tourism industry in the wake of the pandemic, we propose a resilience-based framework for reviving the global tourism industry post-COVID-19. Our framework outlines four prominent factors for building resilience in the industry: government response, technology innovation, local belongingness, and consumer and employee confidence. We argue that using such inclusive resilience; the tourism industry may transform into a new global economic order characterized by sustainable tourism, society's well-being, climate action, and the involvement of local communities. We also offer directions for future research in the area.

Introduction

Tourism continues to be one of the sectors hardest hit by the coronavirus pandemic and the outlook remains highly uncertain.

OECD expects international tourism to fall by around 80% in 2020. Destinations that rely heavily on international, business and events tourism are particularly struggling, with many coastal, regional and rural areas faring better than cities.

Encouraging news on vaccines has boosted hopes for recovery but challenges remain, with the sector expected to remain in survival mode until well into 2021.

Domestic tourism has restarted and is helping to mitigate the impact on jobs and businesses in some destinations. However, real recovery will only be possible when international tourism returns. This requires global co-operation and evidence-based solutions so travel restrictions can be safely lifted.

The survival of businesses throughout the tourism ecosystem is at risk without continued government support and although governments have taken impressive action to cushion the blow

to tourism, to minimize job losses and to build recovery in 2021 and beyond, more needs to be done, and in a more coordinated way. Key policy priorities include:

- Restoring traveller confidence
- Supporting tourism businesses to adapt and survive
- Promoting domestic tourism and supporting safe return of international tourism
- Providing clear information to travellers and businesses, and limiting uncertainty (to the extent possible)
- Evolving response measures to maintain capacity in the sector and address gaps in supports
- Strengthening cooperation within and between countries
- Building more resilient, sustainable tourism

While flexible policy solutions are needed to enable the tourism economy to live alongside the virus in the short to medium term, it is important to look beyond this and take steps to learn from the crisis, which has revealed gaps in government and industry preparedness and response capacity. Co-ordinated action across governments at all levels and the private sector is essential.

The crisis is an opportunity to rethink tourism for the future. Tourism is at a crossroads and the measures put in place today will shape the tourism of tomorrow. Governments need to consider the longer-term implications of the crisis, while capitalising on digitalisation, supporting the low carbon transition, and promoting the structural transformation needed to build a stronger, more sustainable and resilient tourism economy.

Summary

Unprecedented scale of the tourism crisis, and outlook extraordinarily uncertain:

The COVID-19 crisis has hit the tourism economy hard, with unprecedented effects on jobs and businesses. Tourism was one of the first sectors to be deeply impacted by the pandemic, as measures introduced to contain the virus led to a near-complete cessation of tourism activities around the world. The sector also risks being among one of the last to recover, with the ongoing travel restrictions and the global recession. This has consequences beyond the tourism economy, with the many other sectors that support, and are supported by, tourism also significantly impacted.

The unprecedented shock to the tourism economy is being compounded by the evolving sanitary situation. While positive news on vaccines has boosted the hopes of tourism businesses and travellers alike, challenges remain. Vaccine roll out will take some time, and the

sector is potentially facing stop/start cycles for some time. This will further damage business and traveller confidence, and business survival prospects. Despite the proven resilience of the tourism economy to previous shocks, the sheer scale and combined economic and health nature of this crisis means that the road to recovery is highly uncertain. While there has been some resumption of international tourism activity, this remains very limited. Domestic tourism has restarted in many countries, but can only partially compensate for the loss of inbound tourism.

OECD now estimates international tourism will fall by around 80% in 2020. No meaningful recovery in international tourism flows is foreseen until well into 2021, and is likely to take some years. This is in line with recent projections by other organisations. Latest UN World Tourism Organization (UNWTO) estimates point to a 70% decline year-on-year in international tourist arrivals in the first eight months of the year, with the loss in export revenues from international tourism eight times that recorded in 2009 amid the global financial crisis. UNWTO now foresees a decline in international arrivals close to 70%, with recovery to pre-crisis levels not expected before 2023.

Domestic tourism is providing a much needed boost to help sustain many tourism destinations and businesses, and will continue to be a key driver of recovery in the short to medium term. There has been some pick up in domestic tourism activities since the middle of the year, due in part to displacement effects of international travel restrictions. However, this has been hindered as many countries face further waves of the virus, and domestic tourism is expected to end the year significantly down on pre-COVID levels. Spain and the United Kingdom, for example, are forecasting a decrease in domestic tourism by 45-50% in 2020. Also, not all destinations or businesses have benefited, due to ongoing restrictions on movement within countries and altered demand patterns and behaviours.

This is having very tangible economic and social consequences for many people, places and businesses, and the wider economy. Tourism generates foreign exchange, supports jobs and businesses, drives regional development and underpins local communities. Before the pandemic, the sector directly contributed 4.4% of GDP, 6.9% of employment, and 21.5% of service exports in OECD countries, on average (and 6.5% of global exports according to the World Trade Organisation. However, these shares are much higher for several OECD countries, where tourism is a major driver of economic activities, such as France (7.4% of GDP), Greece (6.8%), Iceland (8.6%), Mexico (8.7%), Portugal (8.0%) and Spain (11.8%). The indirect impacts of tourism are also significant, exacerbating the size of the shock on national and local economies.

Box 1. Forecasts for tourism performance and recovery: selected country examples

Canada: Revised tourism estimates from Destination Canada in July 2020 were based on a re-opening of the Canadian border in January 2021. Destination Canada developed two possible scenarios for 2020, based on different possible conversion rates of outbound Canadian tourism towards domestic travel:

- Scenario 1: assuming only 20% of Canadian outbound tourism demand is converted to domestic tourism, tourism expenditures drop by 61% (to CAD 41.3 billion) and jobs attributable to tourism drop by 55% (to 324 000).
- Scenario 2: assuming 100% of Canadian outbound tourism demand is converted to domestic tourism, tourism expenditures drop by 43% (to CAD 59.7 billion) and jobs attributable to tourism drop by 41% (443 500)

Croatia: Forecasts for tourism flows are revised every 15 days, following a review of the latest travel safety recommendations and epidemiological situation. This is informed by data from the e-Visitor system, which provides daily updates. A 50% drop in tourism traffic is expected in 2020.

Germany: The German Federal Competence Centre for Tourism's latest "Recovery-Check" forecasts from July 2020 identify three possible scenarios for domestic and international tourism recovery. Under the central scenario, domestic tourism is expected to recover to 2019 levels in summer 2021, with an international tourism recovery forecast for April 2023 (i.e. two years longer). Annual booked turnover compared to 2019 is expected to decline by: 42% in domestic and 57% in international tourism in 2020, 14% in domestic and 52% in international tourism in 2021, and 30% in international tourism in 2022.

Switzerland: According to the Swiss Economic Institute (KOF) the number of overnight stays is predicted to fall by 34% on 2020. The slump in domestic demand is forecast to be relatively small (down by 14%), with the loss in international business significant (down by 55%). Domestic and European demand is expected to recover steadily, but demand from overseas markets is not expected to recover until 2023. With the exception of a few hotspots, hotel prices are also expected to fall and recover in 2022. Fares on mountain railways could rise significantly if passenger numbers are drastically reduced.

United Kingdom: VisitBritain have modelled a range of scenarios of the short-term impact on inbound and domestic tourism. Under the central scenario, inbound tourism arrivals are forecast to decline by 73%, with a corresponding decline in spending of 79% (last updated

early October 2020). For domestic tourism, the central scenario forecasts a 49% decline in trips and spending.

The halt in tourism is having a knock-on impact on the wider economy, given the interlinked nature of the sector. The OECD estimates that more than a third of the tourism value added generated in the domestic economy comes from indirect impacts, reflecting the breadth and depth to linkages between tourism and other sectors (e.g. food production, agriculture, transport, business services). UNCTAD, meanwhile, estimates that global GDP losses due to the crisis in tourism could amount to 2.8% of the world's GDP (USD 1.2 trillion), if international tourist arrivals drop by 66%, with the consequences most marked in countries like Croatia (potential drop in GDP of 8%), Portugal (6%), Morocco (4%), Greece (4%), Ireland (3%) and Spain (3%). This could rise to a fall of 4.2% of world's GDP (USD 3.3 trillion) if international tourism flows are at a standstill for 12 months.

The crisis is putting millions of jobs in the tourism sector at risk. Tourism is highly labour intensive and provides a high volume of jobs for low skilled workers, together with higher skilled jobs. According to the International Labour Organisation (ILO), the accommodation and food services sub sectors alone globally provides employment for 144 million workers, about 30% of whom are employed in small tourism businesses with 2–9 employees. Many of these jobs are customer-facing, exposing workers also to the health risks from the virus (e.g. waiters, air stewards, hotel receptionists).

The scale of job losses is not yet apparent, as government support have protected workers from the full impact of the pandemic. However, the World Travel and Tourism Council (WTTC) estimates that that up to 174 million job are at risk globally in 2020. The European Commission's Joint Research Centre forecasts that between 6.6 - 11.7 million jobs in businesses operating and/or dependent on tourism-related activities could be at risk of reduction in working hours or permanent losses in 2020, representing between 3.2% and 5.6% of the total active population in the European Union. Women, young people, rural communities, indigenous people and informal workers are disproportionately affected – groups that are more likely to be employed in micro or small tourism businesses.

National level estimates similarly reflect the scale of the impact on tourism, together with the challenges in making predictions in a fast moving and uncertain situation. Quantifying the current and future impacts of the crisis on the tourism sector is challenging, with the crisis exposing shortcomings in tourism statistical information systems, including a lack of robust, comparable and timely data to inform policy and business decisions.

Available evidence highlights the precipitous drop in international travel flows and tourism spending, as well as the contraction of domestic tourism activities.

Attempts to forecast the impact of the pandemic on the tourism economy have repeatedly been overtaken by the rapidly evolving sanitary situation, and changes to containment measures. Traditional forecasting methods are unreliable in the current environment. presents forecasts for domestic and international tourism performance in 2020 from selected countries. As with the OECD projections, scenario-based approaches provide some directions for tourism recovery, but are necessarily based on assumptions and simplifications, and subject to ongoing adjustment and revision.

The outlook for tourism is extraordinarily uncertain, and recovery will depend on the interlinked consequences of the economic and health crisis on demand and supply side factors. These include the evolution of the pandemic, availability of a vaccine (or alternative control measures), and the lifting of travel restrictions, as well as the survival and readiness of businesses throughout the tourism ecosystem to meet demand, impacts on consumer confidence and travel behaviour, and developments in the wider economy. The global scale and extended duration of the crisis, continued uncertainty, and the interlinked economic and health nature of this crisis makes it unlike any previous shock to the tourism system.

Beyond the tourism economy, the pandemic has triggered a global economic crisis, and this in turn has consequences for tourism recovery. OECD predicts that global GDP will fall sharply by 4.2% in 2020, before returning to pre-pandemic levels by the end of 2021. The road ahead is brighter as progress on vaccines has lifted hopes, but challenges remain and recovery will be uneven across countries, and across sectors. Growth has rebounded in many parts of the economy, but tourism and other sectors have been slower to bounce back, and this is impacting recovery in many countries

Literature review

Potential long lasting tourism policy implications: initial country views

Sustainability may become more prominent in tourism choices, due to greater awareness of climate change and adverse impacts of tourism. Natural areas, regional and local destinations are expected to drive the recovery, and shorter travel distances may result in a lower environmental impact of tourism.

Domestic tourism is expected to benefit, as people prefer to stay local and visit destinations within their own country. Domestic tourists are often more price-sensitive and tend to have lower spending patterns.

Traveller confidence has been hit hard by the crisis, and the ongoing uncertainty. This may lead to a decline in demand and tourism consumption that continues well long after the initial shock.

Traveller behaviour will be influenced by the evolution of the crisis, as well as longer term consumer trends that are reshaping in the way people travel. This may include the emergence of new niches and market segments, and a greater focus on safety protocols and contactless tourism experiences.

Safety and hygiene have become key factors to select destinations and tourism activities. People are likely to prefer ‘private solutions’ when travelling, avoiding big gatherings, and prioritising private means of transport, which may have an adverse impact on the environment.

Structural change in tourism supply is expected across the ecosystem. Not all businesses will survive the crisis and capacity in the sector is likely to be reduced for a period, limiting the recovery.

Skills shortages in the tourism sector may be exacerbated, as many jobs are lost and workers will redeploy to different sectors.

Reduced investment will call for active policies to incentivise and restore investment in the tourism sector to maintain the quality of the tourism offer and promote a sustainable recovery.

Digitalisation in tourism services is expected to continue to accelerate, including a higher use of automation, contactless payments and services, virtual experiences, real-time information provision.

Tourism policy will need to be more reactive and in the long term it will move to more flexible systems, able to adapt faster to changes of policy focus. Crisis management will be a particular area of focus. Safety and health policy issues also.

It is too early to say what the long term implications of the crisis will be for tourism, but a return to business as usual is highly unlikely. The tourism sector will be a very different in 2021 to what it was in 2019. The longer the crisis continues, the more businesses and jobs will be lost, the greater the implications for traveller behaviour, and the tougher it will be to rebuild the tourism economy. This brings challenges for the sector, but also opportunities to encourage innovation, drive new business models, explore new niches/markets, open up new destinations, and move to more sustainable and resilient tourism development models. Box 2 presents some of the potential long term impacts which may arise, and their policy implications.

The crisis is a call for governments at all levels to take strong and co-ordinated policy action to mitigate the impacts and support the recovery. It is also an opportunity to take advantage of new technologies, implement green recovery strategies, and shift to policy and business practices that better balance the environmental, social and economic impacts of tourism. Policy makers should leverage the opportunity to reboot the tourism economy on a stronger, fairer and more sustainable footing. The crisis, and the recovery plans that are being put in place, are a once in a lifetime opportunity to move towards more sustainable and resilient models of tourism development.

In this environment, tourism is high on the global policy agenda, and similar calls have been made by other international institutions, including the United Nations, World Bank and World Trade Organisation. The G20 Tourism Ministers, in the Diriyah Communiqué, recognised that COVID-19 may result in a paradigm shift for the travel and tourism sector, and committed to continue to work together to support those most impacted by the crisis, and support a sustainable and inclusive recovery of the tourism sector.

Drawing initial lessons and charting a way forward for tourism policy:

The COVID-19 crisis has been a huge shock to the tourism economy, severely impacting people's livelihoods, neighbourhoods and businesses. As the pandemic continues to evolve, the full consequences are not yet clear. However, a return to 'business as usual' is unlikely. Policy makers will need to learn from the crisis to build a stronger, more resilient tourism economy for the future. While it is still too early to say with any certainty what these will be, a number of initial lessons are outlined:

- **Crisis has been a call to action to governments, at all levels, to respond in a coordinated way, and has highlighted the importance of integrated tourism policy approaches to support recovery.** Delivering well-targeted and accessible supports as quickly and efficiently as possible to vulnerable tourism businesses, workers and tourists has and continues to be crucial. Governments at all levels, and the private sector, need to be better prepared and have the capacity to react and adapt quickly. This requires more robust risk assessment and crisis response mechanisms, and closer coordination – at local, national and international level.
- **Strengthened multilateral cooperation and robust support is essential to reactivate tourism.** Countries need to work together, as the actions taken by one government have implications for travellers and businesses in other countries, and for the global tourism system. Countries need to develop collaborative systems across borders to safely

resume travel, restore traveller and business confidence, stimulate demand and accelerate tourism recovery. More efficient international coordination systems are also needed to respond to future shocks

- **Sector-specific supports are needed to address the particular needs of tourism workers, businesses and destinations, and support wider economic recovery.** Tourism has benefited significantly from general economic stimulus measures. However, it is one of the most heavily impacted sectors, and will have an impact on wider macroeconomic recovery in many countries. Those parts of the tourism ecosystem that are not yet open for business and where demand is likely to be depressed or constrained for some time will require particular attention, as will destinations and small businesses that have been most severely hit and are most vulnerable.
- **Continued government support should already start to build toward more sustainable and resilient tourism economy.** Destinations and tourism businesses need help to be ready to provide tourism services to meet demand when the recovery comes. It will be important to work with tourism businesses so they are sustainable beyond the end of the support, and already starting to address the long term implications of the crisis. Measures should be increasingly conditioned on broader environmental, economic and social objectives.
- **Providing policy clarity and taking steps to limit uncertainty (to the extent possible) will be crucial to support tourism recovery.** The outlook for the tourism economy remains extraordinarily uncertain, and business and travel confidence has taken a big hit. Clear communication, well-designed information policy and clarity on the epidemiological criteria will be particularly important where there is a need to change travel restrictions and containment measures in response to virus outbreaks and the shifting sanitary situation.
- **Improving the evidence base to inform policy and business decisions will be key, through information gathering, research and data analysis.** The crisis has highlighted shortcomings in the availability of timely, comparable, granular data in quickly evolving situations. Reliable and consistent indicators are needed to evaluate the effectiveness of programmes and initiatives, and monitor progress on tourism recovery and resilience. Risk-based solutions to safely lift travel restrictions and get the international tourism ecosystem back up and running must be based on sound scientific

evidence. These solutions also need to be feasible to implement, with sufficient capacity available to ensure these systems can function reliably.

- **Crisis is a once in a lifetime opportunity to move toward fairer, more sustainable and resilient models of tourism development.** The pandemic has once again exposed structural shortcomings in the tourism system and the vulnerability to external shocks. There is an urgent need to diversify and strengthen the resilience of the tourism economy, to better prepare for future shocks, to address long standing structural weaknesses, and encourage the digital, low carbon transformations that will be essential to shift to stronger, fairer and more sustainable models of tourism development.

Conclusion

This study shows that the geospatial technique contributes very significantly in detecting pre and post COVID 19 pandemic conditions and helps in proper decision-making, not only in India but also in the entire world.

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9. A Case Study on Coordination between Housekeeping & Front Office Department with Relation to Covid Guidelines Post Covid-19

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Abstract

We've entered a world of change and the hospitality industry has been deeply impacted. Now, with regions across the globe reopening, the consideration of what it means to live and travel in this strange new world has begun to kick in.

This includes changes throughout all hotel departments, from at the Front Desk to new procedures for valets and bellmen. Housekeeping will be the bedrock of security, as cleanliness is critical to safety.

Cleaning hotel rooms is a core part of the hospitality business. With heightened awareness as a result of the pandemic, hotel teams will face additional scrutiny on what makes a room clean and safe.

Hotel safety for guests and employees, as well as national economic and health safety, relies on the ability to control and eliminate COVID 19 in shared environments. In the housekeeping world, there are 7 different things to focus on. By using the Event Study Method

(ESM), this paper aims to examine the effect of the new coronavirus (SARS-CoV-2) disease (COVID-19) outbreak on the market performance of the hotel industry in the U.S. We also compare the impact of COVID-19 outbreak with three previous disease outbreaks. The results show that there is a negative influence of the disease outbreaks on stock returns of hotels in the U.S. However, the impact of COVID-19 is incomparably higher in magnitude compared to previous diseases. Furthermore, given the importance of following flexible corporate strategies

to adapt to new and unpredicted situations, it is found that the ALFO (assets light, fee-orientated) strategy acts as a mitigator for the predicted market value drop due to the pandemic.

Introduction

Even with changing restrictions and government orders, hotels can take basic steps to prepare their property for guests who are quarantining and to streamline operations. While some hotels require that guests shelter in their hotel rooms, other quarantine hotels offer the option for guests to have more freedom on the hotel property (including outdoor smoking areas or outdoor exercise areas).

In preparation for guests who will need to isolate, additional standard operating procedures (SOPs) and checklists will need to be in place to make sure that guests and team members are protected while adhering to municipal regulations.

These quarantine and isolation specific SOPs and checklists are in addition to the heightened cleaning and sanitization procedures that

hoteliers are using it to prevent the spread of COVID-19 and to maintain the health and safety of guests and staff.

Ensuring Safety for Staff and Guests

The first and most important thing will be to ensure the safety of everyone on property -- both staff and guests. To do

This prevention will be essential.

As a hotelier, you may know how clean your hotel is, but that doesn't mean that your guests do. Guests look for visual indicators, but COVID requires sanitization, which is invisible to the naked eye.

To keep guests calm and coming back, it's important to proactively communicate with them, letting them know exactly what your property is doing to ensure a safe guest experience, especially as not all hotels in your region may be holding themselves to the same level of stringency. Whether or not your standards are measured at a property, corporate, or third-party level, make sure you let guests know what is happening.

Staff at the front desk have maximum chances of interaction with guests and therefore, it is pivotal for employees at the reception to take all necessary precautions and to comply with the guidelines laid out by the management and the government for protection against Covid-19.

While often not at the forefront of hotel owners' or asset managers' minds, housekeeping is arguably one of the most important departments. After all, the housekeeping team takes care of the "house" that you invited your "guests" into and focuses on the main product of a hotel operation - the rooms. With COVID-19, housekeeping has become more critical than ever. Those teams put their health in danger to look after the remaining staff and guests.

Even once the worst of the virus is over, the threat is unlikely to disappear overnight. Therefore, once hotels can safely reopen, guest attitudes and your operations will likely be impacted in the long-term [2]. Even before the virus, 78% [3] of hotel guests felt cleanliness to be the most crucial factor affecting their accommodation choice. We expect [i]this percentage to increase, as guests will expect the highest standards of sanitation to feel comfortable in your hotel. Therefore, hotels and asset managers worldwide need to work with their housekeeping teams to better prepare for these impacts after re-opening.

The management at hotels needs to have a strategy in place to cope with the Covid-19 pandemic, which must be regularly updated, as suggested by pertinent authorities. Some aspects to consider are:

The management at hotels must create and implement a plan to prevent transmissions, in consultation with the local government, health authorities, as well as hotels, restaurants and other related administrations and industry associations.

Another important aspect of post-Covid hotel management is the management of revenue. The market conditions and containment of Covid-19 around the world varies in the present scenario. It is therefore only fitting for hotels to develop recovery plans that are not too boxed or stringent in nature. Flexibility would allow hotels to thrive

in the evolving market situation and must therefore include four key factors – Capturing existing demand in the market, adjusting pricing strategies to maximize long-term revenue, reviewing market forecasts and analyzing the competition's contribution to the playfield. A hotel property management software can provide you with all the inputs, spread over 100+ reports such as those which present a cumulative of finances and occupancy as well as night audits that are done at the end of a day, which you would need to make these business decisions.

In addition to keeping communication open with the staff at your hotel, it is important to stay in constant touch with your hotel's audience by way of emails or updates on your website and social media channels. For example, answering commonly asked questions related to

bookings/cancellations and safety measures would display a hotel's proactiveness in Covid-19 prevention. Also, reach out to guests through content tailored to suit their interests and current apprehensions.

In areas where the virus that causes COVID-19 is circulating, staff aged 60 or over, or who have any underlying health conditions such as heart disease, diabetes or lung cancer, should wear a medical mask because of their higher risk of getting seriously ill from COVID-19.

Staff under the age of 60 and who are in general good health can wear fabric masks when they cannot guarantee at least a 1 metre distance from others. This is particularly important for staff who are in close contact or potential close contact with others. Everyone should follow local policies and regulations.

With the uncertainties brought in by the pandemic, travel has been on a decline, but experts say that the pent-up demand would slowly unravel and soon the hospitality industry will see a surge in business.

But, before things can take-off, there are certain crucial factors that need a hotelier's attention, as they are on every traveler's mind. Guest interaction is adduced as the most common concern travelers have as safety and security in hotels has become extremely important, given the havoc that the pandemic has played.

We all know by now that the transmission of the SARS-CoV-2 virus happens primarily via respiratory droplets, through person-to-person contact and the best prescribed prevention methods include maintaining thorough hand hygiene, physical/social distance and wearing a mask whenever one is stepping out of the house. Sufficient ventilation in buildings/indoor settings can also help in curbing the risk of infection. But do you, as a hotelier, know enough about how to prepare your property and human resource to tackle this invisible threat? To help you address the worries of your guests, we have listed below a few useful and practical tips for every department of a hotel to guarantee effective hotel management in 2021.

Since there is a high measure of interaction between guests, guests and staff and between staff members themselves, in a hotel environment or within any kind of entity that provides accommodation services, these interactions require keen attention.

Summary

For prevention, incorporating and maintaining guidelines and recommendations for safe operations will be critical to ensuring your hotel meets new cleanliness standards.

Recommendations for the Housekeeping Department include

- Frequent antiviral cleaning of public high touch areas, in accordance with CDC and AHLA Safe Stay recommendations
 - Offering masks to guests upon arrival and enforcing usage (in a gentle and hospitable manner).
 - Clear and consistent policies around sick leave for employees
 - Put tape/stickers down in places where people congregate to mark 6 feet of distance (in both guest and staff areas) for social distancing protocols
- Recommendations for communicating cleanliness:

Automated emails to planned guests informing them of the new standards and how they are being kept safe

Visual indicators of sanitization

- Physical printouts in-room detailing the measures that were taken to ensure cleanliness
- Easily accessible summary on your website and/or booking platform
- Lean Teams Doesn't Necessarily Mean Less Efficient Teams

The hotel industry has undergone an incredibly rough 2020 and the path ahead isn't totally straightforward. Though occupancy rates are increasing, they don't yet always merit the staff levels that were seen in 2019. This will probably mean the staff you do have will need to wear multiple hats, either within each department, or even across departments. All of these changes can get lost in the shuffle, so make sure your team is aligned on what is most important to get done on a daily, weekly and monthly basis.

Recommendations for managing lean teams

Identify the "most critical" parts of your SOPs and make sure that these are happening

Leverage technology (like ALICE) to allow for multitasking, streamlined communication, and cross-team collaboration

All said and done, there are a lot of new expenses coming down the pipeline. Protective personal equipment, new cleaning supplies, and physical changes to communal space will all put a strain on pre-COVID budgets. Even items like linens might need to be replaced more often with the more caustic cleaning.

Determining what specific changes need to be made to your hotel's housekeeping protocols for COVID-19 will help estimate the new costs. Another consideration for these new

expenses would be a case where lower occupancy means less frequent restocking, as the wear and tear on inventory decreases.

Recommendations for managing your housekeeping budget

Estimate your new budget and communicate the changes throughout management as early as possible

Try to find places where you can temporarily reduce costs

Opt-In Housekeeping & Safety Consultations

Many hotels have gone to opt-in versus opt-out for housekeeping. In this program, it is assumed that guests will not receive housekeeping

services during their stay. Instead, towels and toiletries are provided in the room based on the number of nights and number of guests in a room. This way no one enters the room other than the guests during their stay. In the event that more items are needed, hotel staff will leave them outside the door.

To successfully obtain plan for opt-out service:

Calculate the number of nights and the number of guests to determine the amount of towels, sheets and other amenities (bottled water, coffee, tea) that are likely to be needed

Update your housekeeping system, like ALICE Housekeeping, to include these items in the room cleaning. If the room has already been cleaned, set up a service issue for the update as the floor is attended to.

Well checks every two to three days should still be completed - just without entering the room. If something is amiss, alert the appropriate manager to take action.

Some hotels will still perform traditional housekeeping on a regular basis, but instead of clearing and cleaning rooms, as a housekeeper goes through their 'board,' guests will schedule a window of time to have their room serviced.

Though the process of reopening has begun, the era of COVID-19 will last much longer. Even after the new case rates are reduced, travellers and guests will still be more aware and cautious for months, if not years.

For this reason, these changes will not be the brief intermediate solution we initially hoped for. These are changes that we need to take to heart and operationalize. This will ensure the travel industry, and thus hotels, can stay afloat and even return to previous profit margins.

Front Office

Staff at the front desk have maximum chances of interaction with guests and therefore, it is pivotal for employees at the reception to take all necessary precautions and to comply with the guidelines laid out by the management and the government for protection against Covid-19. In addition to maintaining physical distance and always having masks on, other points to be taken care of are:

Staff at the reception must always be kept abreast with all information related to Covid, enabling them to pass it on to guests. This should include all the safety measures, protocols, and policies in place.

Front-desk staff should be given the authority to advise guests with symptoms of Covid-19 to quarantine within their rooms, until seen by a doctor or medical practitioner and must arrange for masks or alcohol based hand rubs for the guests with symptoms.

Occupancy policies of a hotel for person's accompanying people with a suspected case of Covid must be made clear to the reception staff.

Guests who make an exit from your hotel must be asked to inform local health authorities of their stay at the hotel, if they develop symptoms associated with Covid-19.

Emergency telephone numbers for hospitals, health authorities, transportation services should be at the front-desk's disposal.

Guest information must be treated with caution, in consultation with the hotel's management and local health authorities. With a property management system like Hotelogix, it is easy to manage such information without being worried about safety or security of data.

In order to ensure that Covid appropriate behavior is followed, it may be necessary to reduce the occupancy rate at your hotel. However, to make sure that your hotel does not suffer losses or the revenue does not get affected in doing so, you could invest in a hotel management system that also does yield management for your property.

Guests must always be reminded of respiratory hygiene, social distancing and sanitizing hands and other surfaces as a norm, even though they may already be aware of them.

If deemed necessary, the establishment must provide physical barriers between staff and guests to maintain the required distance.

PPE (Personal Protective Equipment) should be available to the reception staff to use in the presence of a suspected case of Covid-19 and must include things like medical masks and eye protection, face shield, disinfectant wipes, surface cleaners, plastic aprons, isolation gowns etc.

Proper training should be given to the staff for the use and disposal of PPE kits.

Conclusion

Guest safety and security in hotels is of primary importance to people in the post-Covid world. Though a large number are looking

forward to international travels once Covid-19 is well contained, they have concerns regarding health and safety and only if hoteliers make sure they take all necessary precautions and communicate about intensified cleaning protocols, social distancing norms applied, as well as changes made to commonly used areas in their properties, in order to promote social distancing, would they be able to build confidence in their audience's minds.

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10. A Case Study on “New Normal” Style of Dining

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Abstract

Dining in is an experience enjoyed by a customer related to food and beverage service on a restaurant premise where he/she is in proper state to pay for the same. An experience which is being provided by various establishments for various years was heavily struck by the pandemic which hit the world in the February of 2020. A situation which was first identified in China and later spread in the world had an awful and heavy impact on the food and beverage industry. A virus which people and the health institutions were unaware of compelled various countries to shut down a lot of food and beverage institutions as precautionary measures listed in their respective restrictions.

There was a hefty setback to the industry enthralling a number of people to lose their jobs and a number of establishments to shut their businesses. 2020 was a disastrous year for the industry but the year 2021 was bijou boon for the industry as there was a substantial rollout of the vaccines which was definitely a remarkable achievement for the health institutions. We have been 2 years in the virus but we are still unaware about the source and the effect it can have on longer run and how efficient the vaccines are with new variants emerging every day and how efficient are vaccines will be against them. But leaving aside the concern, the food and beverage industry is surely on a revival and we can conclude that little by little the industry is taking baby steps to stand back on its feet.

Introduction

A restaurant is a public place where people can get drinks or meals. The public dining room that eventually became known as the restaurant was founded in France, and the French have continued to play an important role in its growth. You don't realize what you have until it's

gone. Covid-19 exposed the mundane things that many people took for granted until they are no longer an option, such as dining out.

The pandemic shook the restaurant business and demonstrated how inflexible it is. More than 70,000 restaurants in the United States have permanently closed due to COVID-19. Restaurants have to swiftly adapt their menus and workforce to accommodate curbside pickup and delivery in order to stay viable. We can see how Covid-19 will fundamentally impact the restaurant business now, several months into the pandemic. In many cases, the pandemic provides an opportunity for restaurants to innovate and come up with new and inventive methods to serve consumers. COVID-19 has been the restaurant industry's greatest challenge to date. Never before has there been such a large number of eateries forced to close; some will never return. Consumer demand would not instantly revive when restrictions are eased, according to early signals from China and other nations where the pandemic appeared to be under control. Restaurants that prepare ahead to adapt and refine their restaurant model for the "new normal" will be in a better position to restore pre-crisis sales levels. According to a 2019 report by the National Restaurant Association of India, the restaurant business employs over 7.3 million people in India. When the lockdown was imposed on March 24, all commercial activity was halted, but many eateries had already begun to witness a decrease in patronage. Even before the pandemic, the industry had been dealing with its own issues. The present GST system has increased the expense of operating a restaurant. The business is currently anticipating losses of over Rs1 lakh crore as a result of the closure.

Literature review

The pandemic struck the hospitality industry the worst over the world, from travel to gastronomy. Despite the fact that deliveries skyrocketed as restaurants halted in-person eating, the business continued to suffer large losses due to revenue and profitability decreases, causing many to permanently close their doors. Several entrepreneurs preserved the faith and launched new enterprises during what could be described as the most tumultuous periods. After the food services industry has witnessed its worst slump in 2020 due to the Covid-19 pandemic, it is gradually recovering at the onset of 2021 from restaurants losing their business to the staff losing their job, the fraternity saw some of the darkest times. In the recent past, the loss has been estimated to be 30 percent in the 275 billion dollar industry. The hospitality industry in India employs about 43 million people and the job loss is about 25 to 30 percent while a lot of

restaurants are still struggling to cope with the new normal, there are numerous places that have already upped their game.

The restaurants pretty much revived, accommodating to the new normal as soon as the lockdown was lifted. The services and features that were rarely used pre-COVID are now being used in a fully-fledged manner due to the pandemic. For example, to avoid passing on the same menu to each table, QR codes have come in handy. They offer a contactless method of viewing menus, ordering and paying for services, as well as a way for customers to provide quick feedback. This technology allowed restaurants to adhere to strict COVID guidelines. As we look to the long-term future, and we see the shift in our consumer demographics, it makes sense that acceptance of this technology will grow and eventually the need for paper menus will become obsolete.

Every restaurant after the pandemic, following government orders, has been taking the temperature of their patients before they enter for their dining experience. To prevent long lines, a lot of them started pre-booking or online booking the tables. Customers indicated that they most liked the new open environments for dining, perhaps demonstrating a preference for eating outside because of health concerns or simply because it's pleasant to eat outside. The next most popular change concerned the simplification of menus, which diners found to be less intimidating, easier to navigate. Lastly, diners hoped that the ability to order and pay remotely remained an option moving forward. It was of utmost importance for the dining sector to make their customers feel welcomed and safe. One effective way of achieving this is by subjecting every staff and customer to a thorough check-up before entering the restaurant, and the enactment of personal protective measures like nose masks, hand sanitizers, and disinfectants. Most restaurants are dedicated towards spacious outlets, maintaining more distance between each dining table to make people feel more comfortable. All street-food or small dining outlets, too, resorted to protocols that would make eating on streets safer than it was before. This was done by using disposable cutlery and by keeping sanitizers on each table and outside these outlets. Dining industry has realized must stay agile in everything from their staffing to their supply chain. Focusing on cleanliness and delivering a reliable, trustworthy experience will keep customers coming back long after the pandemic is over.

Case analysis/study

The pandemic struck the hospitality industry the worst over the world, from travel to gastronomy. Despite the fact that deliveries skyrocketed as restaurants halted in-person eating, the business continued to suffer large losses due to revenue and profitability decreases, causing many to permanently close their doors. Several entrepreneurs preserved the faith and launched new enterprises during what could be described as the most tumultuous periods.

Due to the pandemic, many Mumbai residents choose to spend more time in the surrounding towns of Lonavala, Panchgani, and Mahableshwar, which are less crowded and closer to nature. The founder of Anglo Indian and Out of the Blue, Rahul Bajaj, has also relocated and embarked on a new adventure. "When the pandemic struck, a large number of Mumbai residents died." My family and I are relocating to Lonavala because we own a home there. Out of the Blue had to be shut down because things were getting out of hand. The workaholic in me wouldn't let me sleep, so we sped up the Lonavala project." "We wanted to provide the residents of Lonavala a taste of Mumbai food since it is a profitable market and it worked out in our favor," he says of Anglo Indian's plan.

With the issues that arose during the lockdown, completing the project became a tremendous task. "After we received word that the place in Mumbai would be shut down, we started the Anglo Indian project, and I departed for Lonavala." However, when the situation worsened, our employees began to return to their homes, causing delays in the project. As a result, instead of opening in 2020, we did so in 2021. We started during the rainy season, and two days before the grand launch, there was a landslide in Lonavala, which forced the entire place to close for two days for clearance."

Obtaining high-quality specialized ingredients has proven to be a huge logistical challenge for restaurants. Getting supplies to Lonavala has been difficult and continues to be difficult because particular vegetables, like as broccoli and sun-dried tomatoes, are difficult to come by. We were unable to introduce the actual Anglo Indian menu on schedule due to a lack of readily available raw components. We were unable to launch Out of the Blue, which was known for its fondue and sizzlers. We had to change the menu to accommodate what was readily accessible, which resulted in some unfavorable feedback." "Zomato riders were not available in our location," said one customer, citing a dearth of delivery partners. Given that we only opened for takeout and delivery in the beginning, we couldn't get delivery through Zomato, so we had to

hire our own delivery crew. There have been instances when we went three days without receiving any orders and times when we received a large order for soups. After we gained some traction, people began to walk in, and we began our dine-in with a restricted menu."

The Game Palacio and Pink Wasabi's owner, Prasuk Jain

Pink Wasabi is a Pan-Asian diner that opened this year in Mumbai, and The Game Palacio is a one-of-a-kind arcade with a large choice of games and meals. In these uncertain times, Prasuk Jain discussed the approach for opening The Game Palacio and Pink Wasabi. "International travel has been prohibited for a long time, as we all know. A concept like Game Palacio and Pink Wasabi has never been seen in the city before. The goal was to curate the full eating experience, rather than just the food and drink. Pink Wasabi not only provides you a taste of London, but the food we've experimented with adds to the experience of Asian cuisine and its flavor. Hand-tossed pizzas, Asian appetizers, sushi, decadent desserts, and much more can be found on the Game Palacio's unique multi-cuisine menu. Thai sambal Korean tofu dim sum, black rice edamame roll, saffron risotto, and smoky charcoal flan are among the restaurant's most fascinating dishes. "People are extremely comfortable in a safe environment when the protocol is followed and hygiene is maintained at the arcade," Prasuk Jain says of some of the challenges and opportunities surrounding establishing a new brand in the COVID-era, especially with an in-person arcade format like The Game Palacio. The Game Palacio has gone above and above to assure the customer's comfort. We believed this was the appropriate time to create a worldwide format like Game Palacio, which is similar in concept to the Brooklyn Bowl, because we all know international travel isn't what it used to be. Concept and international quality, as well as safety and hygiene, are two crucial characteristics that will aid in the creation of a brand." When asked how his restaurant, Pink Wasabi, has been harmed by people's growing preference for ordering versus dining in, Jain answered, "This is more of a myth." People have had enough of staying at home and not travelling, prompting them to leave the moment the ban on the hotel industry was lifted. While we had the impression that people were going out of business, I believe the market has grown. People want to see normal life again, thus entertainment and hospitality will see an increase in demand in the near future. But the concern is whether the jump will be consistent." Jain discussed some of the operational problems they experienced. "Every shop in the country has experienced difficulties such as rental issues, low footfalls, salaries, taxation support, electric support, property tax issues, and so on, with the extra difficulty of

closing the store by 12:00, when it was previously 8:00 and 10:00. Deliveries increased for firms that have been in the delivery business for a long time, but switching to a delivery model for a restaurant is difficult due to cooking costs."

Jain is pleased with the feedback they've gotten thus far. "Now that Pink Wasabi and Game Palacio are two of the city's most well-known businesses, all I know is that people like our taste and the concepts we've developed."

Summary

Customers have become even more concerned about safety and cleanliness following the second wave of the pandemic. Cleaning, hygiene, and COVID safety protocol were ranked as essential concerns by nearly all (about 98 percent) respondents prior to dining at restaurants. Over 95% of diners said they would feel more comfortable visiting restaurants with clearly communicated dining and kitchen rules.

Five major changes demonstrate how restaurants must adjust to the Covid-19 era and how they might use modifications to boost consumer satisfaction.

1. Focus on health and safety

Restaurants have long been required to pass health inspections, but a growing emphasis on sanitation and health is prompting them to step up their efforts. The consumers/diners want the restaurants to be more transparent about their cleanliness procedures so that they can rely on the management for the dining. The trends like single – use menus, tent cards (QR code scanners), disposable silverware, hand sanitizing stations and expecting the F&B staff to wear proper masks and face shields to ensure utmost safety.

2. Increased digital offerings

Restaurants, like most other industry, have undergone considerable digital acceleration. Restaurants with a strong digital presence, such as easy online or mobile ordering or a solid digital reward programs, saw increased consumer involvement throughout the pandemic. Customers are likely to remain digitally engaged after the epidemic, based on all indications. With a growth in online and mobile orders for pickup and delivery, restaurants will continue to progress toward frictionless ordering and payment.

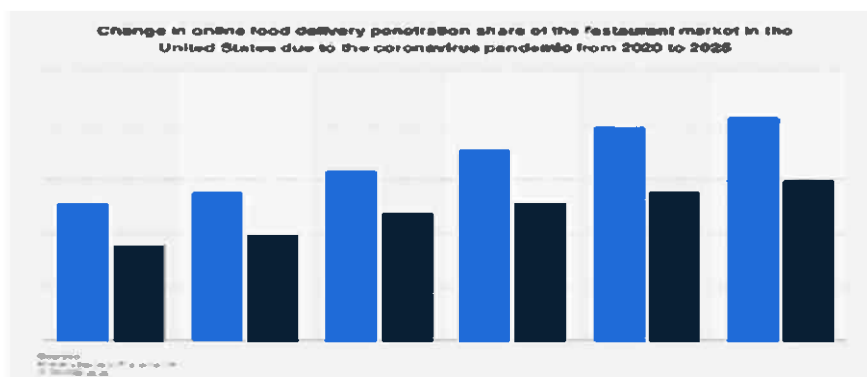
3. Creative and changed menus

COVID-19 not only had an impact on the actual dining experience but also compelled the restaurants to cut down their menus to their best-selling dishes as it was difficult to sell all the

items present on the menu. Smaller portions are also becoming more popular on menus, which are not only less expensive for customers during these difficult economic times, but also take less time to eat, resulting in a faster eating experience with less risk of exposure.

4. Push for take

out/Delivery services/parcel services- During these times third party delivery applications like Swiggy/Zomato (INDIA), Uber eats/Door Dash (U.S.A), Just eat/Deliveroo (UK) etc. gained ground because of its efficient and contactless services which enabled the members to get less exposed to the delivery person and actually travelling to the restaurant reducing the risk of them contracting the virus. The applications in turn had various offers for people which helped the people save money and in turn helped the applications gain recognition. Not only third party applications but also few franchises with adequate capital launched their own interface which enabled the customers to order food directly without paying in extra charges applicable for a third party application. The restaurants also saved a huge chunk of capital since the people were ordering directly from the restaurant itself and the restaurants didn't actually pay any divisional rates to the third party applications. Dedicated drive-thru lanes for picking up online and mobile orders also became prominent



5. Changed Physical Spaces

The new normal which '6 feet distance is mandatory' forced the restaurants to cut down on their seating capacity to adhere to the social distancing norms. These restrictions are going to stick around for some time. As takeaway and delivery become increasingly popular, many restaurants have and may shrink their dining rooms to provide room for cooking and prepping orders. Many restaurants are adopting the ghost kitchen model, in which their kitchens are used to cook food for pickup and delivery in the absence of a physical dining room. To ensure there are less of closed space for dining and proper ventilation is provided to the customers while

having their dining experience, the restaurants are converting outside grassy areas and outside street spaces to dining pavilions.

Conclusion

To conclude with the pandemic had a negative and a positive effect as well. The first half of the pandemic had a worse effect as compared to the later. The effect still being unknown to human race the Food and beverage industry is surely on a revival track as majority countries have a large vaccine rollout. But the threat of new variants emerging is in lime light as the health officials are still unclear of the adversity of the virus and as stated by the officials that we are far from the end of this pandemic. In 2020, the chain restaurant business in the United States was valued at around 128.99 billion dollars, down from 158.86 billion dollars the previous year. The industry was expected to grow to 149.57 billion dollars in 2021.

Restaurants can't stay the same, as Covid-19 has demonstrated. They must always seek out new methods to improve their service, menu, and experience. Restaurants must stay in touch with their consumers' needs and adjust their experiences accordingly, such as lowering menu pricing, offering incentives, or allowing customers to order and pay online. This frequently entails investing in new supplies, training, and physical enhancements in the post-Covid-19 reality. However, those costs may be necessary for long-term success, and restaurants cannot afford to remain stagnant. Restaurants must be flexible in all aspects of their operations, from staffing to supply chain management. Customers will return long after the pandemic is over if you focus on hygiene and provide a reliable, trustworthy experience. Some restaurants have hope of revival but some institutions are still lacking behind because of the up and down trends in their profit and will take time to revive. 2022 is said to be the year where most of the industry will revive itself but the world being amidst the third wave and the new variants being more transmissible it is still difficult to predict the future on encompass any speculation about then sam

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11. A Case Study on Manage Increasing Covid- 19 Cleaning Cost in Hospitality Studies

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Abstract

Recent research suggests that COVID-inspired cleaning and safety standards will add roughly \$9 billion in incremental expense to the hotel industry. Leaders are adapting to the new safety expectations with a combination of technology, training, equipment, and materials purchases. A successful return to business will require the implementation of intensive new cleaning and safety programs for the protection of guests and employees while balancing the cost to your business.

With the cleaning time increased per room, housekeepers will be using more cleaning products, driving up supply costs 30%. As with any extreme situation that creates unprecedented demand, bad actors rise up and price gouging begins. Now that the supply chain is starting to catch up and the demand has leveled out, it's a good time to take a look at your vendor contracts to ensure that you are receiving fair pricing. It's a great opportunity to negotiate based on larger volumes.

Many hotel brands are offering optional housekeeping services, based on the idea that guest preference will be to not have personnel enter their room after check-in. Regardless of the potential time and costs savings there, new standards will lead to the average housekeeper taking an additional 507 minutes each week to clean guest rooms and 50% more time to clean public spaces. Your labor needs and budget will be a moving target for a while. As you bring this critical role off of furlough and train them on a host of new procedures, it might be time to consider a mobile workforce management application that can simplify scheduling and communications for both managers and employees alike.

Whether you are implementing a corporate cleaning program or taking advantage of industry programs like the AHLA, your team needs to understand their part and have that reinforced on a daily basis. Mobile task lists help to ensure teams understand your expectations while ensuring accountability. Daily logs are also key for management as they track the performance and success of new programs.

As major hotel brands market their new cleaning programs to draw in nervous travelers, it's critical that your staff are able to deliver on that promise. While guest counts are low, this just might be the perfect time to invest in mobile applications that can streamline operations before travel gets back to pre-COVID levels.

Introduction

COVID-19 has posed challenges never seen before by the hotel industry, requiring owners, managers, and brands to take new precautions to keep both guests and staff safe. The industry faced the added challenge of not only creating a safe lodging environment but also creating the impression of security to give guests the confidence to travel again. As the virus rapidly spread around the globe, brands quickly got to work on creating new standards to implement throughout their chains; however, local owners and management companies needed to take immediate steps to address the pandemic and make changes that best reflected the most up-to-date science at that time. As occupancy levels plummeted and average rate (ADR) suffered, many hotel operators decided that the best way to limit their losses was to temporarily suspend operations and close the hotel. Of the hotels that remained open, the changes made at the individual properties varied given the lack of uniformed brand standards at that time; however, many operational changes were common throughout the industry and implemented by most hotels.

These changes included closing or limiting guest access to many amenities such as business centers, pools, and fitness facilities. In addition, most select- and full-service hotels closed their food and beverage (F&B) outlets, while limited-service hotels stopped offering complimentary breakfast or reduced their offerings to a pre-assembled grab-and-go continental breakfast. In addition to making hotels safer, these changes had the added benefit of helping hoteliers reduce costs. Another adjustment that helped, both in terms of safety and from a cost perspective, was limiting housekeeping. Many hotels stopped offering stay-over guests daily housekeeping services and would only clean the room after a guest checked out or every three to

five days for guests staying more than a couple nights. Many hotel operators would also let a room sit vacant for 24 to 48 hours after a guest checked out, before sending housekeepers to clean that room. Furthermore, it was common for management to strategically place guests in a way that limited the number of occupied rooms per floor.

Given the low occupancy levels, most hotels had enough inventory that room turnover was not a concern. Similar to the reduced F&B offerings, the room changes helped operators manage labor costs by being able to limit the number of days housekeeping staff was needed each in the peak of the pandemic's impact, occupancy and ADR have been trending upwards, attributed primarily to both the recovering economy and the implementation of new brand standards; however, many challenges remain. In addition to the financial challenges still facing the industry, hotel operators continue to face hygiene-related issues pertaining to COVID-19. Despite the notable steps and cleanliness guarantees offered by the brands, many guests are still cautious while staying in hotels, which has led to some unforeseen challenges at the property level, such as guests traveling with their own cleaning products. Often the products brought by guests are much harsher than what is necessary, leading to increasing wear and tear on many FF&E items.

Some brands, such as Marriott, have begun providing disinfectant wipes within their guestrooms as a way of discouraging guests from using their own cleaning products. Furthermore, the politicization of mask wearing has posed challenges for local hotel operators when trying to enforce this policy in public areas week.

According to a researcher new cleaning requirements initial analysis suggests hotels will need to budget around \$130,000 for a 250-room hotel operating at around 60 percent occupancy. However, measures such as cutting out daily cleanings or charging extra for additional ancillary services could help raise upwards of \$110,000 in the same scenario, largely offsetting these additional costs.

Literature Review

- The cost of cleaning
- Guidance for cleaning
- Cleaning products
- Temporary, Seasonal Employees
- Effects of Environmental Practices

- Housekeeping Resources Costs
- Change management through mobile apps
- Contain the labor cost
- Manage the materials cost
- The Cost of Cleaning

Before the pandemic, a standard leisure room took an average of 39.3 minutes to clean and cost \$9.42 in terms of staff time, based on a guestroom accommodating one or two people.

According to a report, incorporating the new cleaning protocols will push the cleaning time for a standard leisure room up to 42.3 minutes at a cost of \$10.12. The cost increases when children stay in the room (45.2 minutes at a cost of \$10.80 per room), and decreases for business travellers (31.8 minutes to clean at a cost of \$7.60 per room.) across a range of hotel types shows that leisure rooms inherently take longer to clean than business traveller rooms, so the imbalance between leisure and business travel will immediately drive up cleaning costs. The overall payroll cost of the additional cleaning time alone will be approximately \$62,000 and will also require hotels to add at least one additional full-time housekeeper to cope with the increased demands and additional cleaning needed in the public areas of the hotel. More staff will be needed on top of this if specialist cleaning equipment is deployed.

Guidance for cleaning

Cleaners should not enter a room for cleaning while the person in isolation or quarantine is in the room.

Before entering the room for cleaning, cleaners should wait at least 60 minutes after the person in isolation or quarantine has left the room. This will ensure that any droplets have settled.

Where able, windows, curtains and doors to balconies should be opened during cleaning.

Any frequently handled items in the accommodation or household, such as remote controls, air conditioning controls, light switches, door handles and drawer/cupboard handles, need to be thoroughly and frequently (at least daily) cleaned using a physical wiping motion from the top down.

Soft furnishings, such as lounges, chairs and bedheads, should be vacuumed. If more intensive cleaning is required steam cleaning should be used.

All consumables, such as opened toilet rolls or tissue boxes, should be discarded unless they can be cleaned.

The room should be allowed to air dry before being used again.

Cleaning products

- Cleaning of hard surfaces should be done using either
- A cleaning and disinfection procedure in two steps

First clean with a detergent, then follow with a disinfectant listed by the Therapeutic Goods Administration (TGA) with specific claims against COVID-19 or a 1:1,000PPM sodium hypochlorite solution.

A 2-in-1 step process

Use a product that cleans and disinfects at the same time. Any hospital-grade TGA-listed disinfectant that has specific claims against COVID-19 is suitable if used according to manufacturer's instructions.

Disinfectant solutions should be made fresh daily and gloves should be worn when handling and preparing solutions.

Cleaning equipment, including mop heads and cloths, should be laundered in hot water and completely dried before reuse. Cleaning buckets should be emptied and cleaned with a new batch of cleaning and/or disinfectant solution and allowed to dry completely before reuse.

Temporary, Seasonal Employees

Some hotels are hiring temporary or seasonal housekeeping employees through outside agencies to reduce labor costs. Eliminating or reducing overtime hours is another method to reduce labor costs.

Effects of Environmental Practices

Environmental practices also reduce housekeeping costs. Some hotels are giving guests the choice of opting out of daily room cleaning in exchange for hotel credits or points on rewards program. Less-frequent room cleaning also saves energy and resources.

Housekeeping Resources Costs

Less-frequent room cleaning and laundering also reduces costs of resources such as energy, soap, and laundry supplies. An additional cost for hotel housekeeping is incurred through the wearing out of linens due to frequent washing.

Change management through mobile apps

As major hotel brands market their new cleaning programs to draw in nervous travellers, it's critical that your staff are able to deliver on that promise. While guest counts are low, this

just might be the perfect time to invest in mobile applications that can streamline operations before travel gets back to pre-COVID levels.

Contain the labour cost

Many hotel brands are offering optional housekeeping services, based on the idea that guest preference will be to not have personnel enter their room after check-in. Regardless of the potential time and costs savings there, new standards will lead to the average housekeeper taking an additional 507 minutes each week to clean guest rooms and 50% more time to clean public spaces. Your labor needs and budget will be a moving target for a while. As you bring this critical role off of furlough and train them on a host of new procedures, it might be time to consider a mobile workforce management application that can simplify scheduling and communications for both managers and employees alike.

Manage the materials cost

With the cleaning time increased per room, housekeepers will be using more cleaning products, driving up supply costs 30%. As with any extreme situation that creates unprecedented demand, bad actors rise up and price gouging begins. Now that the supply chain is starting to catch up and the demand has levelled out, it's a good time to take a look at your vendor contracts to ensure that you are receiving fair pricing. It's a great opportunity to negotiate based on larger volumes.

Summary

The urgency to prevent the spread of COVID-19 has accelerated change in our industry, reminding us how critical the housekeeping department's role is to a hotel's overall success. The rise of the generation clean traveller a new travel segment valuing cleanliness protocols above all else – reinforces this dynamic, with hotel cleaning protocols ranking the 1 top priority for travel comfort post-COVID.

As guests now expect the highest standards of sanitation to feel at ease in a hotel, operators worldwide need to work with their housekeeping teams to better prepare for the impacts of these new realities. By using this time to analyse housekeeping practices, hotel leaders have an opportunity to take advantage of their valuable Amadeus Service Optimization tools to more accurately plan for operational shifts that can influence bottom-line results but also the cleaning cost will high.

The enforcement of new hygiene protocols, including the expansion of high touch points and frequency of cleaning, can increase the amount of time needed to spend in a room and the cost will also be double. Hotels can offset these costs by implementing a cleaning schedule of every fourth night for longer stays. The company's calculations suggest that not performing 75 percent of stay over cleans (based on 60 percent occupancy of the hotel) could save around \$110,730 per year. Hotels also could offer ancillary services such as additional deep cleans to generate new revenue in the future.

It is absolutely necessary for hotels to reimagine many fundamental standards and practices if they expect to address guest concerns and eventually recover profitably. Rather than assuming that new cleaning and social distancing protocols require additional staff and operating costs, owners, asset managers and operational efficiency experts should quantify a customized solution for each hotel in order to install the necessary cleaning and sanitation protocols, mitigate additional costs and adapt to changing consumer behaviours.

Conclusion

The enforcement of new hygiene protocols, including the expansion of high touch-points and frequency of cleaning, can increase the amount of time needed to spend in a room. The rise in these guestroom cleaning times can make forecasting labor and servicing pop-up requests more complex than ever. The largest cost in the hotel or hospitality industry is labor, accounting for over 40 percent of operating costs, labor costs are determined by number of employees, wage, and productivity an average housekeeper cleans 17 or 18 rooms per shift. Hygiene guarantees one of the key factors that will enable the hospitality market to start successfully operating again as people seek guarantees for their safety when traveling but there is no doubt that running a hotel post-pandemic is going to be more expensive in order to deliver these reassurances. Added to this, hotels are currently facing revenue battles on many fronts including very low consumer numbers, capped occupancy rates and restrictions on banqueting revenues. Hotels are adapting to changing consumer expectations and behaviour, with less frequent face-to-face interaction and more technology utilization. Such changes could take the form of mobile check-in and reduced bell staff usage. Housekeeping labor costs can be reduced by utilizes a team approach to increase the number of rooms cleaned per hour.

There is no doubt that running a hotel post-pandemic is going to be more expensive in order to deliver these reassurances. Added to this, hotels are currently facing revenue battles on

many fronts including very low consumer numbers, capped occupancy rates and restrictions on banqueting revenues “In this environment, taking early action to gain a precise understanding of the budgets and best business strategy required to manage the extensive operational changes necessary will be absolutely imperative for financial survival. Smart deployment of technology to effectively manage labor will also be critical.”

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12. A Case Study on Changes in Table & Sitting Arrangement in Restaurant & Banquets Set Up Post Covid- 19

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Abstract

Impact of the Outbreak

COVID-19 is likely to have a longer-lasting impact on the restaurant industry. Due to the social distancing measures and general caution in public places, dining out has been limited to a minimum by most people. According to a source, there has been a 43.35 percent year-over-year decline of seated diners in restaurants worldwide. As restaurants are now beginning to reopen, the primary focus is on how to provide a safe environment to patrons. Maintaining the highest level of hygiene and implementing social distancing is paramount for all the restaurants operating in the post-COVID era. With restaurant brands evaluating various post-COVID-19 strategies to satisfy consumer expectations, one can expect significant adjustments to the dine-in layout plan and space. This article delves into the necessary restaurant layout changes and how restaurants will be required to redesign their floor layout and optimize the use of space to promote a healthy dine-in environment for both employees and customers.

Introduction

The global hospitality sector has been hit hard by the COVID-19 crisis. Restaurants and banquets have stood empty for months as governments and public health authorities acted to contain the spread of the coronavirus. These organizations moved swiftly to mitigate the impact on their business, furloughing staff, reducing costs, pivoting online, and more, until given the green light to reopen.

Now that time has come. Authorities across India and other parts of the world have begun to reopen their economies, and the hospitality sector is gearing up to open their doors once again. Yet the world in which the industry now finds itself has changed.

The COVID-19 pandemic and the resulting global lockdown have dramatically affected consumer behaviour. Some behavioural changes in motion before the outbreak have accelerated; others have slowed or stopped. New habits and expectations have arisen. Discretionary spending has suffered, and spending patterns have changed.

Understanding and responding to consumers' changing behaviours will be essential to the recovery of the hospitality sector. Organizations will need to reimagine the customer experience and re-engage with customers to build and maintain their trust. At the same time, they will need to improve their operational agility and financial resilience to navigate the uncertainties of doing business in a world wracked by pandemic.

Reduced Capacity While Maintaining Social Distancing Measures

It is expected that utilizing the restaurant & banquet space creatively to maintain distance between tables and maximize seating will be the top of mind strategy for all the restaurants & banquets. It will be necessary for restaurants & banquets to reduce seating capacity and allocate sufficient space to allow social distancing. In many places, the reopening mandate is that the restaurant & banquets capacity must be reduced by 50%, with outdoor seating. It is recommended to either remove some of the tables or mark them as unavailable. The tables should also be located at least 2 feet apart. Besides, the self-service areas or stations will also need to be removed or marked as not available initially.

Physical Barriers

Restaurant formats having community tables that are meant to seat people together may still exist, but with dividers installed to separate the groups. In areas where maintaining distance between tables is impossible, introduce partitions between tables or booth seating using plexiglass attachments that don't take up a lot of space. Wherever possible, make outside or rooftop seating, a part of the standard floor plan. Restaurants and bars can also renounce the open-plan and community table concepts favoring intimate private seating.

Seating alignment

Have a plan in place for moving/removing tables, chairs, bar stools, and any gaming or entertainment equipment for the time being. Specific markings may be made with sufficient distance to manage the queue and ensure social distancing in the premises.

Banquet Seating

This seating style needs to be spaced out but can still be flexible in terms of party size. It is recommended to set them up for parties of two with appropriate spacing.

Expand into the street and reclaim the restaurant's role in the public realm:

Restaurants of all types are a public services, and that has never been more true than during this pandemic crisis, when restaurants are working around the clock to feed people in need. Local governments and policy makers should eliminate zoning barriers to protect our public spaces, creating more space for pedestrians, cyclists, and outdoor restaurant seating will bolster the restaurant industry.

Circulation within the Premises

To comply with government regulations, restaurants must also address how patrons and staff will move through space. Operators need to define a flow that prevents people from coming too close to each other. As much as possible, consider creating one-way circulation within the premises. For example, if a restaurant has two doors, one can be assigned for entering and another for exiting. Once a workable pattern is developed, communicate the instructions using written directions, signage, or floor markings.

Online table reservation

Encourage customers to reserve their tables online and facilitate digital table allotment even when a customer walks in. You must ensure a minimum distance of 1.5M to 2M between the tables.

QR code-based ordering

According to PRIME Report, it was revealed that 33 percent of restaurants have installed an e-menu using a QR code ordering technology at their outlet. QR based ordering keeps contact between patrons and the servers at a minimum, thereby maintaining necessary social distancing.

Business Model Changes

We know that business-as-usual will be anything but as the industry begins its recovery from COVID-19 and begins its re-negotiation of expectations with the restaurant & banquette

customer. They will be a much more wary and demanding customer, not necessarily as it relates to the price or selection, but in regard to their perception of safety, cleanliness, and overall quality. The events of this pandemic have raised alarm bells not simply within the realm of our personal hygiene and cleanliness standards, but those of our merchants, and their merchants. Everyone should expect that the next level of scrutiny as it relates to restaurants after the physical plant will be the food quality and supply chain.

Rules and regulation for restaurant & banquet

- Physical distancing of at least 6 feet to be followed as far as feasible.
- Entrance to have mandatory hand hygiene (sanitizer dispenser) and thermal screening provisions.
- Only asymptomatic staff and guests shall be allowed.
- All staff and guests to be allowed entry only if using face cover/masks. The face cover/masks has to be worn at all times inside the restaurant and banquet
- Adequate manpower shall be deployed by restaurant and banquet for ensuring physical distancing norms

Industry talk

Ashish Ahuja, director of Pebble Street Café at New Delhi's New Friend's Colony, said, "We follow all norms and protocol, but have to face the axe. Takeaway and delivery are still a small drop in the ocean and not sustainable for our business."

The pandemic has not been easy on Ahuja, who had to shut down an outlet of the cafe in Connaught Place, or CP, during the first wave. "We had scaled down since we lost the outlet in CP. Hopefully, we will not lose staff now. We operate on a lean model. But there is a limit to the amount of losses we can bear."

With the national capital reporting close to 20,000 Covid cases for the past few days, the Delhi Disaster Management Authority ordered dine-in at all restaurants and bars to shut down from Tuesday, allowing only takeaway and delivery.

Calling the order arbitrary, Riyaz Amlani, CEO and MD of Impresario Handmade Restaurants, which owns brands like Social and Mocha, said, "We are just submitting to those who have the power to take these decisions, but we wish we had been given some explanation for how this will help. It doesn't seem like an effective measure, but just an optic measure.

Banquet hall owners are also staring at losses. Sandeep Goyal, owner of Asax farm banquet hall at Hauz Khas, said, “It is a complete loss for us. People have started postponing weddings and many have cancelled bookings fearing a lockdown. This is peak wedding season and at least 30-40 wedding-related functions, anniversaries, birthdays happen here. It will not only hit us but will also affect staff and workers.”

Radisson Blu Mumbai International Airport Hotel, which has two banquet halls St Regis Hotel at Lower Parel said banquet bookings, which suffered the most during the pandemic, have bounced back to business. “We will host at least 20-30 weddings in November and 40 in December. Weddings are one of the biggest revenue generators for us and we had suffered a lot during the pandemic. The business is reviving now,” said Nicholas Dumbell, general manager, St Regis.

Along with a lawn, is also seeing many bookings.

“It is welcome change as people are back to holding grand celebrations. The confidence [in the industry] is back,” said Pankaj Saxena, the hotel’s general manager.

Reimagine the customer experience for a COVID-19 world

The pandemic has fundamentally changed the customer experience, and it’s likely to stay this way until the virus fades, populations achieve herd immunity, or a vaccine is discovered. Companies have no choice but to reimagine the customer experience for the realities

of this new normal.

Make the physical environment as clean and stress-free as possible:

As the hospitality sector reopens for business, organizations must do all they can to not only provide a clean space for customers but also one that alleviates their health-related worries. Authorities will continue to require businesses to adhere to certain guidelines, but it’s incumbent on the organizations to implement those rules in a way that both fits their business and takes away as little as possible from the customer experience.

Safety over Efficiency

For years the industry has looked for ways to be more efficient and to improve speed-of-service, labor efficiency, and throughput in lines and drive-thrus. We may very well see as a byproduct of a softening of this stance with the emphasis being placed on safety, cleanliness, and hygiene even at the expense of speed and efficiency

Information and Communication

Guests should be reminded when entering and leaving the restaurant, breakfast, or dining room to clean their hands using alcohol-based hand rub, preferably located at the entrances and exits of those facilities.

Buffets and drinks machines

In the context of COVID-19 buffets are not recommended and should not be offered.

If drink dispensing machines are used, there should be adequate hand hygiene facilities for customers, regular cleaning and sanitizing of any utensils used for the dispenser and routine cleaning and sanitizing of the dispenser itself.

Should they be used, the parts regularly in contact with the hands of users should be cleaned and disinfected at least after each service and preferably more often.

Washing dishes, silverware, and table linen

The usual procedures should be followed. All dishes, silverware and glassware should be washed and disinfected in a dishwashing machine. Items that have not been used should undergo the same procedure, since they may have been in contact with the hands of guests or staff.

If for any reason manual washing is required, the usual steps should be followed (rinse, wash, disinfect), taking the maximum level of precautions. Drying should be carried out by way of air drying or using disposable paper towels. Tablecloths and napkins should be washed according to local public health regulations. Linens should be machine washed in hot water (60-90°C) with laundry detergent. If machine washing is not possible, soak linens in a container with water (preferably hot) and soap or laundry detergent.

Unique Opportunities

Gradually, schools and colleges are planning to open their campuses and resume classes physically. Hospitality industry can look at these segments and work in collaboration with them to offer hygienic, safe and cost-effective stay options for students who are not keen on staying in hostels.

All in all, the world has moved on. And even though the road ahead may appear uncertain, the challenges along the way if converted into opportunities by the Hospitality sector will be instrumental in the sector's success in the post-COVID-19 world and it will ultimately return stronger.

A Recovery Like No Other

The hospitality sector in India and elsewhere around the world is poised to emerge from the COVID-19 lockdown and do business once more. Yet hospitality organizations will find themselves in a very different business environment and dealing with some important changes in consumer behaviour.

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13. A Case Study on Housekeeping Takes on New Urgency in Fight against Spread of Covid-19

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Abstract

Covid-19 has made a huge impact on our lives. The sudden breakout of coronavirus disease (covid-19) rapidly spread across the globe, leaving no country behind in being affected by the global pandemic in the year 2019–20. As covid-19 commenced, within months the majority of the world had no choice but to initiate the norms of social distancing and lock down in their societies. The indiscriminate nature of the current pandemic has not only impacted the health and quality of life of people but has also disrupted the global economy, supply chains, and countries all over the world.

In the hospitality sector, the unanticipated disruption of covid has initiated its lock on the global food supply chain and service sector as major cities shut down for several months. This research investigates the impacts of the novel corona virus disease, also referred to as covid-19 pandemic, on the hospitality industry. It examines both short-term and medium-to-long-term impacts of the pandemic and outlines strategies to reduce the potential consequences of those impacts. Considering the current crisis the business activities, the occupancy rate in restaurants has been slowed down because of the restrictions in demand, fear of being infected by the disease and various other factors lead to the downfall of the hotels and restaurants economically.

This research primarily investigates the ongoing covid-19 scenario in economies of restaurants, since lives of many people are dependent on the hospitality industry this analysis delivers insight into the pandemic's impact within the corona virus protocols to be followed, and explores the policies adopted and strategies undertaken for sustainability in speciality restaurants and measures taken by housekeeping department.

Introduction

Corona virus disease (covid-19) is an infectious disease caused by the sars-cov-2 virus and was discovered in December 2019 in wuhan, china. It is very contagious and has quickly spread around the world.

Covid-19 most often causes respiratory symptoms that can feel much like a cold, a flu, or pneumonia. Covid-19 may attack more than your lungs and respiratory system. Other parts of your body may also be affected by the disease. It is part of the corona virus family, which include common viruses that cause a variety of diseases from head or chest colds to more severe (but rarer) diseases like severe acute respiratory syndrome (sars) and middle east respiratory syndrome (mers). Covid-19 symptoms are variable, but often include fever, cough, headache, fatigue, difficulties in breathing, and loss of smell and taste. Symptoms may begin one to fourteen days after getting exposed to the virus. At least a third of people who are infected do not develop noticeable symptoms of those people who develop symptoms noticeable enough to be classed as patients, most (81%) develop mild to moderate symptoms (up to mild pneumonia), while 14% develop severe symptoms (dyspepsia, hypoxia) or more than 50% lung involvement on imaging), and 5% suffer critical symptoms (respiratory failure or shock). The impact that the corona virus has made not only affect the personal health of the population but also the economical health of the hospitality industry. Hospitality is losing an average of \$534 million in earnings and estimated more than 12,000 jobs every day.

Literature analysis

This study aims to investigate the effects of corona virus epidemic on hospitality industry. Hence the initial question was, what are the possible effect of corona virus in the housekeeping sector, and what are the protocols to be followed to revive the industry. Measures taken by the world health organisation such as social distancing , encouraging people for taking vaccinations have proved to make the current pandemic situation to improve and the world returning to normal as it was in the pre- covid era.

To achieve our targeted result the following analysis will showcase a literature review related to some previous crisis that affected the housekeeping sector.

Most large hotel companies probably were not prepared necessarily for such an extreme Situation as this one. smaller hotels that operate on tighter profit margins, however, may face more of a challenge when it comes to changing the types of detergents or

disinfectants used, or even increasing the frequency of washing bed linens, housekeepers need to be prepared for three different scenarios when cleaning guestrooms. While a guest is staying in a room, Prevention guidelines and wearing appropriate personal protective equipment which they should be [doing] already from a [workers compensation] perspective, another small detail that can make a big difference is not shaking linens out when changing beds. When you're shaking linens, you're actually releasing particles and now they become airborne. the local department of health and The environmental protection agency to see what the most current recommendations are. suppliers like ecolab, he added, can help determine which disinfectant products are right for different spaces and surfaces.

Literature review

A housekeeper may simply replace some linen and tidy up a little bit, if at all, and that's the extent of the cleaning noting that it is safer for cleaning teams to minimize contact with both guests and potentially infected areas unless they can take the time to thoroughly disinfect the space. then a guest checks out, and a new scenario comes into play. that's where you're going to see the more detailed cleaning and then the third one is called the deep clean, and that's when you're moving furniture around and you're really going into a deeper type of cleaning process ... And those are done less frequently. making sure no spot in the room is missed, because if the previous guest was exposed to any pathogens, the room becomes dangerous for anyone else until it is sanitized.

Public spaces

In a pandemic, every member of a hotel's team becomes a housekeeper in one way or another. Everybody's on the clean team. We've got our gloves, got our masks, and touching up all these areas is pretty much a constant. We're constantly cleaning and disinfecting. public spaces are cleaned every 30 minutes following a checklist to make sure all high-touch areas are kept sanitized using the

Same disinfectant the property was using before the pandemic: A peroxide-based multi surface cleaner from ecolab. Sars outbreak and has been sharing these lessons with the rest of the hotels within the portfolio. Everywhere that you can pass through the hotel, you will find hand sanitizer dispensers, disposable face masks are readily available for guests and staff, and more stringent equipment is available for any high-risk areas or spaces that may have been contaminated. Since the sars outbreak, many buildings in the region place protective

coverings over all elevator buttons, touch points like elevator buttons regularly, and some also wear disposable shoe-coverings as well as the standard gloves.

High-traffic areas like entryways and elevators are sanitized every two to three hours rather than late at night when few guests are around, and high-touch areas (door handles, elevator buttons, handrails, telephones and remote controls, among others) also are sanitized regularly, all workers drop off their business-use phones to be disinfected at the end of each shift so that the next shift begins with a fully sanitized device. While public spaces in the hotels have been shut down to encourage social distancing, housekeepers still are cleaning them every hour on the hour as well as all public restrooms,

Anything a guest may have touched in a room must be sprayed with disinfectant, aicher said, from the hair dryers and towel racks to the coffee makers, teapots and ice buckets. Water glasses, cups and any other food-and-beverage equipment in langham rooms are all sanitized in between bookings whether the equipment was used or not. Across the brand, housekeepers are using hospital- grade disinfectants like oxivir tb from diversey to clean public areas and guestrooms. We need to be surgically clean.

High-tech solutions help hotels follow appropriate cleaning steps

To help hoteliers and housekeepers keep track of all the little steps they must take in order to properly sanitize and sterilize a guestroom or public space, several companies have launched checklists both digital and print that facilitate cleaning practices to keep guests and workers safe. In late March, Beekeeper and Whispr launched an app that gives housekeepers step-by-step cleaning instructions in line with guidelines from the Centers for Disease Control and Prevention for COVID-19. Beekeeper users can activate the cleaning task lists from the Whispr app for free.

To make sure the most vital information reaches the right person at the right time, it converts those guidelines into smart checklists and makes [them] available to any worker across a hotel, so that they know what step to take and also that they're taking it in the right order,

Using the app, a housekeeper can check in to each task as the process begins. And within that room assignment, what they will find is a COVID clean checklist. The assigned tasks for each room will guide housekeepers through the bathroom to the bedroom to the entrance or living area, making sure they pay attention to areas they might not otherwise think of like,

disinfect the keys on the safe or disinfect the light switches or the [air conditioning] controls. We take them through the room in a non ordinary way, apart from the things that they would regularly find in their standard operating procedure and make sure that that rooms disinfected and ready for a new guest.

Supervisors can see a real-time dashboard, showing them every room and every public area and letting them see every step being completed by workers. and we give them a compliance score so that they could motivate their team.

If you follow it strictly, it voids the warranty of some electronic equipment like credit card terminals. Credit card terminals have been said to be one of the great vectors of passing on germs because nobody cleans them or sanitizes them. For cleaning public spaces, the checklists encourage focusing on door handles, touchscreens and even the lever for pouring coffee at the grab-and-go station. People don't think about that very often.

Summary

The impact corona virus made has forced the hospitality industry to make some drastic measure to ensure the safety of the people in the industry. a through study has provided in order to understand the effect of the pandemic affecting hospitality sector globally and measures to overcome the crisis. housekeeping department have played measure role in hospitality industry during this pandemic. The given protocols are given to be useful for the coming future of hotels and restaurants as they will be focusing more on hygiene and cleanliness and it will make sure to be prepared to handle such tough situation like this pandemic.

Conclusion

Covid-19 which has got the world business and economy at a halt seems to be at the edge of correction, the introduction of vaccine will create a new hope and trust in the mankind but the impact of obliteration it has done on the economy and humans will take at-least 2-3 years of constructive and planned approach of rebuilding in order to sustain and get back on normal pace.

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14. A Case Study on the Economic Importance of Tourism in Developing Countries

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Abstract

The Tourism Economy has been heavily hit by the coronavirus (COVID-19) pandemic , and measures introduced to contain its spread. Depending on the duration of the crisis , revised scenarios indicate that the potential shock could range between a 60-80% decline in the international tourism economy in 2020. Beyond immediate measures to support the tourism sector, countries are also shifting to develop recovery measures. These include considerations on lifting travel restrictions, restoring traveller confidence and rethinking the tourism sector of the future.

Global tourism has been one of the most affected sectors during the COVID-19 crisis. Our tourism recovery model forecasts a cumulative drop of \$3 trillion to \$8 trillion before tourism expenditure returns to pre-COVID-19 levels. Recovery will be slow and driven by the underlying dependencies countries had on domestic and non air travel. Different countries, therefore, should prepare for their own recovery curves and reimagine their tourism sectors (as well as the support they provide) differently.

Introduction

The Tourism industry is one of the major contributors to national development. It plays a major role in a nation's economic development by bringing needed foreign exchange and creating jobs.



There are many countries who have been put on the world map just because of tourism. The key when it comes to tourism is the ability of a nation to effectively put in place policies and structures that allow it to tap into its huge potential. Many people who have studied the field of tourism are in agreement that it has a huge role to play in ensuring sustainable and balanced national development. With the Coronavirus pandemic however, the tourism industry has tremendously been affected resulting in adverse outcomes to tourists, employers, developing and developed nations around the globe.

The disease is caused by a virus and affects the respiratory system. Code named SARS-cov-2, it has brought the world to a standstill since the later part of 2019. It has had its effects on all aspects of life as we know it and many nations are still battling to keep its deadly effects under control.

The advent of this disease has affected the tourism sector to a very large extent most especially due to closure of national borders and the enforcement of lockdowns. This paper took a look at the situation in Ghana's tourism sector.

The research work showed that Ghana is at a high risk of losing huge numbers of international visitors. It provides a model for putting actual numbers to the potential effect of the Covid-19 pandemic on the nation's tourism industry.

Summary

Although many of us have been "tourists" at some point in our lives, defining what tourism actually is can be difficult. Tourism is the activities of people traveling to and staying in places outside their usual environment for leisure, business or other purposes for not more than one consecutive year. Tourism is a dynamic and competitive industry that requires the ability to adapt constantly to customers' changing needs and desires, as the customer's satisfaction, safety

and enjoyment are particularly the focus of tourism businesses.eg' Road ways, Aire ways, Railways.

Roadways

The global health crisis that we are now experiencing has not struck the international community for over a century. In this unprecedented crisis, all countries and all areas of our daily lives are immensely affected. By the time a remedy is discovered to stop the Corona virus from transmitting and putting an end to this pandemic, the sole weapon we currently have against the virus is to limit human contact as much as possible. The virus is incapable of traveling; we humans carry it from place to place causing havoc, unless our movement is constrained. As a result, the world has come to a standstill, from local transport to global supply chain. The busy and active movements in the urban traffic and global trade routes have become calm, activity in the aviation sector has fallen by 90%, and the level of citizens' mobility in different parts of the globe has fallen to a single digit percentage compared to the pre-pandemic era. The transport industry finds itself in an unrepresented situation, one of its essential roles is to bring the world together, enable citizens to meet face to face, and it is considered as the main facilitator of social interaction.

Now that function has paused due to the movement restrictions put in place around the world. Transportation must continue with its functions where moving people and goods is an imperative, not a choice. The role of transportation is fundamental and cannot be depreciated as it still contributes to nourishing and supplying other sectors that were immensely impacted by Covid 19 such as the health sector. Doctors and Nurses must be able to get to work, hospitals need to receive the necessary medical supplies, citizens restricted from movement rely on provisions being delivered to shops, and not least international supply chains must continue to move despite all the challenges to keep the inevitable economic impact as limited as possible.

1. The focus of the governments of various countries is to stop and control the community transmission of COVID-19 in order to restrain the severe damage, but a dynamic transmission of coronavirus infection makes it a strenuous task. Unavailability of clinical cure and delay in developing the vaccine further makes the situation worse than it has ever been in recent times. Meanwhile, the treatment is symptomatic, and oxygen therapy represents the primary treatment intervention for patients having a severe infection. Mechanical ventilation may be necessary in cases of respiratory failure to provide oxygen therapy, (Casella et al. 2020).In the months of

March and April 2020 lockdown was imposed in several countries to control the fatalities and loss of physical health.² To date (30th November 2020) the number of Covid 19 cases have reached 64,3 million cases all over the world and 1,49 million people have died. ³ Covid 19 pandemic has severely impacted the tourism industry, oil industry, food industry, healthcare industry, and the transport industry. During the CoronaVirus pandemic, Transportation shifted from moving passengers to playing an essential core role in ensuring that freight and key workers can continue to move, which leads to a sudden shift in the revenue resources for transportation to keep the operations going and experiencing unexpected financial shortfall.



Aire ways

In the past several years, global air transport rapidly developed. According to the World Bank, the number of passengers carried increased from 0.31 billion in 1970 to 4.40 billion in 2019 [1]. The increasing passenger demand promotes the industry revolution and changes the ecosystem. For example, low-cost airlines are gaining more market share, which are different from full-service airlines serving in segmentation of passengers [2]. During the process of growth, the air transport industry is always under the exposure of endogenous risks [3] and has undergone disasters and crises, such as 911 terrorist attacks, severe acute respiratory syndrome

(SARS), H1N1, and Middle East respiratory syndrome. But the growth almost never stopped before the coronavirus disease 2019 (COVID-19) pandemic [4]. The global air transport industry operated as many as 38 million commercial flights and serviced 4.3 billion passengers in 2018 [5]. In addition, the sector employed 65.5 million people including 10.5 million staff in airlines and airports in 2019 [6].

However, the growth of air transport peaked in 2019. The COVID-19 pandemic broke out at the end of 2019, which was caused by a novel coronavirus known as SARS-CoV-2 [7]. The COVID-19 pandemic dominated the year 2020 and still evolves in this year. The pandemic has extensive and far-reaching impacts on both individuals and society. The International Civil Aviation Organization (ICAO) shows that COVID-19 is an unprecedented shock and hits hard the air transport industry. Compared to the 2019 level before COVID-19, the world air passengers including international and domestic passengers declined 60% in 2020 [8]. According to the Center for Systems Science and Engineering at Johns Hopkins University, global confirmed COVID-19 cases surpassed 100 million by January 26, 2021 [9].

COVID-19 is similar to SARS, both of which are airborne diseases resulting from human-to-human transmission [11]. However, these two viruses are completely different [12]. Although COVID-19 is less severe than SARS, the former is found to be more contagious than the latter [13–16]. Before the outbreak of the COVID-19 epidemic, SARS was the first deadly coronavirus pandemic with the ability of human-human transmission.



Rail ways

This paper analyzes the possible impacts of the 2019 coronavirus disease (COVID-19) on the transport sector and specifically on the railways. It aims at investigating how the sector should approach the “new normal.” The pandemic had repercussions not only on the interaction between producers and consumers but also on the environment, therefore changing the supply

chain. The health crisis halted passengers' mobility and limited air and sea freight capacity significantly, consequently producing a positive impact on the environment. However, the low production trend of greenhouse gas (GHG) emission is expected to reverse once containment measures are lifted. Transport will have an important role in the predicted rebound effect of GHG emissions; thus, the development of green new mobility is essential. In light of these aspects, this study argues that a new resilient paradigm of mobility must be developed for future health emergencies which meets environmental demands.



China was the first country hit by the 2019 coronavirus disease (COVID-19). In response to the outbreak, Chinese authorities placed Hubei and other provinces on lockdown, and restricted economic activity in national and international economically significant areas. With the expansion of the coronavirus SARS-CoV-2 to other countries, including European member states, similar policies have been implemented in Europe. Several million people have been recorded infected by the virus, and several hundred thousand have lost their lives worldwide (1). The current coronavirus outbreak is the greatest humanitarian challenge the EU has ever faced. In this turbulent and volatile situation, it is difficult to estimate how long the pandemic will last and how long the current restrictions will remain in place.

Literature Review

1. Travellers were not allowed to use transport facilities.
2. During the outbreak of novel coronavirus, the tourism industry was badly tempered.
3. The travel industries like Road way, Railway, Air way, etc. were completely at a halt due to which tourism declined.
4. As the pandemic curbed, travel facilities were continued for citizens with strict covid protocols.

5. The tourism industry, hence, started to recurve fairly and gained a boost.

The COVID-19 pandemic has impacted the tourism industry due to the resulting travel restrictions as well as slump in demand among travelers. The tourism industry has been massively affected by the spread of coronavirus, as many countries have introduced travel restrictions in an attempt to contain its spread.

One of the biggest impacts has been the reduction in passenger transport demand, due to a combination of government lockdowns and fears of contracting and spreading the virus when using mass transport modes. While freight transport has also been reduced, the drivers of freight activity during the current crisis are complex, driven by both supply- and demand-side factors, and in the latter, by the need to keep essential services operating. In contrast, passenger transport, (for both leisure and business travel) is often optional, and more influenced by people's decision-making processes. The focus of this paper is therefore on passenger transport.

The crisis has affected all forms of transport, from cars, and public transport in cities, to buses, trains and planes nationally and internationally. Global road transport activity was almost 50% below the 2019 average by the end of March 2020 and commercial flight activity almost 75% below 2019 by mid-April 2020. Public transport has also been affected. For example, the strict lockdown imposed in the UK in March 2020 has led to a 95% decrease in underground journeys in London. This is supported by data from one popular transport planning smartphone app showing that trips are down by over 90% since the crisis began in many of the world's major cities.

Conclusion

The Covid-19 crisis has already changed people's transport behaviours in dramatic ways, with large reductions in aviation and public transport use and significant growth in cycling uptake. Evidence from previous crises shows that in the immediate aftermath of crisis events, transport behaviours will change, as people reassess the costs and benefits of different transport modes. Decision-making will be partly driven by people's perceptions of risks, regardless of whether such perceptions are well founded or not. As lockdowns are lifted, policy will be crucial in determining whether mobility changes triggered by Covid-19 are positive or negative, in terms of their impacts energy use, safety and long-term environmental and health outcomes. Thankfully, governments designing sustainable transport policies for the post lockdown period

can draw on experiences from previous crises to predict likely behaviours and design policies that are fit for purpose.



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15. A Case Study on Use of Sanitation Procedures in the Hospitality Industry Post Covid- 19

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Abstract

2020 and 2021 were both extremely difficult years, the whole world suffered and no one is completely back to normal yet and some things might never be like before. Sanitation and Hygiene is one example of those things.

Though Sanitation has always been important, these years saw the word in a new light, more focus has been put on sanitation- even by the law. Sanitation and hygiene are so important in the hospitality industry that hotels, restaurants and even hospitals can shut down or lose business if they are not up-to the mark in the sanitation department.

The importance of sanitation in hotel and restaurant operations cannot be understated. As service providers that regularly interact with customers, prepare food, and clean shared spaces, all the employees must be trained and must always have supplies available to ensure proper procedures are followed.

Introduction

Hotel patrons are more aware and concerned about sanitation practices than ever before, and with occupancy down due to the pandemic, hotels are taking extra steps to make guests feel safe. When enhanced hygiene protocols such as hand washing, masks, and clear barriers at check-in desks are implemented, one survey showed that 8 out of 10 travelers say they would be comfortable staying at a hotel.

The same survey showed that cleanliness is the most important factor people consider when choosing a hotel.

Restaurants are also under closer scrutiny these days. Although restaurants have always had protocols in place to prevent foodborne illness, guests now have higher expectations of

restaurants when it comes to protecting their health. As with hotels, brand recognition and trust goes a long way. One survey showed that 58 percent of diners would be more likely to pick a restaurant if they knew the business was using a brand of cleaning products they personally knew and trusted.

Customers also want to see cleaning in action—70 percent expect more thorough and frequent cleaning, stating that bathrooms, buffets, tables, chairs, and counters are the most important areas to clean.

Marriot (The US) has incorporated electrostatic sprayers into equipment inventories to make sanitation easier for hotel staff and improve efficiency. Hilton (The US) is also using advanced technology with UV light emitting robots roaming the hallways.

Restaurants have also come up with new rules like- Washing hands for 20 seconds after handling cash to prevent cross contamination to other customers and employees.

Hotels have realized that going digital and direct to customers is the sustainable way. A new way of doing business is emerging.

Other sanitation procedures in hotels are

- Hand sanitizing stations located throughout the hotels in high-touch areas including, but not limited to entrances, exits, elevator landings, lobbies, restaurant entrances, meeting spaces, pools, spas and exercise areas.
- Utilization of sanitized guest room key cards and/or digital key cards.
- Increased disinfection efforts on television remote controls, door and furniture handles, water faucet handles, nightstands, telephones, in-room control panels, light switches.
- During check-in, guests are provided a COVID-19 fact sheet with hotel policies regarding distancing and personal protective equipment. Integration of text messaging engagement platforms for contactless requests and inquiries.
- Contactless check-out now available via text message.

Accor Hotels developed the ALL SAFE Cleanliness & Prevention campaign in partnership with Bureau Veritas – a health and safety inspection and certification company. Similarly, IHG launched the “IHG clean promise” campaign.

We are seeing hotels sending emails/messages with their hygiene practices before check-in. A detailed log and trail of cleanliness processes etc. are also being made available to guests in some chains now.

Changes in the restaurants

- Menus on screen displays, on boards or via apps.
- Tableware in sealable envelopes. Some restaurants are packing cutlery, glasses and table sets in disposable and sealed bags, (like chopsticks in Japan).
- More staff in attendance and individual's sealed food portions instead of large food containers.
- Chefs reinventing menus to suit this virus era.
- Entry and exit of the restaurant at different places (maybe opposites)
- Restrictions on numbers of tables and people, affecting the layout and design of the establishment.

Though there are some drawbacks to these practices

Whether outsourced or not, the amount spent per cleaned room on staff and on products is the focus point of all hotel managers. Some of the activities that will be added in (room) cleaning come with more minutes spent per activity and therefore more cost. The same is true with use of additional products. Hoteliers coming out of COVID-19 will have little to no cash reserves to absorb these costs in part or in total.

As for the environmental cost

In the past years, we have seen a tendency to throw away disposable packaging. The idea behind keeping extra disposable cutlery and containers is to have more bulk goods for the customers to help themselves to food and drink dispensers. These practices, unfortunately, may have to be questioned since the new hygiene measures will affect all hotel operations, from large leisure destination hotels to small family-run mountain retreats. Use of plastic is on the rise and the disposal of PPE is sadly affecting waste dumping everywhere.

Clear protocols must be set up

- Establishments must be clear and transparent about the safety guidelines and protocols to employees, guests as well as vendors and partners.
- For guests, hotels and eateries should send out information booklets, emails prior to their arrival and/or putting up signage and information in and around the hotel premises, share policies on your website so that current and future guests know exactly what to expect.

- Appointment of a safety officer in each establishment should happen, responsible for implementing, training and controlling that the protocols and guidelines are respected.

All hotels, restaurant and other such places which serve food and drinks and deal with guests on a daily basis should invest in staff trainings

- All employees (from customer-facing staff to back-of house employees) should be involved in a safety, security and health awareness training program.
- Every department has a role to play when it comes to safeguarding the well-being of its guests. Sanitation and hygiene protocols need to be clearly communicated and enforced, so that all employees are following them, including the disinfection of surfaces, washing of hands and wearing PPE equipment.
- There should be consequences for those employees who fail to follow them.

Some of the world's most popular hotel chains have taken initiatives such as

Hilton properties around the globe have implemented the CleanStay program in partnership with RB, the manufacturer of Lysol and Dettol products and Mayo Clinic. The program includes-

- Room seals informing guests that their room has not been accessed during their stay and has been cleaned.
- Heightened cleaning and disinfection of the most frequently-touched guest room areas.
- Improved guidelines for disinfecting hotel fitness centers and public areas.
- Reduced paper amenities (pen, paper and guest directory) which have been traded out for digital resources.
- Disinfection stations in high-traffic areas.
- Contactless check-in using digital key technology.
- The use of innovative disinfection technologies, such as electrostatic sprayers and UV light.

Four Seasons

- Similarly, Four Seasons Hotels and Resorts introduced its 'Lead With Care' a new health and safety program developed in collaboration with Johns Hopkins Medicine International that empowers employees to take safer care of its guests.

- The program equips property teams with enhanced safety measures, including sanitizers, masks, heightened cleaning and hygiene, and provides access to leading international experts and real-time COVID-19 information.

Accor Hotels

Accor has launched not only an initiative to ensure enhanced safety and sanitation with All Stay Well, the hotel chain has also established an initiative with protocols and procedures specifically for meetings and events, All Meet Well. ‘All Safe’ program initiatives include:

All Stay Well

- A dedicated guest hotline to answer questions and to best prepare their stay.
- Contactless check- in, check- out and payments carried out whenever possible, and social distancing enforced in all common areas.
- Sanitizer provided in key public areas (front desk, elevators, restaurants, etc.) and reinforced disinfection of all high-touch areas.
- Strengthened room cleaning protocols including extra disinfection of all high-touch room and bathroom areas.
- Comprehensive safety and hygiene training for all employees.
- Guest access to medical professionals and telephone medical support.
- Reinforced food safety standards and new protocols.

All Meet Well

- Hand sanitizer stations located in the meet area.
- Set-up of computer and equipment to promote physical distancing between guests.
- Business amenities (i.e. stapler, hole punch, etc.) available upon request, ensuring disinfecting between each use
- Increased frequency of cleaning and disinfecting with EPA-registered chemicals, proven effective in preventing the transmission of COVID-19.

NH Hotel Group launched its ‘Feel Safe with NH’ initiative across its 364 hotels. The new hygiene and safety initiative called for nearly 700 adaptations to its operating standards, including:

- Online check-in and check-out to avoid physical interaction with front-desk staff.

- Mobile guest services, allowing guests to order room service, book a table, access the hotel's information and services and chat live with a member of the guest services team.
- Upgraded cleaning and sanitizing protocols in high-traffic areas, and kitchens according to hospital protocols.
- Reorganization of the F&B areas from logistics to preparation, delivery, consumption and payment methods.
- Redesigned spaces with signage delineating areas to avoid crowds and ensure a minimum distance (6 feet) as required by local regulations.
- Special PPE equipment for employees, including masks, gloves, Plexiglas screens and hand-sanitizing gels.
- Increased control of water disinfection and purification systems.
- A city connection advisory service, which helps clients locate hospitals, medical centers and pharmacies.
- A dedicated health and safety manager in each hotel, responsible for introducing the new measures and training staff.

Omni Hotels & Resorts launched the Omni Safe & Clean initiative to update and enhance the company's cleaning guidelines and to implement new processes and procedures to protect guests' and employees' health and safety. The initiative includes:

- Conducting health screenings and temperature checks for employees before they begin their shift. Once cleared, they will receive a sticker to wear that says "I'm Cool" so guests know the employee is healthy and permitted to work.
- Placing signage at properties that detail proper hygiene practices such as hand-washing and physical distancing reminders.
- Increasing the frequency of the sanitation of high-touch surfaces such as the front desk counter, guest room keys, elevator buttons and door handles.
- Placing hand sanitizer stations throughout properties.
- Redefining space capacities in high-traffic areas.
- Updating seating capacities and room sets in meeting and event spaces.

Taj Hotels- This brand created in accordance with the norms laid down by the World Health Organization (WHO), Food Safety and Standards Authority of India (FSSAI) and the

Government of India, Tajness. Some of the concrete steps undertaken as a part of this commitment include:

- Resting the rooms (sealing room after cleaning) after check-outs and prior to reoccupation.
- Thermal screening of entrants and regular health-checks and counseling support for the employees.
- Mandating use of statutorily prescribed protective equipment, by the guests and associates.
- Use of digital technology for seamless check-ins, check-outs, payments and dining experiences.
- Use of disinfectants for regular and deep disinfection of all hotel areas.
- Re-modeling of fixtures in the guest and service areas as per physical distancing norms.

In Salon, Spa and Swimming pool

- All styling equipment will be sanitized post guest use.
- All unnecessary collateral will be removed from the salon to avoid transmission.
- Close contact services (threading, facial etc.) will be temporarily closed.
- Disposable apron, towels and napkins will be introduced.
- Spa and swimming pool will be temporarily suspended.

In the laundry and linen department

- Presoaking and washing procedures will be modified as per guidelines from WHO and Ministry of Health and Family Welfare, Government of India (linen should be processed with sodium hypochlorite)
- Linen will be washed at higher temperature for better disinfection.
- Laundry staff will wear complete set of PPEs during laundry operations.
- Laundry pickup and processing will be done under strict supervision as per the guidelines from WHO & local bodies.

JW Marriott

Food and Beverage Offerings

- Lotus Cafe: Open for all guests as per government guidelines
- Bombay Baking Company: Open for all guests as per government guidelines
- Dashanzi: Open for all guests as per government guidelines

- Reflections: Open for all guests as per government guidelines
- Saffron: Re-opening in 2022

Marriott Bonvoy on Wheels – The establishment is home delivering their signature delicacies from their award-winning restaurants, while taking safety measures and fulfilling hygiene standards.

- Hygiene: Complete caution with regards to hygiene levels are maintained as per HACCP (Hazard Analysis Critical Control Point) standards
- Packed with care: Orders are safely packed in disposable containers with disposable cutlery.
- Drop: Freshly cooked food dropped at the doorstep.
- Chauffeur's safety: Road safety gear and valid IDs are provided to the hotel chauffeurs.

Enhanced cleaning protocols & housekeeping service at this hotel

- Electrostatic Spraying: The hotel is utilizing enhanced technologies, including electrostatic sprayers with hospital-grade disinfectants, to add to their cleanliness protocols.
- Sanitizers and face masks and face shields are available in the rooms for every arriving guest.

The St. Regis Mumbai

The hotel has implemented a variety of new protocols and elevated practices, keeping with their high standards of cleanliness and luxury service.

Property Amenities and Services

The modifications made under this include:

- The Athletic Club: Currently open, but face coverings required at all times.
- Iridium Spa: Open, face coverings required at all times.
- Pool: Closed for the time being.
- Astor Terrace: Open, face coverings required at all times.
- F&B Venues: Sette Mara, The Sahib Room & Kipling Bar, By The Mekong, Seven Kitchens, The Drawing Room & The St. Regis Bar - Open, face coverings required at all times.
- Yuuka, Luna Gusta, Luna Nudo XXO: Closed for construction purposes.
- Library: Is open, face coverings required at all times.

The Oberoi Mumbai

- The Oberoi Group has tied up with Bureau Veritas, a company headquartered in Paris that specialises in laboratory testing, inspection and certification to ensure a trusted review, considering the agency's acclaimed expertise.
- From thorough sanitisation and routine body temperature checks to utilising protective gear and maintaining social distancing measures, health and wellbeing for all have quickly become an absolute norm at Oberoi Hotels & Resorts.

Radisson Hotels

The hotel's in-depth cleanliness and disinfection protocol was created in partnership with SGS and is designed to ensure the safety and peace of mind of guests from check-in to check-out. Some of the services the chain is providing are:

Rapid onsite COVID-19 testing for event attendees

- To provide ease and confidence to return to face-to-face meetings and events, onsite, rapid COVID-19 antigen testing for attendees has been launched. The hotel chain has partnered up with leading healthcare providers to make the option available in 23 countries in Europe, the Middle East and Africa.

PCR testing

- To facilitate the return of travelling by guests, Radisson Hotels are able to direct guests to an easily accessible and affordable PCR testing location. In addition, selected hotels will offer PCR testing on location for groups or individuals, or self-sampling PCR tests via the Group's specialized partners.

Literature Review

- This Case Study focuses on Sanitation- so various sanitation and safety procedures have been written about.
- Along with that, different popular hotels and their Covid-19 protocols have been described.
- The mentioned hotels and others all over the world have taken great initiative to protect their guests and employees while also reviving the hospitality industry as restrictions have been lightened and people have started travelling.
- The hotels have changed their policies and brought about many changes quickly, and they have implemented them and are also making sure the rules are being followed.

- This case study was developed to highlight what the firms in this industry are trying to do to increase the confidence of people all over the world, so they can trust the hotels and start travelling and staying in their hotels.

Summary

This case study talks about how important sanitation has become in the hospitality industry in these unprecedented times, and how hotels and restaurants have bounced back globally while people have started travelling after being locked in their houses for almost two years now.

Hotel chains like- The Oberoi, St. Regis, JW Marriott, Taj Hotels, The Hilton, Four Seasons and Accor hotels have been used as examples to show how the industry is taking the pandemic and how they have changed multiple things to make their guests feel safe and comfortable while abiding by the government's rules.

Restaurants and Hotels are now coming into partnerships with sanitation and hygiene companies to ensure the utmost care of their staff and guests.

Conclusion

In conclusion, I would like to say that these establishments have done a very good job in helping the industry bounce back even though the novel corona virus still exists and is still very dangerous.

The steps taken by hotels all over the world has put more confidence in people to take up travelling once again, while being safe and still enjoying to the fullest.

Also, I would like to add that establishments should come up with newer innovations in collaboration with tech companies, so they can further improve their hotels and restaurants and the experience of their guests.

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16. A Case Study on Pre & Post COVID F&B Service to Quarantine Guest with COVID Protocol

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Abstract

COVID-19 is all effect to economic of the country as a whole, especially tourism industry. To proposes the improvement guidelines for the service of food and beverage in hotel after pandemic. This research studied the service quality of food and beverage service in hotel. The mixed methodology is employed for this research. The in-depth interview was used for data collecting from top management of three sample hotels in Bangkok, Chiang Mai, and Phuket. There were three parts of modified questionnaires to measure service quality and guest's satisfaction including service facilities, attentiveness, responsibility, reliability, and circumspection related to COVID-19 preventive measures. This study used sample random sampling to derive subjects with the return rate of the questionnaires was 70 percent or 280 respondents. Data were analyzed by SPSS to find arithmetic mean, SD, percentage, and comparison by t-test, One-way ANOVA, and content analysis. The research results showed that the service quality related to COVID-19 preventive measures of the three hotels can create high guest satisfaction. Suggestions for conducting research are to maintain good quality of service and to improve service quality, especially its reliability. There should be regular training of service standards, product knowledge, technology, food safety and hygiene to employees in order to build trust.

Introduction

The world changed early this year when the novel coronavirus began its invasive move beyond China where it surfaced late in 2019, prompting the World Health Organization to declare an international public health emergency by the end of January. Its impact on the food system was swift and dramatic: panicked shoppers, unprecedented retail shortages, an overstressed supply chain, and food manufacturers challenged to meet surging demand while

keeping their employees safe. Here's a look at how the food industry has responded and what it is likely to mean for key segments going forward.

Foodservice operators were among the first to feel the true impact of the COVID-19 crisis. As the pandemic spread across the United States between mid and late March, states began to issue stay-at-home orders and require restaurants to forgo dine-in services. Many independent restaurants closed while other quick-service and fast-food restaurants shifted to offering only drive-thru, takeout, or delivery services.

“With more than 97% of the nation's 660,000 restaurants being restricted to off-premise only sales, the single biggest challenge if you're traditionally an on-premise, full-service restaurant, is being able to pivot to an off-premise model,” explains David Portalatin, vice president, industry advisor – food, The NPD Group. “But obviously for some restaurants, like quick-service restaurants, whose business is heavily toward the takeout side of the business, that's been a little bit easier to do. But even for quick-service restaurants through the weekend ending March 29, the transactions were down 40% year over year.”

This is still considerably better than full-service restaurants, whose transactions for the week ending March 29 were down 79% compared with the same week a year ago (NPD 2020). This reflects not only the challenges in launching or ramping up delivery and takeout models, but also consumer fear surrounding the safety of eating food not prepared at home. According to Technomic's survey of U.S. consumers for the week beginning April 12, 79% responded that they “will not go out to eat at restaurants as often” due to the coronavirus.

Literature review

Corona virus 2019, or COVID-19, is a virus that can cause respiratory disease after infection. It may have no symptoms, or it may have symptoms ranging from mild, similar to the common cold, or may cause severe pneumonia and death. It enters people through coughing, sneezing, direct contact with secretions such as saliva so there are three entrances to be aware of 1) do not rub the eyes. The eyes have an eye drainage channel that pathogens can pass through 2) do picking up the nose, the pathogens can enter through the nasal cavity and enter the respiratory tract, and 3) do not touch the mouth. The mouth is a common channel through which germs can enter the respiratory tract (Department of Disease Control, 2020). Practice for COVID-19 protection 1) Daily temperature measurement must not exceed 37.5 degrees Celsius 2) Wash hands with water and bleach soap or alcohol gel 3) Cover nose with a tissue every time cough and sneeze. Leave the tissue in a plastic bag, seal the bag tightly, and clean hands immediately 4) If meeting with other people is necessary, use a mask, keep a distance of not less than 1-2 meter

and take as short as possible 5) The secretion of waste such as a mask, tissue paper, is separated by a double-layer garbage bag, topped with bleach and tightened with bleach before throwing away 6) Clean the toilet and sink after use, and 7) Abstain from outdoor activities, stop work, stop studying, or do not go to the community and use public transport (Department of Disease Control, 2020). The hotel industry is a business that provides activities such as accommodation, food and beverage and recreation for leisure travelers and business purposes. It consists of guest rooms, food & beverage, and the service according to the guests' requirement with the returned benefit to the hotel owners. In this pandemic situation, hotels have been affected directly. Therefore, the preventive measures should be considered as the guidelines for Food and Beverage Service Quality Improvement for Hotel in Thailand after COVID-19 (PJAEE, 17 (7) (2020) -19 Pandemic hotel service application. The food and beverage department must satisfy hotel guests mentally and physically by providing happiness and satisfaction during their consumption (Pimonsompong, 2007). Food safety and hygienic are the main idea for service providing. This supports the idea that guest expectations and perceptions are indicators of good service quality (Suksutdhi,) 2020, Kandampully, 2006; King and Cichy, 2005). The service in the hotel is a presentation of activities for benefit and happiness that are sold together with products. The product can be divided into two categories: tangible product, and intangible product which cannot be separated, uncertain, difficult for standardizing, and cannot be stored (Samerjai, 2002) Hotel service refers to continuous, accurate, and flexibility. In addition, service is an activity to facilitate the guests and generate profit for the hotel. Hence, hotel marketers

try to study guest behavior in order to plan marketing to meet their purchasing decisions. Three factors that influence the guest decisions are culture, social, and personal factors with the different type of guest, leisure and business travelers. Purchasing decisions are aware of their need are criticized by searching, evaluation, change, purchasing decisions, and post-purchase

behavior (Lancaster, 2005). The experts such as Parasuraman, Berry & Zeithaml (1990), Phungnga (2010) and Zineldin (1996) have a consistent mention of service quality that guests will rate or satisfy the overall service excellence based on the comparison between expectations and the perceived quality of performance of the actual service received. Hence, the difference between the level of expectation and the level of perception of the guest is a measure of the service quality that brings to the guest satisfaction, impression, and value for money. The experts also have classified the level of hotel service quality in five areas: 1) Reliability is the service that meets the commitment given to the guest 2) Assurance, is to create confidence in the service and meet the needs of the guest 3) Responsiveness; it must be willing to serve promptly,

indicating full attention and care, 4) Empathy should be given to customers thoroughly, taking the best interest of the customer as a priority, and 5) Tangibles, physical appearance and facilities. Service quality measurement can be set as a standard as a guideline for service quality management, as it is an important factor affecting the satisfaction of the hotel and accommodation businesses (King and Cichy, 2005).

Summary

From the study, recommendations regarding food and beverage services related to COVID-19 preventive measures are as follows:

1. Hotels should maintain this high quality standard and provide services that focus on their customers' safety in order to reflect their efficiency and should have regular staff training, so professional service will help customers can feel more trust.
2. The quality of service of the reliability is good, which is lower than in other areas, so hotels should provide training and staff development to provide services that can create more credibility as it influences customers revisit decision.
3. As all three hotels have a high standard and good practice of service quality related to COVID-19 preventive measures, there should be collaboration between the hotel and the educational institution to provide students with the opportunity to gain quality professional experience in hotels to improve workers quality in the hotel industry to meet international standards Post covid

As COVID-19 plows through the hospitality industry, it's carving new paths to profit along the way. Moving forward, hotel food and beverage (F&B) services will be among the most transformed departments in the post-COVID-19 world. Already, the virus has changed how F&B services attract customers, and it's altering the habits of guests. (In a prior post, we presented how social distancing could transform F&B operations.)

COVID-19 hasn't just threatened people's physical health. It has affected how visitors interact, and it could permanently change guests' habits. Here are some ways the pandemic is shaking up the way people eat and drink. Sit-Down Dining Is Dwindling: Even before COVID-19 disrupted the market, more consumers were choosing to grab food and beverages on the run. In fact, in the United States, fast food service has steadily grown throughout the past decade. Now, as the public practices social distancing, that move away from sit-down dining has been kicked into overdrive.

In a post-COVID-19 world, it may be profitable for hoteliers to ramp up room service options or even put an extra emphasis on takeout operations. Even if sit-down choices are

running smoothly, it's also a good idea to rearrange seating to give guests the space they need to feel comfortable. Cleanliness Is Crucial: Sure, visitors have always cared about the sanitation of their food and drink. However, the pandemic has pushed germs to the forefront of the public's mind. People want to be reassured that a hotel's F&B services undergo deep cleaning and sanitation on an ongoing basis. Hoteliers can give guests peace of mind by pushing cleanliness out into the open. That might mean adding sanitation stations, encouraging cashless payment, putting up physical barriers between employees and guests or simply taking extra time to disinfect shared space. Shared F&B Services Are Unstable: As the virus looms, the public is hesitant to dive into shared F&B services, such as buffets or salad bars. In fact, the pandemic has already taken down several well-known buffet services across the United States. At least for the moment, these types of eateries seem to be in danger. For hoteliers, it may not be necessary to ditch breakfast and conference buffets altogether, but they should take action to ensure the public that their food won't be exposed to germs. That might mean adjusting a buffet's layout to eliminate germ hot spots. For instance, hoteliers can add extra sanitary guards, get rid of shared utensils and switch to touchless beverage dispensers.

Aim of study

This research aims to study the service quality of food and beverage service in hotel which related to COVID-19 preventive measures, and to propose the improvement guidelines for the service quality of food and beverage service in hotel

Methodology

This research investigated the quality of service in food and beverage service in three international hotels chain in Bangkok, Chiang Mai, and Phuket. Questionnaires and in-depth interview were used for data collecting. The 400 questionnaires were distributed to the hotel guests and only 280 were returned. In-depth interview was used to interview three top management of the hotel. The simple random sampling method was used for this study. The independent variables in this research were gender, age, educational level, occupation, income and marital status. The modified questionnaires were used to measure service quality and guest satisfaction, including amenities, service, attentiveness, responsibility, reliability and circumspection which related to COVID-19 preventive measures. To analyze the international service standards of food and beverageservice, triangulation research such as quantitative, qualitative and survey are employed. IOC was used to test the content validity introduced and evaluated by three professionals. The reliability of the questionnaires was analyzed by

Cronbach's coefficient alpha with the range between 0.70 for the content of service quality and 1.0 for the content of guest

Conclusion

The results showed that 60.7% of the respondents were foreigners and 71.8% were male, 33.6% of the age of 31 to 40 years old, the majority had a bachelor's degree, 48.6% worked in the private sector. 44.6 % have a salary of more than 50,000 baht, 47.1% are married and 58.6% are married. Most of them reported that the highest agreement on the service quality on five aspects; the place of service, attention, reliability, circumspection related to COVID-19 preventive measures averaged score at 4.29 in customer satisfaction. Customers over 60 years old reported very high agreement, while other groups reported score 3.76. Customers reported no statistically significant difference in service standards for the three hotels at 0.05. However, according to One-way ANOVA, the statistical significance level was 0.05 on customer behavior and satisfaction by age, educational level, occupation, salary and marital status. In-depth interviews revealed that the hotel has its own basic characteristics of food and beverage service guidelines

which related to COVID-19 preventive measures were: good work attitude of employees, patience, work under high pressures, able to cope well with unexpected problems, able to communicate well in English, have good communication with co-workers, and strictly follow food safety and hygiene.

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17. A Case Study on Receiving the Stores / Raw Materials for the Operation in the Hotel

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Abstract

COVID-19 pandemic is a threat to mankind across the globe. Hospitality industry is undergoing a forceful lockdown with shouldering a high amount of operational cost and overheads that has got its financial standing to a rock bottom. It is been through a tsunami of recession with a dense darkness. The non-favorable conditions and the non-supportive government policies are making the reinstatement process very difficult. Sustainability seems to be mission impossible with many hotels with low profile financial conditions. The research revolves around the impact of the pandemic and identifying possible solutions that will not only help the hoteliers to revive but also to boost the hospitality industry back at its normal pace and prosper. It is very important that all the stakeholders of the hospitality industry like Hoteliers, Customers, travel agents, tour operators, government, NGO, financial institution should work in harmony and symbiosis to come out of this global crisis.

Introduction to the Topic

The first outburst of COVID-19 occurred in Wuhan, Hubei Province in early December 2019. On January 30, 2020, the World Health Organization tagged this outbreak of the disease as COVID-19. Severe Acute respiratory syndrome coronavirus 2 is the root cause behind COVID-19 disease. The first Coronavirus case in India was detected due to the foreign travel history in Kerala in the month of March. To control this spread Ministry of Health & Family Welfare issued travel advisory restrictions which were similar to the previous pandemic. The travel restrictions, ban on visa, self-quarantine policies, work from home, social distancing while buying essentials were immediately enforced due to rising cases of pandemic. Indian government acted very quickly to stop the spread of this disease by proposing lockdown in various phases. In spite of all

the precautionary measures taken by the Indian government, the Spread of COVID 19 cases are yet to be controlled. The hospitality industry depends on movement of International visitor as well as domestic traveller. The outbreak of COVID 19 has halted travel across the borders, ban on visas, fear in the mind of traveller about moving out of their places and staying in hotel as the last thing on their list because the hotels are social places frequented by many people using the common spaces and guestrooms with many common touch points. The hospitality industry has been badly smashed by the outbreak of pandemic all over the world by reduction in the foreign tourist arrivals across the world eventually loosing over the Foreign Exchange Earnings. Sudden lockdown has caused losses for all the sectors of the economy, with unlocking in phases gradually many industries were allowed to start their operations with strict guidelines and few

had the option to work from home. But in case of hospitality industry work from home option cannot work as the hospitality products and services need to be delivered physically.

Literature Review

BW Hotelier (April 10, 2020) in its reports on the impact of COVID 19 on Indian hotels sector mentioned that hospitality industry is badly hit with the outbreak of pandemic causing a foremost financial loss. The FTA arrival and ban on visa influenced overall occupancy percentage, Rev PAR instigating a revenue loss.

Ramsay Rankoussi, Vice President, Development, Africa & Turkey, Radisson Hotel Group (16th Nov 2020) in his article highlighted that the hospitality industry in the year 2019 claimed to contribute more than 10% of the GDP globally directly and secondarily. It also has provided one out of ten jobs been created worldwide compounding 300 million jobs worldwide. With the fall of industry due to pandemic, the numbers above will divulge the gravity of this crisis which has worst affected the lives of the workers and their family at a large. The social impact on the economy has been highly transformative in the developing countries and will take years to heal and arise.

Hospitality Net (April 3, 2020) highlights the impact of COVID 19 on the global economy affecting the overall GDP. With the outbreak of pandemic the travel and hospitality sector is going through the tough time waiting to evolve to its normalized operation. The scope for quick revival is limited as the number of FTA has gone down drastically.

Aritra Ghosh (July 23, 2020) pointed out how India is dealing with COVID 19 pandemic. The key areas that got affected are the various segments of Indian economy, the virus and

starvation has resulted in death of many people. The positive lining in this situation is recovery of ecology. The lockdown policy, social distancing norms, use of mask, the reform from government will help in sustaining the sectors which are affected badly with the outbreak of COVID.

Case Analysis

FDA is sharing information about best practices to operate retail food stores, restaurants, and associated pick-up and delivery services during the COVID-19 pandemic to safeguard workers and consumers.

This addresses key considerations for how foods offered at retail can be safely handled and delivered to the public, as well as key best practices for employee health, cleaning and sanitizing, and personal protective equipment (PPE).

Managing Employee Health (Including Contracted Workers)

- Instruct employees with symptoms associated with COVID-19 to report them to their supervisors. Instruct sick employees to stay home and to follow the CDC's What to do if you are sick with coronavirus disease 2019 (COVID-19). Consult with the local health department for additional guidance.
- If an employee is sick at work, send them home immediately. Clean and disinfect surfaces in their workspace. Others at the facility with close contact (i.e., within 6 feet) of the employee during this time should be considered exposed.
- Instruct employees who are well, but know they have been exposed to COVID-19, to notify their supervisor and follow CDC-recommended precautions (see below).
- Inform fellow employees of their possible exposure to COVID-19 in the workplace, if an employee is confirmed to have COVID-19, while maintaining confidentiality.

Personal Hygiene for Employees

- Emphasize effective hand hygiene including washing hands for at least 20 seconds, especially after going to the bathroom, before eating, and after blowing your nose, coughing, or sneezing.
- Always wash hands with soap and water. If soap and water are not readily available, then use an alcohol-based hand sanitizer with at least 60% alcohol and avoid working with unwrapped or exposed foods.
- Avoid touching your eyes, nose, and mouth.

- Use gloves to avoid direct bare hand contact with ready-to-eat foods.
- Before preparing or eating food, always wash your hands with soap and water for 20 seconds for general food safety.
- Cover your cough or sneeze with a tissue, then throw the tissue in the trash and wash hands after.

Managing Pick-Up and Delivery

- Have employees wash hands often with soap and water for at least 20 seconds, especially after going to the bathroom, before eating, after blowing their nose, coughing or sneezing, or after touching high touch surfaces, e.g., doorknobs, and doorbells.
- If soap and water are not readily available, use an alcohol-based hand sanitizer with at least 60% alcohol. Always wash hands with soap and water if hands are visibly dirty. See, CDC's How to Protect Yourself & Others.
- Increase the frequency of cleaning and disinfecting of high-touch surfaces such as counter tops and touch pads and within the vehicle, by wiping down surfaces using a regular household cleaning spray or wipe.
- Make sure to read the label and follow manufacturer's instructions on use.
- Establish designated pick-up zones for customers to help maintain social distancing.
- Practice social distancing when delivering e.g., offering "no touch" deliveries and sending text alerts or calling when deliveries have arrived.
- Conduct an evaluation of your facility to identify and apply operational changes in order to maintain social distancing if offering take-out/carry-out option by maintaining a 6-foot distance from others, when possible.
- Routinely clean and sanitize bags used to deliver any of the materials.

Summary

The delivery person and the receiver should be on social distancing. With heightened awareness as a result of the pandemic, people should be safe. Some of the protocols given by the Gov. Has to be followed by people. In order to survive during the COVID 19 pandemic. As the cleaning plays an important role during the time of this COVID 19 pandemic Hotels industry has increased their focus more on cleanliness

Hotels had made them selves flexible to the condition of this COVID 19 pandemic. Some of the articles on the hotels had also been put into the case study , what all things the hotel

carried during the pandemic has also been mentioned. How the role of Hotel industry has been changed during the COVID 19 pandemic has also been mentioned in the case study. Cleaning hotel rooms is a core part of the hospitality business. They should start with proper negotiation and payment credit with suppliers. Train their staff with Government certifying agencies like Fostac or WHO for post COVID19 manuals this will also help to gain trust in the customers. Guest safety should be given paramount importance. They should gear up with the Standard Operating Procedures for the processes in front and back areas that will combat the spread of virus. Creating Certifying competent bodies for creating trust amongst customers, provide subsidies and bank loans or overdraft at a very reasonable rate of interest.

Conclusion

At the end I would like to conclude my topic with the saying " cleanliness is next to godliness" . Being Hygienic and Healthy would let us fight against every such virus . Hotels their by move their more focused on Cleanliness, Hygiene, Good service and Memorable experience to the Guest during the COVID 19 pandemic. The Pandemic brought a drastic change From the industry which was more focused about earning profit to the industry Which is focused about the Health and Hygiene of their guses .

PPE kits where their primary weapon along with the sanitizers, gloves , masks and other cleaning agents etc. It was very much difficult to deal with the quarantine Guest then the regular guest, as the service to such guest would rather differ from the regular guest . Hotel's had made their own COVID protocols for the staff dealing with the quarantine Guest.

In preparation for guests who will need to isolate, additional standard operating procedures (SOPs) and checklists will need to be in place to make sure that guests and team members are protected while adhering to municipal regulations.

These quarantine and isolation specific SOPs and checklists are in addition to the heightened cleaning and sanitization procedures that hoteliers are using to prevent the spread of COVID-19 and to maintain the health and safety of guests and staff.

COVID19 which has got the World business and economy to a halt seems to be at the edge of correction, the introduction of vaccine will create a new hope and trust in the mind of mankind but the impact of obliteration it has done on the economy and humans will take atleast 2-3 years of constructive and planned approach of rebuilding in order to sustain and get back on normal place.

Hospitality industry needs to understand and start with planning strategies along with all the stakeholders with their synchronization. A Harmonized approach of all of them will accelerate the rebuilding process. Government can play a crucial role in monitoring and keeping them together.

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18. A Case Study on Pre and Post Covid Protocols Followed in Specialty Restaurants

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Abstract

Covid-19 has made a huge impact on our lives.

The sudden breakout of coronavirus disease (COVID-19) rapidly spread across the globe, leaving no country behind in being affected by the global pandemic in the year 2019–20. As COVID-19 commenced, within months majority of the world had no choice but to initiated the norms of social distancing and lockdowns in their societies. The indiscriminate nature of the current pandemic has not only impacted the health and quality of life of people but has also disrupted the global economy, supply chains, and countries all over the world.

In the hospitality sector, the unanticipated disruption of covid has initiated its lock on the global food supply chain and service sector as major cities shut down for several months . This research investigates the impacts of the novel coronavirus disease, also referred to as COVID-19 pandemic, on the hospitality industry. It examines both short-term and medium-to-long-term impacts of the pandemic and outlines strategies to reduce the potential consequences of those impacts. Considering the current crisis the business activities, the occupancy rate in restaurants has been slowed down because of the restrictions in demand, fear of being infected by the disease and various other factors lead to the down fall of the hotels and restaurants economically.

This research primarily investigates the ongoing COVID-19 scenario in economies of restaurants, since lives of many people are dependent on the hospitality industry this analysis delivers insight into the pandemic's impact within the coronavirus protocols to be followed , and explores the policies adopted and strategies undertaken for sustainability in speciality restaurants

Introduction

Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus and was discovered in December 2019 in Wuhan, China. It is very contagious and has quickly spread around the world.

COVID-19 most often causes respiratory symptoms that can feel much like a cold, a flu, or pneumonia. COVID-19 may attack more than your lungs and respiratory system. Other parts of your body may also be affected by the disease. It is part of the coronavirus family, which include common viruses that cause a variety of diseases from head or chest colds to more severe (but more rare) diseases like severe acute respiratory syndrome (SARS) and Middle East respiratory syndrome (MERS). Covid-19 symptoms are variable, but often include fever, cough, headache, fatigue, difficulties in breathing, and loss of smell and taste. Symptoms may begin one to fourteen days after getting exposed to the virus. At least a third of people who are infected do not develop noticeable symptoms. Of those people who develop symptoms noticeable enough to be classed as patients, most (81%) develop mild to moderate symptoms (up to mild pneumonia), while 14% develop severe symptoms (dyspnea, hypoxia) or more than 50% lung involvement on imaging), and 5% suffer critical symptoms (respiratory failure or shock). The impact that the coronavirus has made not only affect the personal health of the population but also the economical health of the hospitality industry. The economic impact of COVID-19 on hospitality (one of the first industries to get slammed) is a tale told only in astronomical numbers. With scant passengers rattling around inside empty airplanes, hotels abandoned, and thousands of wedding usually considered recession proof are postponed, hospitality is losing an average of \$534 million in earnings and estimated more than 12,000 jobs every day. This study aims to investigate the effects of coronavirus epidemic on hospitality industry. Hence the initial question was, what are the possible effect of coronavirus in the hospitality sector, and what are the protocols to be followed to revive the industry. Measures taken by The World Health Organisation such as social distancing, encouraging people for taking vaccinations have proved to make the current pandemic situation to improve and the world returning to normal as it was in the pre- covid era.

The research is significant in that it reveals the effects of this global problem on hospitality businesses, and that it is one of the first studies about the impacts of the virus on hospitality focusing on the protocol followed by speciality restaurant to smoothen its operations

which are necessary to return to a normal world in this global crisis. To achieve our targeted result the following analysis will showcase a literature review related to some previous crisis that affected the hospitality industry and the overview of responses that were taken from this situation

Firstly to study the impact of COVID 19 on hospitality industry 2. To identify the possible difficulties faced by hospitality industry pre and post COVID 19 3. To suggest the sustainable measures for the revival of hospitality industry and speciality restaurants

Literature Review (Current Pandemic Situation and Hospitality Industry)

Guidelines for the coronavirus given tells the hospitality operation to change its overall strategies the pandemic has changed the situation too quickly and to face the negative impacts hotels are required to take quick actions to avoid the consequences the corona virus could have brought. Up until now the research has shown that after the pandemic situation was almost no preparations to deal with the pandemic due to the lack of resources devoted to the study of such viruses . To summarize, these studies show that in addition to the negative effect that government interventions usually have on financial markets, COVID-19 also had various detrimental effects on the hospitality industry. Table1 summarizes the main results of studies on crisis management in the major hospitality and tourism journals (ordered chronologically), and recent studies of crisis management in a COVID-19 scenario.

Authors	Topic	Country examined	Method	Main findings
Chien and Law (2003)	Impact of SARS outbreak on hotels	Hong Kong	Theoretical paper	SARS outbreak affected the hospitality industry in Hong Kong badly. To cope with the situation, hotels had to develop contingency plans to restore guest confidence. Among main measures highlighted: regular staff meetings, enforcing environmental hygiene and cleaning policies, media handling, and special attractive packages.
Israeli and Reichel (2003)	Hotel management of crisis from	Israel	Quantitative analysis of sample	Develops a questionnaire to evaluate importance of four categories of practice for crisis

	intensification of terrorism		of 116 Israeli hotel managers	management: marketing, human resources, hotel maintenance, and government. Some valuable measures involved cost savings, focusing marketing efforts on domestic tourism, and developing special offers.
Leung and Lam (2004)	Impact of SARS outbreak on hotels and human resources strategies to tackle crisis	Hong Kong	Qualitative methodology (case study)	Most hotels lacked contingency plans to deal with crisis. Some faced crisis by focusing on human resources: layoffs and unpaid leave (to reduce costs), enhanced communication with employees (regular meetings), and specific employee training.
Kim et al. (2005)	Impact of SARS on Korean hotels and proposal of measures to overcome crisis	Korea	Qualitative methodology (case study of six five-star hotels)	Highlights importance of crisis management systems and action plan to react quickly. Korean hotels tried to minimize operating costs, offered employees specific training programs, and developed intensive marketing campaigns in collaboration with other agents in the sector.
Lo et al. (2006)	Practices employed by hotels to survive during SARS disaster	Hong Kong	Qualitative case study of multiple cases (6 hotels)	Explains main strategic measures that hotels developed to survive difficult times: enhance internal communication to maintain employee morale, intensify communication with customers and promotions, and collaborate with other hospitality agents and public institutions.
Tew et al. (2008)	Strategic tips for limiting the	Canada	Qualitative and	Provides information on how the hospitality industry can

	negative impacts of SARS epidemic		quantitative analysis in the Niagara region of Canada (96 hotels)	prepare itself for a crisis or disaster and describes how all stakeholders must work together to cope better with the effects of a crisis.
Kimes (2009)	Practices to manage hotel rates during economic downturn (global financial crisis)	International sample	Quantitative analysis of global sample (Europe, Asia-Pacific, Africa, America) of 291 hotel managers	Hotels can respond to economic crisis with various non-price-related competitive methods: competing based on quality, creating strategic partnerships with distribution channels, focusing on loyalty program members, and developing additional revenue sources or market segments (local customers).
Brown et al. (2018)	Literature review on crisis and disaster resilience in hotel sector	Theoretical study	Literature review and synthesis	Although literature on disaster management has recently expanded, most hotels are not actually prepared and have not implemented specific plans.
Novelli et al. (2018)	Effect of Ebola outbreak on tourism	Gambia	Rapid Situation Analysis research methodology combining interviews, direct observation, and informal discussion	Highlights importance of proactively formulating strategies to facilitate rapid response to crisis. Strategic measures developed: cost-cutting strategies, control of communications and media, flexibility policies to stop cancellations, incentives and discounts, and joint marketing with other agents.
Kimes (2020)	How hotels are responding to COVID-19 outbreak	International sample	Quantitative analysis of global sample	Examines different measures in the following categories: marketing, operations, cost-cutting, customer refund

			(Europe, Asia, America, Africa) of 893 hotels	polices. Strategies that worked best according to respondents: targeting new segments, increasing flexibility, and enhancing communication with customers.
Sigala (2020)	Impacts and implications of COVID-19 for hospitality firms	Theoretical study	Literature review and direct observation	Describes types of measures hospitality firms are implementing: redesign of experiences, adoption of new standards and cleaning procedures, implementation of mobile apps (for check-in, room-keys), in-room technologies, robots (to minimize personal contact).
Hao et al. (2020)	Impact of COVID-19 on hospitality industry and post-pandemic agenda	China	Literature review and direct observation in China.	Exploratory review of overall impacts of COVID-19 pandemic on China's hotel industry. Proposes COVID-19 management framework to address anti-pandemic phases, principles, and strategies.
Herédia-Colaço and Rodrigues (2021)	Analysis of hotel managers' perceptions and strategies to recover from the COVID-19 pandemic	International sample	Quantitative analysis of a global sample of 144 hotel managers from different countries	Most hotels analyzed had implemented extraordinary recovery measures to face the current situation. The most significant strategic measures included special health and safety protocols, and marketing initiatives such as long-term vouchers to increase sales

Case Analysis

Given the current situation, it is clear that the coronavirus will cause a contraction both in the hospitality demand of occupancy hotels in general. The intensity of these effects may vary regionally. Because the course of the outbreak can vary according to regions and time. The effects of the pandemic on the hospitality sector caused countries to experience economic problems (Wen et al., 2020). In 2020, it is predicted that the hospitality industry will experience a

worldwide workforce loss of millions of people due to COVID-19 (WTTC, 2020). The lockdown by COVID-19 had a devastating effect on India's hotel sector as well as whole economic development. 1.43 million people are employed in India's hotel industry from 2013 to 2017 (Statista, 2020). Coming on to the restaurant sector the blazing popularity of speciality restaurants also suffered due to the pandemic. speciality restaurant means a restaurant which serves food prepared from a menu that is influenced by or developed from the culture of a particular people. People loving the cultural food and getting the particular cuisine at a time in a restaurant was loved by people speciality restaurants were almost always booked, for the safety of people guidelines have been given by the world health organization to control the virus and letting people enjoy their cuisine without having to worry about catching the coronavirus the protocols have to be followed by the staff and the guests.

Persons above 65 years of age, persons with comorbidities, pregnant women and children below the age of 10 years are advised to stay at home, except for essential and health purposes. Restaurant management to advise accordingly. The generic measures include simple public health measures that are to be followed to reduce the risk of COVID-19. These measures need to be observed by all (staff and patrons) in these places at all times.

These include

- i. Physical distancing of at least 6 feet to be followed as far as feasible.
- ii. Use of face covers/masks to be made mandatory.
- iii. Practice frequent hand washing with soap (for at least 40-60 seconds) even when hands are not visibly dirty. Use of alcohol-based hand sanitizers (for at least 20 seconds) can be made wherever feasible.
- iv. Respiratory etiquettes to be strictly followed. This involves strict practice of covering one's mouth and nose while coughing/sneezing with a tissue/handkerchief/flexed elbow and disposing off used tissues properly.
- v. Self-monitoring of health by all and reporting any illness at the earliest to state and district helpline.
- vi. Spitting shall be strictly prohibited.

The Protocols Followed by the Restaurants

- i. Takeaways to be encouraged, instead of Dine-In. Food delivery personnel should leave the packet at customer's door. DO NOT handover the food packet directly to the customer.
- ii. The staff for home deliveries shall be screened thermally by the restaurant authorities prior to allowing home deliveries.
- iii. Entrance to have mandatory hand hygiene (sanitizer dispenser) and thermal screening provisions.
- iv. Only asymptomatic staff and patrons shall be allowed.
- v. All staff and patrons to be allowed entry only if using face cover/masks. The face cover/masks has to be worn at all times inside the restaurant.
- vi. Adequate manpower shall be deployed by restaurant management for ensuring social distancing norms.

Summary

The impact coronavirus made has forced the hospitality industry to make some drastic measure to ensure the safety of the people in the industry. A through study was provided in order to understand the effect of the pandemic affecting hospitality sector globally and the measures to overcome the crisis. The given protocols are going to be useful for the coming future of hotels and restaurants as they will be focusing more on hygiene and cleanliness and it will make sure to be prepared to handle such tough situations like this pandemic.

Conclusion

COVID19 which has got the World business and economy to a halt seems to be at the edge of correction, the introduction of vaccine will create a new hope and trust in the mind of mankind but the impact of obliteration it has done on the economy and humans will take at least 2-3 years of constructive and planned approach of rebuilding in order to sustain and get back on normal pace. Hospitality industry needs to understand and start with planning strategies along with all the stakeholders with their synchronization. A Harmonized approach of all of them will accelerate the rebuilding process. Government can play a crucial role in monitoring and keeping them together. Identifying the primary essential key recovery strategies to implement in the short term is crucial for the hotel industry in the current uncertain scenario. Building on the crisis management literature and its empirical analysis of hotel industry, this study proposes and

validates strategic measures, to recover business activity after the COVID-19 disruption. The findings yield significant insights to guide hospitality industry in responding to current crisis and preparing for the near future.

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