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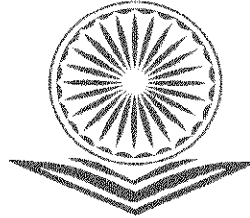
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1. A Case Study on Transformations Like Restarting, Reorganizing, and Assimilating the Tourism Industry

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Abstract

Covid-19 was declared as a pandemic by the world health organization in January 2020, and due to that it has affected every country in the world. This pandemic spread very quickly across the world and as per WHO pandemic also the country and travel restrictions imposed the travel industry has seen in large decline for demands for all forms of travel which lead to revenue impact. The organization for economic development stated that there could be a significant drop in the all international tourist economy to about 80% if the world does not recover soon from the pandemic. In addition to the drop in international and domestic tourism, this pandemic is expected to have a negative impact on revenue, both in domestic revenue and foreign exchange earnings. As we are studying tourism travel is requisite for tourism activity therefore any factor that hinders travelling may have a profound impact on the tourism industry. The results indicate that covid-19 has infected travel patterns and habits regarding psychological and economic factors, psychological factors primarily being the fear of contamination, impact traveler willingness to travel and condition preferences for vacations destination. Hygiene and health conditions in host destinations can represent essential factors in travelers to make decisions. Confronted with caution, tourism businesses such as transport, Accommodation and catering should further enhance their hygiene conditions to restore confidence and most importantly communication is essential in these challenging times to feel tackled travelers' tears and concerns.

Introduction

The outbreak of covid-19 has assed critical health challenges worldwide. The pandemic is one of the most highly contagious outbreaks in recent human history with more than 46 million

cases. The viruses spread have severely threatened lives and measures such as lockdown have posed. This pandemic also affects economic factors while the same industry adaptable digital platforms continue their struggle. Few industries have encountered failure due to travel restrictions. Before the pandemic at global level, the industry accounted for 10.6% of GDP.

The travel restriction in represented pandemic resulted in 98% decrease in international tourism. Tourism industry has put steps forward by giving the proper hygiene and health facilities.

The outbreak of covid-19 has posed critical health challenges worldwide The pandemic is one of the most highly contagious outbreaks in recent human history with more than 46 million cases. This virus. spread have severely threatened lives and measures such as lockdowns have posed. This pandemic also affects economic factors of While some industries adaptable digital platforms and continue their struggle · Few industries have encountered failure due to travel restrictions and social distancing. The tourism industry is one industry that cannot hold its ground without the mobility of tourists. Before the pandemic at the global level, the industry accounted for 10.6% of total employment (334 million jobs). 10.4% of global GOP /USD 92 trillion) and international tourist spending totaled USD 1.7 trillion (27.4% of global services exports The travel restrictions in response to the pandemic resulted in a 98% decrease in international tourism Domestic visitor spending fell by 45% while international visitor spending fell by test I record 69 46 But now slowly tourism industry I have started to recovery for this pon situation Tourism industry has put steps forward by giving the proper, hygiene and health facility, to tourists which will ensure the trust in tourists and also tackle their fear for traveling.

Summary

When we say business in the tourism industry they have the most prominent role in making recovery have the most prominent role in making recovery possible and first steps that they need to undertake is to understand the travel and tourism customer and the concern. Industry needs to build new or modified products that answer the current concerns of customers to help them move from a fearful state to a relaxed one.

When it comes to tactical precautions, paying extra attention to safety of resorts, accommodation units or airports leveraging people interest in local and national tourism and also building cheaper products for low-income or even average- income consumers are some of the paths towards recovery and most importantly industry needs to reinvest their communications

system so they become a source of calm and contract for concerned travelers. Pandemic has created severe roadblocks for the tourism industry and the way ahead seems to be rocky.

There are also ways which can help the tourism industry recover.

Many governments are looking for ways to stimulate domestic tourism as a way to support the baffling tourism industry.

Negotiating travel bubbles with preferred partners Another option for countries to recover tourism is to establish travel bubbles or green corridors. Travel bubbles are agreements by signatories to open their borders to visitors from partners' economies to economies.

Policy Recommendations and Conclusion Domestic Tourism Many countries are looking to domestic tourism to help stimulate economic recovery. In this analysis we saw that redirecting tourists from foreign destinations to domestic ones helped to fill the gap in about half of the economies. This is therefore an attractive option, particularly where there are existing strong domestic tourism markets. However, for economies highly dependent on tourism, including small island developing states such as Fiji, the Cook Islands, Palau, and Maldives, domestic tourism is not a viable option for filling the gap. Furthermore, promoting domestic tourism is not straightforward. Many people will have less disposable income for leisure activities, and social distancing and other containment measures may make it difficult or unappealing. Equally, where the tourism attractions are geared toward foreign markets it may take time to reorient toward domestic preferences. In many cases there is also a clear difference in spending between domestic and foreign tourists.

Travel Bubbles Establishing bilateral travel bubbles is an interesting option to revive tourism. The growing number of travel agreements is a testament to this. Economies that are highly dependent on tourism from one source country would particularly benefit from a bilateral travel bubble. A bilateral bubble between Fiji and Australia would reduce the gap in Fiji by half compared with relying on domestic tourism. Agreements are however subject to rapidly changing epidemiological circumstances. Existing agreements are based on a mix of economic, social, and health considerations. If potential bilateral pairings are analyzed according to pandemic preparedness and whether they appear to be past their peak of outbreaks, very few bilateral pairings were attractive.

When we say business in tourism industries they have the most prominent role in making recovery possible and the first step that they need to undertake is to understand the travel and

tourism customer and their concerns. Industries need to build new or modified products that answer the current concerns of customers to help them move from a fearful state to a relaxed one.

When it comes to tactical precaution; paying extra attention to safety of resorts, accommodation units or airports leveraging people's interest in local and national and also building cheaper products for low income or even average income consumers are some of the paths towards recovery. And most importantly industries need to reinvent their communication systems so they become a source of calm and comfort for concerned travelers. The pandemic has created severe roadblocks for the tourism industry and the way ahead seems to be rocky. But these challenges can open doors for new and innovative ideas and other ways for the tourism industry to recover such as local tourism, ecotourism and sustainable tourism. There are also some way which can help tourism industry recover:

Promoting Domestic Tourism

It provides a better chance for a rebound in the early phase of recovery. Many governments are looking for ways to stimulate domestic tourism as a way to support the battle! The tourism industry Philippines invested \$8.5 million in a domestic tourism campaign in early 2020. In Vietnam, the domestic tourism has shown a dear upward trend since the lockdown was eased on 11 May 2020 Travel bans and fear of infection could also induce tourists who would originally travel abroad to look for domestic destinations making this a viable strategy.

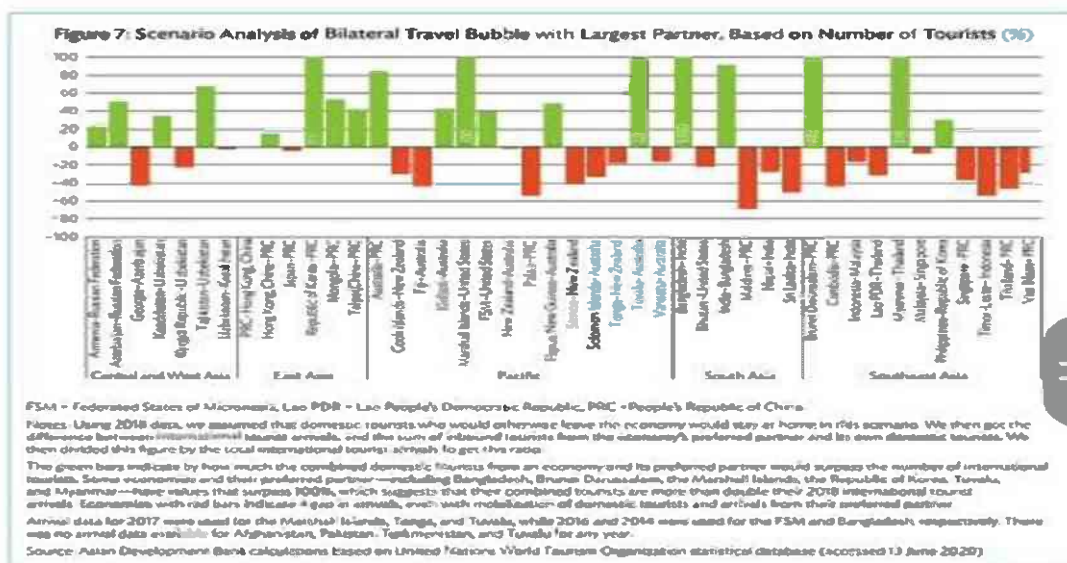
Negotiating Trend bubbles with Preferred Partners

Another option for countries to recover tourism I is to establish travel bubbles or green corridors. Travel bubbles are agreements by signatories to open their borders to visitors from partners. Economy or economies Travel bubbles could be for business travel only or also include leisure travel. It offers to specify provisions on health protocols that need to be followed when leaving and entering territory The first travel bubble in Asia and the Pacific was established between the PRC and the Republic of Korea in May 2020. In June travel bubbles for business travelers were introduced between PRC and Singapore, and Japan and Vietnam.

And by establishing bilateral travel bubbles, they can also progressively expand into sub-regional travel bubbles. For eg. Europe, several countries have reopened to selected partners. On 15 June Netherland began allowing entry to 12 European countries including Belgium, Germany, Italy- In Pacific Australia, Fiji, and New Zealand are considering the so-called Bula-Bubble.

It is also very important to remember that travel bubbles are only a second-best option, which should only be temporarily in place. If the pandemic allows, a nondiscriminatory approach should be preferred. Several countries have chosen this option. Maldives, for example, is open for international tourism. They have established guidelines around health checks for inbound tourists and protocols in the event of an outbreak. They are supported by their “one island one resort” tourism model which affords some natural social distancing.

Epidemiological Considerations The three scenarios above are based only on tourism flows. In this section, we consider which solutions are feasible from an epidemiological point of view, given the situation in early July 2020. The COVID-19 pandemic started at different times across countries and has developed differently. While some countries were able to bring the pandemic quickly under control, others are still struggling to contain the disease. Recently, some countries were also confronted with a second wave of infections. And willingness to welcome foreign tourists depends on the stage in the pandemic. In addition, tourist willingness to travel depends on the pandemic situation in the destination country. The opportunity to open for bilateral tourism typically only arises once an economy and its partner are well beyond their peak of new infections.



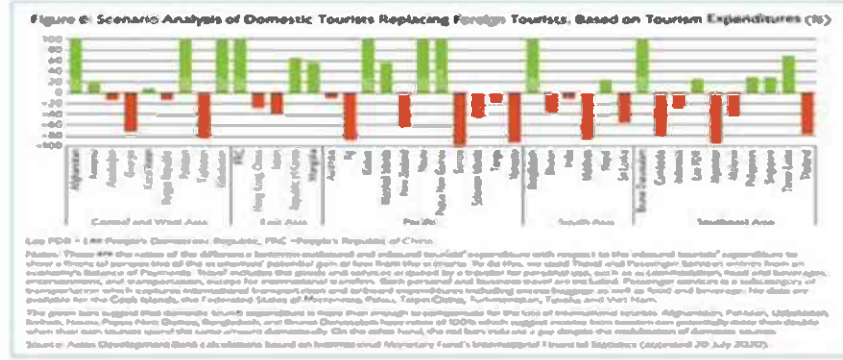
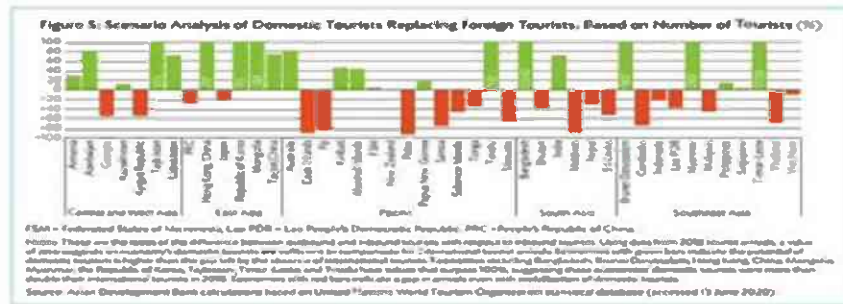


Table 1: Bilateral and Subregional Travel Bubbles in Asia, as of June 2020

Locations Involved and Bubble Name	Effective Date/Under Negotiation	Main Provisions
PRC–Republic of Korea	1 May 2020	<ul style="list-style-type: none"> For business travelers only (sponsored by a company) 10 provinces in the People's Republic of China (PRC) only Special disease control procedure: Take COVID-19 test 72 hours before departure and another one upon arrival
PRC–Singapore	8 June 2020	<ul style="list-style-type: none"> For business travelers only (sponsored by a company) A residence in the PRC only Traveler undergoes test and stays at a designated center for 1–2 days to wait for result
Japan–Viet Nam	25 June 2020	<ul style="list-style-type: none"> Business travel only (both businesspeople and workers) Special chartered flights arranged by the Japanese Chamber of Commerce and Industry to Viet Nam on 25 June 2020 Temperature check before flight, PCR test upon arrival then quarantined for 2 weeks in a hotel
Australia–New Zealand "Trans-Tasman Bubble"	Under negotiation	<ul style="list-style-type: none"> Targeted at tourists Supposed to be in effect by July, postponed due to new outbreaks in Victoria, Australia
Hong Kong, China–PRC (Macau, China and Guangdong)	Under negotiation	<ul style="list-style-type: none"> Mostly for business Stalled due to strict quarantine restrictions and other complications
Malaysia–Singapore	Under negotiation	<ul style="list-style-type: none"> Have agreed to establish the following, but conditions and process still being discussed Reciprocal green lane for essential business and official purposes Periodic commuting arrangement for Singaporean/Malaysian residents with long-term immigration passes to periodically return to their home countries for short-term home leave
Fiji, Australia, and New Zealand "Bula Bubble"	Under negotiation	<ul style="list-style-type: none"> Movement within the country will be contained to "VIP lanes"—geographically isolated resorts in Fiji Tourists must show proof of 14 days quarantine in their home country from a recognized medical institution, or quarantine for 14 days in Fiji at their own expense Tourists must present a negative COVID-19 test result upon arrival. Test should be taken within 48 hours prior to arrival
Brunei Darussalam, Malaysia, and Singapore	Under negotiation	<ul style="list-style-type: none"> For business travelers and medical travelers Green lanes to be created for less restricted travel, no need for 14 days home quarantine Final procedures have yet to be finalized

Source: Asian Development Bank

7

The business world recognizes resilience as a crisis management tool/strategy for business stability and adaptability to all types of risks, during natural disasters and emergencies. Furthermore, business resilience is linked to the organization's ability to adapt to the environment and new circumstances to mitigate the effects of the incident (Supardi, Kudus, Hadi, & Indonesia, 2020). Resilience strategies require coordination, various crisis management

techniques, good relationships (among all stakeholders), a comprehensive network, recognition of risks and opportunities, and timely and scalable intervention (Alves, Lok, Luo, & Hao, 2020; Fitriasari, 2020). The literature on resilience identifies proactive, absorptive/adaptive, reactive, or dynamic attributes of resilience (Supardi et al., 2020).

Historically, the tourism industry has quickly bounced back after disasters, pandemics, and epidemics like Ebola, Middle East respiratory syndrome (MERS) and severe acute respiratory syndrome (SARS). Local, regional, or national governments are aiding in the industry's recovery by luring investors through tax breaks, lenient land-use rules, etc. (Brouder, 2020; Ioannides & Gyimóthy, 2020). Before international travel can resume, domestic tourism will boost the resumption of the tourism industry in the wake of the pandemic. Other factors, including technological resilience, local belongingness, and customer and employee confidence, may help build industry resilience, which is the need of the hour.

Businesses across industries are looking forward to “business as usual”, and the tourism industry is no exception. All the industries are banking largely upon “government stimulus packages and interventions” to improve their productivity. For instance, TUI, the world's most prominent multinational tourism organization, is taking the UK and German governments' aid and has announced cost reduction in its operations across the world (Higgins-Desbiolles, 2020). The government has become a significant role player in the economy of tourism (Table 3). This has resulted in the re-nationalization of airlines, tourism firms, and networks like airports. This is something different in comparison to earlier crises, which created curiosity in research and institutions and had no “policy impact,” particularly in the tourism industry (Hall et al., 2020). Tsionas (2020) discusses post-COVID-19 problems and mentions that “opening at limited capacity” of almost 33% is a good option.

Transformations like restarting, reorganizing, and assimilating the tourism industry according to the latest standards and rules are required to revive the industry (Lew et al., 2020). The renewal will be impacted by the government's response to climate change and the need for a carbon-free economy. After the pandemic, the global economic and political systems will encompass changing patterns concerning climate change mitigation, sustainable tourism, local communities, and society's well-being.

The present times are the most appropriate to promote a sustainable and equitable tourism industry (Benjamin et al., 2020). As per Carr (2020), original cultural sites suggest happiness,

physical condition, environmental responsibility, and conventional ecological information. Such sites form the future of “cultural sustainability” and it is essential to manage these prudently for the development of the economy. In the aftermath of COVID-19, the tourism industry is bound to be reorganized based on actual planning and not just paperwork. The industry needs to be oriented toward education, environmental and social justice, and racial healing. There is a need for wary people (For instance, tourists, local communities, SMEs, Government) to take advantage of the present grave situation as it will allow more tourist experiences. The industry's service providers need to be encouraged to push a new demand by changing their unsustainable product offers. Such measures can connect, support, and take care of the whole tourism industry to everyone's advantage (Stankov et al., 2020). The market players should also confront the means and systems that will prevent and transform harmful and weak tourism (Higgins-Desbiolles, 2020). There is an essential requirement for a charter for setting up a stable and sustainable tourism industry. There is a disconnect between what UNWTO (World Tourism Organization) is preaching (sustainability) and what is exercising (growth expansion). These disconnects need to be understood and repaired before considering tourism's future (Brouder et al., 2020; Nepal, 2020). The ongoing impermanent process of deglobalization has presented the tourism industry with a unique opportunity to recreate sustainability by leaving aside the “dark sides” of recent years, such as environmental deprivation, economic abuse, or congestion.

Resilience from all sides of the value-chain may transform the tourism industry into the new global economic order characterized by sustainable tourism, climate action, societal well-being, and involvement of local communities. Studies have observed that the tourism industry indirectly contributes to pandemics in multiple ways, including food wastages leading to industrialized food production (Hall & Gössling, 2013), human interference with wildlife and deforestation (Barlow et al., 2016; Lade et al., 2020), and climate change conditions (Scott, Hall, & Gössling, 2019). The lockdown in many countries and the adoption of significant restrictions on borders has also drastically affected the tourism economy worldwide. The movement from “over-tourism” to “under-tourism” is bound to reverse the scene of climate change to a large extent (Hall & Gössling, 2013). COVID-19 is leading to some positive outcomes for the tourism industry. Declined demand in the aviation industry is already causing airlines to phase out outdated aircraft. Restrictions on overseas travel for international students, business travelers, political leaders, etc., are leading to increased leverage from video-conferencing (Banister &

Stead, 2004; Cohen, Hanna, & Gössling, 2018). These changes are bound to reorient the global tourism industry in a “sustainable” way, which focuses more on inclusive development, rather than the abstract notion of “growth.” Carbon footprint reductions may gain more traction worldwide, as is already seen across main tourist destinations. Similarly, the mobility of visitors could transform significantly, not only in the immediate future but over a long period. The relentless neophilia and the disturbing desire for (often irresponsible) exploration in distant places may be replaced by recreation and travel much closer to home.

COVID-19 has triggered unprecedented casualties for mankind in life-changing circumstances. The shock and effect of this pandemic are so strong that research work across all fields is subject to pre-COVID-19 and post-COVID-19 classifications. The post-COVID-19 research is bound to be characterized by economic, environmental, and social setbacks, and the policy suggestions to counter those. Given the tourism industry's sensitivity to this pandemic situation, the body of knowledge in the field of tourism needs some quick and sound work to prepare for the future. Following most downloaded review articles (Dhaliwal et al., 2020; Paul & Benito, 2018), we provide directions for future research in this section to set up an interesting future research agenda for the research in the tourism industry in the post-COVID-19 period. It is important to examine how businesses can translate this crisis chaos into transformative innovation. Never before has tourism research felt the need to hold its purpose as much as today.

Post-crisis tourism research must align academic and corporate interests. We present the future research agenda in two segments. One, based on the gaps in the existing literature, we present the research questions for tourism research to explore different sub-topics in the context of COVID-19. Two, we present a research agenda to test our resilience-based framework.

Conclusion

The tourism industry was seen as a major cause and carrier of the novel coronavirus that triggered the outbreak of COVID-19. The unsustainable practices of the industry didn't help the cause of sustainable living worldwide. The pandemic has nearly brought the global tourism industry to a halt. All stakeholders in the industry must work together to make the industry sufficiently resilient to deal with the crisis. Based on the studies conducted to understand the tourism industry in the context of COVID-19, we propose a resilience-based framework for the industry. Through our framework, we argue that with the help of the resilient approach from governments, market players, technology innovators, and the workforce employed in the

industry, the tourism sector may end up evolving in a much more sustainable way post-pandemic. The involvement of local communities is going to be immensely critical in this journey, as the restrictions on international travel may stay longer than anticipated. Such developments would widen not only the base of the tourism industry but also present opportunities for less-developed tourism spots to grow further. Large-scale tourism players would need a reboot to survive in post-pandemic times. Still, acting in line with our resilience-based framework, small-scale players certainly can emerge victorious and ensure the well-being of the society at large while also facilitating sustainable tourism.

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2. A Case Study on Change in Food and Beverage Service Method Post Covid- 19

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Abstract

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. 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. 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.

As COVID-19 plows through the hospitality industry, it's carving new paths to profit along the way. Moving forward, hotel food and beverage 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. Every industry experienced a degree of disruption as COVID-19 swept the nation, yet the food and beverage sector was possibly the most immediately and severely impacted. Agribusiness pivoted to meet evolving demands from abrupt shelter-in-place orders to supply chain havoc and emerged as one of the pandemic heroes. Now, with widespread vaccination imminent, companies are eagerly looking ahead at how the remainder of 2021 will shake out. What's clear is that many of the changes we've seen will endure; in fact, a recent survey from McKinsey found that nearly 80% of the consumer packaged goods executives who responded said they believed the pandemic would

have a lasting impact on their customers' needs over the next five years. Here are four noteworthy developments in the agribusiness sector, as well as advice on how food and beverage companies can adjust their strategies to successfully address them. Unfortunately, many business owners within the food and beverage industry are pushing the panic button. As a whole, F&B services have already been decimated by COVID-19. Estimates suggest U.S. restaurants alone have lost \$120 billion thus far. Still, that some restaurants are in pain is no reason to ditch hotel F&B services altogether. For hoteliers, rolling with the punches and adjusting to a new post-COVID market could open up wider streams of much needed revenue well into the future.

Introduction

Arguably the biggest hurdle in achieving the goal of making hotel food services profitable again is rebuilding trust. This isn't exactly an issue that started with the COVID-19 pandemic. Rather, hotel food profitability has been on the minds of many hotel industry leaders for quite some time. For a long time, hotel managers have simply considered breaking even or making a small profit with hotel bars and restaurants a win. Typically, the hotels that have been able to turn a profit with their food services are those where staying and eating are closely tied together. Think of things like small bed-and-breakfast places or localities where the hotel restaurant is strongly linked to the local community and draws customers that are simply staying at the hotel during a trip. Emphasise 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 sanitiser 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. Follow the 4 key steps to food safety: Always — Clean, Separate, Cook, and Chill. Wash, rinse, and sanitise food contact surfaces dish-ware, utensils, food preparation surfaces, and beverage equipment after use. Frequently disinfect surfaces repeatedly touched by employees or customers such as door knobs, equipment handles, check-out counters, and grocery cart handles, etc. Frequently clean and disinfect floors, counters, and other facility access areas using EPA-registered disinfectants. Prepare and use sanitizers according to label instructions. When changing your normal food

preparation procedures, service, delivery functions, or making staffing changes, apply procedures that ensure: Cooked foods reach the proper internal temperatures prior to service or cooling. Hot foods are cooled rapidly for later use – check temperatures of foods being cooled in refrigerators or by rapid cooling techniques such as ice baths and cooling wands. The time foods being stored, displayed, or delivered are held in the danger zone (between 41°F and 135°F) is minimized. Proper training for food employees with new or altered duties and that they apply the training according to established procedures.

Before the pandemic, many larger hotel chains were beginning to realise that this strategy could work on a much larger scale with the right management changes. In the wake of COVID-19, this plan has been sent into a bit of a tailspin. Right now, the big thing that all hotels need to focus on is rebuilding trust with potential customers. This can mean a lot of things such as increasing hygiene in all hotel spaces, limiting the number of guests allowed in the hotel at one time, and making some changes to hotel food services that provide safer alternatives to going out to eat elsewhere. There are more than a few ways that hotels can manage and reimagine hotel food and beverage services during the COVID-19 pandemic. One of the simplest strategies for limiting the risk of spreading the virus includes limiting in-person dining services. This can seem like a bad business move, but it can keep the hotel from having to shut down as a result of an outbreak. Instead, consider providing free room service to guests that choose to order food and drinks from the hotel bar instead of going out. Another tool might be expanding food delivery and room service options for guests. This could mean partnering with local businesses to have their menus added to the room services list. Technologies such as food industry data science can help key in on the types of local food and drink services guests would be most interested in. Likewise, it can help identify certain aspects of the food and drink services that could benefit from improvement and small tweaks over time. Hotels may also begin the process of incorporating customer journey maps. The act of developing the maps will force managers to ask themselves how customers are interacting with the hotel as well as associated restaurants, and bars and how those interactions could be improved. Ultimately, this could be used to better guide customers to ideal food and drink situations during their stay as well as boost foodservice profits during the pandemic. All of these ideas are great, but the real challenge comes with implementing a plan and making it stick. Developing a strategy that will not only build trust in the hotel industry but also offer incentives that will boost foodservice profits and keep customers

coming back is no easy task. Contingency and continuity plans are critical aspects of running a smooth business operation, especially during a pandemic. Fortunately, the vaccine rollout offers somewhat light at the end of the tunnel for those in the travel industry. Though the arrival of vaccines certainly doesn't immediately mean we're out of the dark, many in the industry are already making big plans. Thousands of regular travellers have been cooped up at home for over a year now, and many are itching to get out and visit friends, family, and new places. The hope is that the travel industry will bounce back quickly as restrictions ease and people begin to feel safe traveling again. This, of course, would be a boon for hotels and the food & beverage services they offer.

Literature review

Guest experience refers to the cognitive and affective responses derived from the interactions between the guest and a product or service. It is co-produced by service providers and consumers. Xiang, Schwartz, Gerdes Jr, and Uysal identified 80 guest experience-related words, including room, quality, and service. Knutson, Beck, Kim, and Cha further identified the guest experience dimensions by developing a four-factor model of Hotel Experience Index (HEI). The 18-item index consists of four dimensions, namely environment, accessibility, driving benefit, and incentive. According to Xiang et al. guest experience is used to measure hotel guest satisfaction. Satisfaction with and repurchase of a hotel product may be driven by a set of attributes, such as staff service quality, room quality, amenities, value, and security.

With the popularity of sharing experiences through online platforms, online reviews represent a legitimate source for hotel managers to understand customers' evaluations of hotel service and products. Research on textual reviews in hospitality mainly focus on identifying the hotel attributes and sentiments expressed in the reviews and examining the relationships between specific attributes in the textual reviews and the overall review ratings. Comparisons of hotel attributes and guest experiences are mainly done among different hotel guest segments and hotel types Hong et al. found out that guests placed more emphasis on natural and safe experience.

“Staffing shortages and supply-chain issues are the biggest challenges facing our operations,” says JW Foster, executive chef at Fairmont Royal York. “Now that we’ve reopened, there’s a lot of supply-chain issues within the industry, from availability of products to receiving products on time to increasing costs. It puts a lot of stress on us when we’re trying to deliver a product and experience to our guests.”

“The industry at large is going through a bit of a reckoning in terms of recruiting staff, training them and retaining them long term. We need to start paying people better, figuring out benefits programs and offering full-time work that people can build lives around,” says Ned Bell, co-owner and executive chef at Naramata Inn in B.C

“The health and safety of our guests is of the utmost priority. At Shangri-La, it’s in our nature to look after people, to anticipate their needs and to go above and beyond to ensure they have a memorable experience,” says Marc Lamontagne, F&B manager at Shangri-La Hotel Toronto. “With this in mind, new experiences have to be considered creatively and what was typically not something we would consider in the past, is actually the best foot forward.”

“Sous vide provides a level of safety that is superior to any other cooking method. It can help operators dealing with other F&B issues like tight labour, disruption of the supply chain for basic ingredients and swings in customer demands,” says Gabriela Pool, National Restaurant Chains (NRC) representative at Cuisine Solutions. In fact, Marriott and Hilton have already partnered with Cuisine Solutions, bringing an array of sous-vide products to their hotel kitchens.

Summary

Hotels will need to transform the ways in which guests interact with their spaces. For example, new products such as touch-less coolers in lobbies or gyms and touch-free check-in systems via guests’ mobile devices will provide access to amenities and better customer experiences without exposing guests or staff to pathogens. The pandemic put a stake in the heart of the beloved traditional hotel buffet. Shared serving utensils, self-serve beverage stations, crowded lines for food and too many touch-points are a bad combination when people are trying to social distance and keep illness at bay. Early in the pandemic, some viral videos surfaced showing how quickly buffet and cruise ship restaurant environments could pass along germs. Even as the pandemic fades and people regain comfortability in crowds, the impacts on these communal-style restaurants will persist. It also means the death of salad bars and any eating establishment that relies on a self-service model. The pandemic served as an “accelerator” for already occurring trends. For example, it pushed people further into e-commerce purchasing via digital payments, away from cash and in-store purchases. For the hotel industry, COVID-19 accelerated the contactless check-in trend. This means electronic kiosks instead of human agents and massive growth in digital keys powered by mobile applications. Hotel operators will need to formalise their “clean initiatives” to regain the public’s trust. A core part of this effort

will be establishing formal cleaning certifications with third-party regulators/entities. This will mean hiring a cleanliness manager who develops plans and trains employees on proper Centers for Disease Control and Prevention-approved cleaning procedures to ensure the property stays in compliance with government and health department orders. Managers also will work more closely with marketing departments to ensure consistent messaging to guests so they're comfortable about their stay and the hotel brand's commitment to safety. Additional steps will include enhanced cleaning frequency and potency, revising floor plans to keep guests separated, installing physical barriers where feasible and using ultraviolet light and other technologies to increase the scope of cleaning initiatives.

Conclusion

Hotel occupancy and revenue plummeted to all-time lows in 2020. But in spite of this downturn, the industry has been quick to develop other revenue streams, particularly in food and beverage (F&B) from online food delivery to grab-and-go programs to contactless room service. Although many hotel restaurants and bars have re-opened indoor dining-rooms in recent months, it's likely that alternative options will be here to stay post-pandemic. Preparing for this hybrid trend, hotel F&B departments are refining service once again to provide memorable experiences for guests. For many chefs and food-and-beverage directors in the hotel space, four key ingredients are important considerations for any winning F&B strategy: critical attention to food safety, hygiene and packaging; promoting at-home dining experiences; and leveraging social media.

Before the COVID-19 pandemic, higher disposable incomes, the rise of the experience economy and advancements in technology were among the key factors driving the hotel F&B segment. Now, rising vaccination rates are driving the demand for leisure travel and local culinary experiences, offering a return to normalcy. While hotel restaurants and bars are thrilled to welcome back visitors, many kitchens are battling staff and supply shortages behind the scenes. On the bright side, creating and implementing a sustainable F&B strategy will continue to drive overall revenue in the coming months. First, as is the case with guest-rooms and public spaces, cleanliness and sanitation will continue to be at the forefront of F&B services post-pandemic in order to build trust and re-assure diners that staff are achieving the highest food-safety standards. To avoid cases of food poisoning, spoilage or waste due to contamination, in

addition to limiting COVID-19 exposure, restaurants are adopting the sous-vide cooking method in which vacuum-sealed food is cooked in a temperature-controlled water bath. The need for high-quality, consistent food that is easily scalable and free of any artificial preservatives has been in high demand for a long time now. The pandemic brought about a unique set of circumstances that heightened that need. A lot of uncertainty around the workforce's sudden peak and valley in customer demand and the need to control waste and cost made our offerings a perfect solution to complex problems that hotel's F&B face. Additionally, the fact that Cuisine Solutions products are vacuum sealed and fully pasteurised significantly reduces the opportunity for contamination. There is an important safety component build into using our products.”

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3. A Case Study on Revenue Management has Faced Multiple Challenges in the Airline Industry

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Abstract

The Airline Group of the International Federation of Operations Research (AGIFORS) held a conference in October 2020 that included keynote addresses from KLM Royal Dutch Airlines and Airbus, as well as three panels that included representatives from 11 airlines throughout the world that focused on how COVID-19 is impacting and reshaping the airline industry. This paper presents key themes that emerged from these discussions, including the impact of border closures on airline operations and demand forecasts; the shift in development priorities within revenue management departments; and outlooks for how passenger preferences, booking curves, and fare product restrictions may change after the COVID-19 pandemic.

Introduction

The Airline Group of the International Federation of Operations Research (AGIFORS) is a nonprofit organization dedicated to the advancement of operations research within aviation. From October 20 to 23, 2020, AGIFORS held its 60th Annual Symposium on a virtual platform. As part of the program, two keynote presentations were given by Sander Stomph, a Vice President at KLM Royal Dutch Airlines and Robert Lange, a Senior Vice President at Airbus. In addition, three panels were held that focused on how COVID-19-related impacts are affecting and reshaping airline operations, crew management, and revenue management. The panels included representatives from Airbus, Boeing, the Massachusetts Institute of Technology (MIT), and 11 airlines from across the world: AeroM xico, Air Canada, Air France–KLM, American, Cathay Pacific, Copa, Emirates, IndiGo, United, Qatar, and SAS.

This paper presents key themes that emerged from these discussions, including the impact of border closures on airline operations and demand forecasts; outlooks for how passenger mix, booking curves, and fare product restrictions that have changed during COVID-19; and shifts

that are occurring in development priorities within revenue management (RM) departments. These and other themes are discussed below.

Summary

Current State of the Airline Industry

Historically, the commercial aviation industry has supported more than 80 million jobs worldwide and has contributed up to 8% of the gross domestic product. More than 30% of all international trade by value is carried by air and approximately 60% of international tourists travel by air (Lange 2020). However, as noted by Lange (2020) at Airbus:

In 2020, we've seen everything fall off a cliff. At the worst point in April, two thirds of the world's fleet of aircraft was grounded, 90% of operations were not happening and even more so for international operations, where it was more like 98%. And we have the latest IATA [International Air Transport Association] estimation of where we will end up at the end of the year, which is around 60% down or 65% down on last year.

Never before has the airline industry seen such a dramatic and sustained decline in air passenger demand. Previous crises like SARSFootnote1 in 2003 or the 9/11 terrorist attacks in 2001 have been more limited geographically or more limited in time and duration (Lange 2020). Therefore, it becomes more challenging to model exactly when airlines will be able to restart operations and when flight operations and customer demand will return to pre-COVID-19 levels. Current projections of when worldwide traffic will return to 2019 levels are between 2023 and 2025 (Lange 2020).

The dramatic decrease in demand, combined with this expected multi-year recovery period, is causing many challenges for the airline industry, the first of which is "to survive and get some revenue in when there is [practically] no demand" (Westerhof 2020). Lange (2020) emphasized that while the current focus is on survival, how airlines handle the recovery period is equally critical:

Our whole industry finds itself in an unprecedented situation where this avoidance of loss or minimizing of loss is driving all of our thinking and decision-making... And, ironically, most major airlines in the world are currently in a situation where they have more months of cash flow coverage in terms of their cash burn than they do in normal operations—which should be a warning sign to all of us because that is saying that by not operating, airlines are continuing to survive. But that once airlines start operating again, according to the way that restart is managed, their risk exposure to cash burn increases. So, we see a situation where everybody is being extremely cautious.

Recovery and the Impact Travel Restriction

The airline industry has been seeing a slow and sustained recovery since passenger demands hit a low point in the spring of 2020 (Aznaurian 2020), with recovery occurring more quickly in domestic markets. As a result, some airlines that have a strong domestic presence (such as some in China) are experiencing faster recoveries than airlines such as AeroMéxico and Copa that relied heavily pre-COVID-19 on international markets (Aznaurian 2020; Dominguez 2020; Lange 2020). To help generate additional revenue, AeroMéxico is opening new city pairs domestically while restrictions for international flights are in place. Copa Airlines, in the Central American country of Panama, was shut down for seven months (i.e., March 17 to October 12), and has just reactivated 30 aircraft to fly in the fourth quarter (Q4) of 2020 but is not expecting to put more than 45–50 aircraft into service in Q1 2021; before COVID-19, Copa had a fleet of about 100 aircraft (Dominguez 2020). Several airlines have also increased cargo flight operations (Garrow 2020).

The goal of starting service in new domestic markets and initiating new cargo routes and/or increasing cargo flights is to help generate additional revenues, particularly given the numerous and ever-evolving travel restrictions that are in place across the world. As Reynolds (2020) of Emirates observed, “every country seems to be changing government regulations on a daily basis. First you have a 14-day quarantine, then it lifts, but now certain destinations require PCRFootnote2 tests within 72 h of arrival or certificates you are COVID free, and certain countries will not allow entry of travelers from particular destinations.”

Multiple panelists underscored the impact of travel restrictions on demand. Pablo Aznaurian of AeroMéxico noted that “nowadays, a high percentage of the market is derived from strategic alliances—either through mega-alliances like SkyTeam®, oneworld®, or Star Alliance®; code shares; or joint ventures. The closure of borders...around the globe has restricted the ability to exploit the benefits of alliances.” Robert Lange at Airbus and Jason Herter at IndiGo stressed that these travel restrictions are a primary reason for people not traveling and are leading to pent-up demand. As Lange (2020) explained:

The repetitive passenger surveys that airlines and travel institutions undertake now start to show that the main reason for people not traveling is not the health risk in terms of the fear of becoming ill—but it’s the worry and inconvenience of being stuck somewhere you don’t want to be.

Herter (2020) observed that at IndiGo, they have seen “a lot of pent-up demand just waiting to fly” and that some flights are selling out within just a day or two when markets open up and travel restrictions are lifted.

Given the influence that travel restrictions have on demand, combined with the predominance of local and national policies, which themselves are unstable and changing very rapidly, there remains a research need to determine a correlation between the propagation of health measures being taken in countries and the restrictions on the restart of airline operations (Lange 2020). Several airlines and professional organizations, such as the International Air Transport Association, have been conducting studies on the effectiveness of different travel restrictions related to testing and quarantines. Air Canada has been working with McMaster Labs to conduct voluntary screenings of passengers when they arrive, then one week later, and again two weeks later to help determine if the two-week quarantine restriction is effective or could be shortened (Meaney 2020). IATA released a study in October 2020 showing that since the start of 2020, there have been 44 cases recorded of flight-related transmission of COVID-19 among 1.2 billion travelers, or one case for every 27 million travelers (IATA 2020; as noted by Meaney 2020). Such studies add to the collective body of knowledge about COVID-19 while informing governments and regulatory agencies on best practices when it comes to restrictions that are so impactful to the airline industry.

Impacts of Covid-19 on Rm and a Shift in Rm Development Priorities

Revenue management has faced multiple challenges in 2020, and many airlines have seen a shift in their development priorities. As Ruhlin (2020) of United described:

When this all started and up until today, we’ve seen several different phases of what we’re dealing with. There was this phase in which everybody just wanted to get home from wherever they happened to be in the world, at the time that travel restrictions were announced. We moved from that into a phase in which no one wanted to fly... And then now we’re in this situation, this new phase where I think everybody wants to fly again, but isn’t sure when they’re going to be comfortable with it. And the big problem with each of these successive phases... is that we realize for completely different reasons than the last phase that our systems just weren’t built for this.

As demand plummeted at the start of the crisis, the focus of many RM departments was to “mainly keep the system up and running” and to handle the large volume of cancelations and no-shows associated with bookings that were made before the crisis (Westerhof 2020). No-show rates on day of departure “increased to levels we have never seen before” (Cleaz-Savoyen 2020)

and were in excess of 90% at some airlines, including Air France–KLM (Westerhof 2020). Denied boardings during this time were “extremely low” at some airlines like United that, as Ruhlin (2020) said, was “able to work with our operations team and provide them new information that we weren’t able to provide in the past about the likelihood of cancelations and the likelihood of no-shows for passengers.”

At Air Canada, Richard Cleaz-Savoyen described the situation at the beginning of COVID-19 as follows:

New bookings started to collapse year-over-year, but then week-over-week and day-after-day until we reached the bottom. And on top of that, the new bookings were coming at a very, very different pace as we used to see in the past and the booking curves got very much compressed. We saw the schedule change, day after day—flights being changed, being moved, being removed. So all of our forecasting techniques that we developed over the years became incorrect and at the beginning of the pandemic, RM became manual and very much micromanaged on a day-by-day basis.

Fundamental changes in passenger demand and booking patterns have shifted development priorities within airline RM departments. Lead times for bookings have shrunk to around 10 days on average and everything is refundable (Lange 2020). Customers “want to book late, they want to have flexibility, and they expect fast refunds” (Stomph 2020). The demand mix has changed, with leisure travel and passengers “visiting friends and relatives” (VFR) becoming more prevalent than business travel. As Lange (2020) at Airbus rationalized, “I believe that we’re going to get a short-term very strong hit and possibly a long-term sustained reduction in business travel... We are also starting to see a massive reduction in corporate travel spend. Many of the Fortune 500 companies are looking to reduce their travel expenditure by 50% next year. So those people who are traveling for business purposes may be traveling less often and are also unlikely to be buying high-fare packages.”

Despite the shift to VFR and leisure travel, opportunities exist to offer multiple prices, as:

Some people are willing to travel and they are willing to pay for it as well. And they book in a very condensed period, and in that period, it’s very important to capture the full willingness to pay of the passengers. There’s still a very important role of revenue management even though it’s different than it was one year ago. (Westerhof 2020)

This sentiment was echoed by Cleaz-Savoyen (2020) at Air Canada, who noted, “RM plays a significant role in achieving our objective of bringing revenue through the door and to

maximize this revenue...which involves managing low demand and pockets of higher willingness-to-pay.”

Belobaba (2020) at MIT expanded on how the role of RM is changing in this new environment:

Revenue management has always been traditionally one of managing demand when demand is very high and optimizing to protect seats. And if you look at [revenue management] in the traditional, segmented fare structure world, it's pretty easy to simulate and to imagine that, at 50% load factors, you're not really doing very much at all. But that's not what the world looks like anymore. With much more prevalence of unrestricted and less restricted fare structures,... we find that it's not a case of simply opening up all of the seats... Even with low demands, you have demand that is selling down or buying down, and estimation of elasticity becomes much more important... The less restricted the fares, the more leverage there is for good forecasting, willing-to-pay estimation, and marginal revenue optimization.

As a result of these fundamental demand shifts, many airlines emphasized that they were viewing COVID-19 “as a catalyst for change” (Buitendijk 2020) and shifting development priorities. Air Canada, United, and Qatar all indicated a greater focus being placed on dynamic pricing and continuous pricing (Buitendijk 2020; Cleaz-Savoyen 2020; Ruhlin 2020). As Buitendijk (2020) of Qatar summed up, “The one good thing about a crisis is people now see why [dynamic or continuous pricing] is relevant and how it would complement a[n] RM system.”

Challenges in Forecasting Demand During and After Covid-19

Forecasting demand—both during COVID-19 and after the recovery period—is another fundamental challenge that airlines are facing. According to Ruhlin (2020) of United, “The actual revenue management forecast that we relied on...has become, at least temporarily, less relevant.” Stomph (2020) of KLM elaborated that “We need to reinvent the way we look at bookings or revenue management. The demand curves we used in the past [are not relevant today] and our machine learning algorithms [are not forecasting well] because the data they were trained on are no longer valid because [our historic data are] from a different era.”

Traditional demand forecasting approaches are struggling to adapt to an environment that is characterized by high schedule volatility and ever-changing travel restrictions. As Lange (2020) of Airbus described, “We have no body of data, we have no body of past experience which gives us the full ability to predict what might happen.” Consequently, multiple airlines

have stopped using historical data to predict demand and are relying more on manual forecasts and new modeling approaches.

For example, Air Canada set up a task force to predict what the recovery profile would look like at the market level. Air Canada brought in their artificial intelligence (AI) team to forecast what the virus evolution curve could look like in the coming months and how government restrictions could impact demand. Cleaz-Savoyen (2020) explained:

We started with a very simple model based on how demand recovered from previous crises like 2008 and SARS and then progressively started adding more dimensions to it. The demand segmentation is a very important component because we're expecting the recovery profile to be very different if you are talking about VFR versus business versus leisure versus group demand.

Dennis Buitendijk at Qatar also confirmed that they are now starting to model how COVID-19 will progress, when cases will spike, and how to jointly model interactions between individuals' desire to travel and travel restrictions.

Consistent with the observation by Richard Cleaz-Savoyen at Air Canada, Ruhlin (2020) of United noted that during COVID-19, being able to separately model leisure and business travelers instead of forecasting demand by class of service has been critical, "because it's pretty clear so far that the return to willingness to fly on the part of passengers has come a little bit earlier for leisure passengers than for business passengers." However, Ruhlin added that demand forecasting during the pandemic has been further complicated by the fact that "everything is changing so fast" and with all of the schedule volatility occurring, the ability to first forecast market-level demand and then use a passenger choice model to allocate that demand across flights is "something we really wish we had but that is hard to implement."

During this period, many airlines are relying more on revenue management users to manually adjust forecasts. As Arjan Westerhof of Air France-KLM shared, "For this moment, we believe our analysts can do a better job than the system in this area because there are a lot of variables that we don't capture in our systems, like the number of COVID-19 cases, ... different travel restrictions, and schedule uncertainty." The increased reliance on manual intervention was further explained by Ruhlin at United who noted that "even as different waves of resurgence of the Coronavirus come, it's a different behavior that we're seeing among passengers and among governments and their restrictions than it was last time. So things are changing so fast that the systems are having a difficult time keeping up" (Ruhlin 2020).

As border restrictions cause pent-up demand, it has become more important for airlines to identify, uncover, and track pockets of demand so that when the travel restrictions are lifted, the airline is ready and has the right capacity to offer customers (Cleaz-Savoyen 2020). Shopping data is one source that have been used to help identify outliers that may be an indication of demand increasing (Cleaz-Savoyen 2020).

Given the shift to more manual forecasting, combined with the fact that “the data you are collecting now is not going to be helpful after the recovery” (Buitendijk 2020), many are exploring ways of blending historical data with manual overrides to support forecasting during and after the pandemic. For example, Belobaba (2020) at MIT has been looking at ways to forecast demand with no historical data and exploring ways to shorten the historical period used in forecasting, pick up on trends more quickly, and incorporate demand adjustments made by human revenue management users.

Cleaz-Savoyen (2020) described how Air Canada has been transitioning back to historical forecasts in some markets using a “deconfining process.” They used this process initially to bring historical data back into their no-show forecasts. First, they worked with their flight model managers to establish criteria for stability and consistency. Once the forecaster was producing forecasts within the “consistent and stable” range, they would start using historical data for forecasting. The process is reviewed on a market-by-market and weekly basis. Air Canada is looking to apply a similar approach to incorporate historical information back into its demand forecaster at a future date, but noted that “it’s going to require a lot more care” because demand levels and booking curves are much different now than they were pre-COVID-19 (Cleaz-Savoyen 2020). Ruhlin (2020) of United also viewed the transition to using historical data for demand forecasting to be a market-by-market decision and one in which the forecast “gets turned back on, but there’s still a certain amount of overrides applied to the forecast.”

What Lies Ahead for the Airline Industry- New Opportunities and Challenges

Many individuals within aviation are viewing 2020 as both a year of challenges and opportunities. As Lange (2020) of Airbus stated, “I strongly suspect that we will look back at 2020 as being a turning point in the history of commercial aviation or at least a point of inflection or possibly a new beginning in some way. But certainly, it’s not all risk, it’s risk and opportunity.” Within RM, opportunities to improve demand forecasting and incorporate dynamic or continuous pricing are receiving increased attention. While booking horizons may lengthen in the post-COVID-19 period, the overall mix of passenger travel may change, with leisure and VFR trips becoming more prevalent. Post-COVID-19, passengers may demand that flexible and

refundable ticketing policies continue, which will further drive the need for innovations in dynamic and continuous pricing.

The next few years for the airline industry will clearly be challenging, with demand levels not expected to return to pre-COVID-19 levels until 2023 to 2025 (Lange 2020). Regardless of what lies ahead for airlines, one message came through clearly in the keynote addresses and panels: “You shouldn’t waste a good crisis—and COVID can be a real catalyst for change” (Buitendijk 2020).

Conclusion

The COVID-19 pandemic has caused disruptions in all parts of the world. We investigate the impact on the global airline business. Three crucial announcements are selected to be studied, which are (1) the first case reported outside China (Event 1: January 13, 2020), (2) Italy outbreak (Event 2: February 21, 2020), and (3) the declaration by WHO on the global pandemic outbreak and the announcement of President Trump to ban travelers from 26 European countries (Event 3: March 11, 2020). We find the underreaction and overreaction to the announcements in Event 1 and Event 3, respectively. Airlines stocks in Australia, Canada, the U.K., and the U.S., are the worst performers in the post-event period in Event 3. We offer several potential explanations for the findings in this paper. As the COVID-19 pandemic has been ongoing, our results call for the policy implications below.

We understand that the government in each country is at an intersection—whether to provide financial support or guarantee existing debt, or to believe in market mechanisms and let the airline firms file for bankruptcy. In order to back up the airline industry, several alleviation policies may deal with mergers and acquisitions, tax policy, and government subsidies. These policies, of course, will increase the national debt. Otherwise, firm liquidation in the airlines is, perhaps, inevitable and subsequently will disrupt the global supply chain and related businesses.

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4. A Case Study on Sanitation & Hygiene Maintenance in Public Area Post Covid- 19

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Abstract

With support from the World Bank-financed Sustainable Rural and Small Towns Water and Sanitation Project, the Regional Water Supply and Sanitation Office (OREPA) in Haiti launched a large-scale public awareness campaign, which promoted good hand washing behaviour, hygiene, physical distancing, and the use of face masks using posters, videos, social media messages, radio announcements, and recordings broadcasted from cars and motorbikes. Special thanks to our volunteers who helped produce this animation to raise awareness around protection against COVID-19 in Haiti and other countries around the world.

Safely managed water, sanitation, and hygiene (WASH) services are an essential part of preventing and protecting human health during infectious disease outbreaks, including the current COVID-19 pandemic. One of the most cost-effective strategies for increasing pandemic preparedness, especially in resource-constrained settings, is investing in core public health infrastructure, including water and sanitation systems. Good WASH and waste management practices, that are consistently applied, serve as barriers to human-to-human transmission of the COVID-19 virus in homes, communities, health care facilities, schools, and other public spaces.

Safely managed WASH services are also critical during the recovery phase of a disease outbreak to mitigate secondary impacts on community livelihoods and wellbeing. These secondary impacts—which could include disruptions to supply chains, inability to pay bills, or panic-buying—have negative impacts on the continuity and quality of water and sanitation services, the ability of affected households to access and pay for WASH services and products (for instance, soap, point of use water treatment or menstrual hygiene products) and the ability of schools, workplaces and other public spaces to maintain effective hygiene protocols when they

re-open. If not managed, secondary impacts can increase the risk of further spreading water borne diseases, including potential disease outbreaks such as cholera, particularly where the disease is endemic.

Beyond the human tragedy, devastating economic impacts are anticipated in all countries and for the most vulnerable and marginalized people in society. Human and economic costs are likely to be larger for Fragile, Conflict, and Violence (FCV)-affected countries and lower and middle-income countries, that generally have limited coverage and capacity of water supply and sanitation systems, lower health care capacity, larger informal sectors, shallower financial markets, limited fiscal space, and poorer governance. As such, for all interventions it will be especially important to target FCV-affected countries—home to about two-thirds of the world's extreme poor. While it is too early and with too many variables to quantify the economic costs of the pandemic, the costs of inaction would be catastrophic.

Introduction

The greater risk comes from being in close contact with other people while outside food shopping or receiving a food delivery (as receiving any delivery in areas with local transmission). As always, good hygiene is important when handling food to prevent any food-borne illnesses.

By Katie Dahlstrom, Nestlé Corporate Communications Manager and Helen Medina, Nestlé Senior Public Affairs Manager, Government and Multilateral Relations

Clean water is one of the few things in life that never fails to live up to expectations.

It is difficult to overstate the importance of having it. In fact, it's probably impossible. Clean water changes almost everything. This is also why access to and management of clean water, sanitation, and hygiene are included in the Sustainable Development Goals (SDGs), specifically, SDG 6, which Nestlé is contributing directly through our partnership with the International Federation of Red Cross and Red Crescent Societies (IFRC). But how are we doing this?

Tapping the benefits

Having clean water and sanitation means being able to avoid exposure to countless diseases.

Every year, millions of people die from diseases caused by inadequate water supply, sanitation, and hygiene. Other than pneumonia, diarrhea is the main cause of death in children under age 5.

Poor sanitation and unsafe water cause nearly 20% of workplace deaths. It costs around \$260 billion in lost productivity every year.

But the benefits of having a source of clean water in a community are much wider. When women and girls no longer have to walk miles to fetch water each day, they have more time to learn. Literacy rates rise. And when schools build proper toilet facilities, girls spend more time in school and less time at home.

The United Nations estimates that every Swiss franc invested in water and sanitation leads to four francs in economic returns – which is why investing in this area is such an effective way of creating stronger, more resilient communities.

Connecting Communities

In Cote d'Ivoire, 63% of the population lacks access to proper sanitation. People must often walk miles to collect water, which may not even be safe to drink, as well as use open air, unhygienic shared toilets.

The IFRC is working across Côte d'Ivoire to extend access to clean water, sanitation, and hygiene.

As the IFRC's longest-standing corporate partner, Nestlé has helped to deliver clean water and sanitation to almost 110,000 people in Côte d'Ivoire's cocoa-growing communities for the past 10 years.

A total of 181 water pumps and 93 blocks of school toilets have been built or renovated as well as more than 7,000 family latrines.

Education has been an essential part of the effort too. More than 200 community water and sanitation committees and 93 school hygiene clubs have been established since 2007.

Their members promote hygiene in their local area. They teach people how to store water safely and build safe sanitation facilities, and children how to wash their hands well. Sometimes it is the simplest measures that have the biggest effect.

“Our grandchildren will not suffer...”

Adjoua is a 55-year-old widow from the village of Ndri Koffikro in the south of Côte d'Ivoire. She recalls that ever since she was young, her community's biggest wish has been to

have access to safe drinking water. Traditionally, residents relied on ponds and a river nestled in a forest two kilometres away for their water.

Before the IFRC committed to building a water point in the village, it made sure a viable management system could be set up with community members. A management committee, which consists of six women and two men from the village, oversees the operation and maintenance of the water point and handles the accounts related to the income generated from selling water.

It ensures that the investment made in the water point will live on for generations.

“Now, I and my community members will have more time and energy to take care of our family as well as our farming activities,” says Adjoua. “Our grandchildren will not suffer all the pains we went through.”

Safe water and better hygiene reduce the burden of ill health on families and allow women more time to earn their own income. An end to open defecation means people are safer – particularly at night – and the land is cleaner and the crops healthier.

Meaningful progress

Education programs teach school children good hygiene habits. Some 768 million people still do not have access to an improved source of drinking water; 40% of them in sub-Saharan Africa. There is still a long way to go, but progress is being made.

With the program up and running successfully in Côte d’Ivoire, the next phase of the project has already begun in Ghana, where wells are now being constructed. Over 76,000 people in cocoa producing communities that Nestlé works with will have better access to clean water and sanitation by April 2018.

By bringing basic hygiene knowledge alongside clean water, the IFRC program ensures that the health benefits of its work endure.

This post is part of the “SDG Solutions” series hosted by the United Nations Foundation, Global Daily, and Social Good to raise awareness of ways the international community can advance, and is advancing, progress on the Sustainable Development Goals. As the international community prepares to gather at the UN for the High-Level Political Forum on Sustainable Development from July 10-19, this series will share ideas and examples of action. Previous posts in the series can be found [here](#).

Nestle is a part of the Every Woman Every Child movement, launched in 2010 and led by the UN Secretary-General, to intensify commitment and action by governments, the UN, multilaterals, the private sector, and civil society to keep women's, children's and adolescents' health and wellbeing at the heart of development. As a multi-stakeholder platform to operationalize the Every Woman Every Child Global Strategy for Women's, Children's and Adolescents' Health, the movement mobilizes partnerships and coordinated efforts across sectors to ensure that all women, children and adolescents not only survive, but also thrive to help transform the world. Learn more: <http://www.everywomaneverychild.org/>

What is meant by water sanitation and hygiene?

WASH (or Watsan, WaSH) is an acronym that stands for "water, sanitation and hygiene". ... Challenges include providing services to urban slums, improper management of water distribution systems, failures of WASH systems over time, providing equitable access to drinking water supply and gender issues.

Definition and purpose

The concept of WASH groups together water supply, sanitation, and hygiene because the impact of deficiencies in each area overlap strongly (WASH is an acronym that uses the first letters of "water, sanitation and hygiene"). Addressing these deficiencies together can achieve a strong positive impact on public health.

Health aspects

Overview

Effective sanitation separates human excreta from contact with people, and this can prevent many diseases such as (but not only) waterborne diseases. The World Health Organization (WHO) collated information on sanitation and health in their "Guidelines on Sanitation and Health".[9] Health impacts of the lack of safe sanitation systems can be grouped into three categories: Direct impact (infections), sequelae (conditions caused by preceding infection) and broader well-being.[9]:2 These categories include the following:[9]:2

Direct impact: Fecal-oral infections, helminth infections and insect vector diseases (see also waterborne diseases, which can contaminate drinking water)

Conditions caused by preceding infection: Stunting/ growth faltering, consequences of stunting (obstructed labour, low birthweight), impaired cognitive function, pneumonia (related to repeated diarrhea in undernourished children), anaemia (related to hookworm infections)

Broader well-being: Immediate: Anxiety, sexual assault (and related consequences), adverse birth outcomes; Long-term (school absence, poverty, decreased economic productivity, antimicrobial resistance)

Adequate sanitation in conjunction with good hygiene and safe water are essential to good health. Lack of proper sanitation causes diseases. Most of the diseases resulting from sanitation have a direct relation to poverty. The lack of clean water and poor sanitation causes many diseases and the spread of diseases. It was estimated in 2002 that inadequate sanitation was responsible for 4.0 percent of deaths and 5.7 percent of disease burden worldwide.[10]

Open defecation – or lack of sanitation – is a major factor in causing various diseases, most notably diarrhea and intestinal worm infections.

Important of Sanitation and Hygiene

Women and girls are disproportionately affected by poor water and sanitary facilities. In regions where not everyone has the luxury of tap water at home, women are usually responsible for water collection within the family. Girls might miss school during the long walk to fetch water from the well and many of them experience harassment or even violence on the way.

They also lack privacy when sharing toilet facilities with men and boys. Simavi's water, sanitation and hygiene projects respond to women's specific needs and ensure they are involved in every stage of decision making.

Improving Water, Sanitation, Hygiene of Communities

Water, Sanitation & Hygiene (WASH) Program

If we have the right to life, logically we should also have the right to live a healthy life. Sanitation is one of the most important aspects of a healthy and dignified living. The topic of toilets is considered undignified and sanitation is an unglamorous issue that until recently did not have the champion and attention in the mainstream as it does now. The unsanitary-issues contaminating ecosystems and its consequences severely contributing to disease pandemics are important conversations for our communities that have severe consequences of debt-cycle amongst the rural communities.

Open defecation practices compromise human dignity, safety and health. Half of all undernutrition is estimated to be caused by lack of access to safe drinking water, sanitation and hygiene. Dumping our dirt in our water bodies has endangered human health as well as the ecosystem. However water is a basic resource required to sustain life.

Shramik Bharti believes that safe drinking water and toilet facilities are fundamental rights of an individual in his quest to. With this understanding Shramik Bharti is engaged in ensuring safe drinking water, sanitation and promotion of hygiene practices in urban and rural communities in Uttar Pradesh and Punjab.

We emphasize on enabling communities to gain access to Water, Sanitation, and Hygiene (WASH) services and developing good WASH behaviour for sustainability of infrastructure.

Shramik Bharti had taken up an Action Research project on WASH in rural areas of Saharanpur district with the support of Rajiv Gandhi Charitable Trust along with International Centre for Research on Women (ICRW) as our research partner. And we also worked on sanitation issue in 10 Gram Panchayats of Ekona Block of Shravasti district with the support of United Nations Development Fund for Women (UNIFEM).

WASH Program among Marginalized Communities

Poor people living in villages, slums and improper settlements lack facilities for safe drinking water and sanitation. Shramik Bharti is implementing its WASH program in urban and rural communities of Uttar Pradesh and Punjab for enabling them to access their WASH rights.

In Uttar Pradesh we worked with 400 urban communities and villages in 10 rural blocks of Kanpur Nagar with the support of WaterAid and with the support of HDFC Bank we are working in 21 villages of Fatehpur, Barabanki, Bhadohi & Chandauli districts of Uttar Pradesh and in 12 villages of Firozpur, Amritsar and Taran taran district of Punjab.

We have adopted a Community-Led Total Sanitation (CLTS) approach to sensitize the community about the issues of Health and Sanitation, capacitated citizen leaders, formed Ward committees and District WASH forum to demand WASH rights and ensure sustainable management of WASH facilities. Our concerted efforts lead towards making 57 urban communities and 12 villages of Kanpur Nagar and 1 village in Fatehpur district Open Defecation Free (ODF).

With the launch of Swachh Bharat Mission (G), the pace for toilet construction has increased. But even where they have been built, studies have shown that the vast majority are not being used, especially in rural areas. In some cases, it's because the toilets still aren't connected to clean water and sewers. Shramik Bharti ensured the use of toilets by restoration of partially functional/defunct toilets of poor households; 342 Household toilets in Uttar Pradesh and 133 Household Toilets in Punjab were restored with the support of HDFC Bank.

Menstrual Hygiene Management

Despite the fact that menstruation is a natural and healthy biological process, it is approached with hesitance and misinformation because of deeply rooted silence and cultural taboos surrounding it. Women and girls miss out on education, work and other opportunities in their life when they cannot manage their menstruation with normalcy and dignity.

Shramik Bharti is working on Menstrual Hygiene Management Education enabling young girls and women to manage their menstruation properly and with dignity. These sessions are organized in schools and communities.

School Wash Program

Schools are incubating grounds of life-long habits and with this insight, Shramik Bharti chooses to implement the “SCHOOL WASH Program” to inculcate healthy practices and eventual habits that can increase the quality of lives of the children and diffuse to their households.

Adequate, well maintained water supply and sanitation facilities in schools encourage children to attend school regularly and help them achieve their educational goals. It is especially true in the case of adolescent girls who skip school during menstruation. This hampers their education and leads them to drop out of school completely.

Shramik Bharti is addressing these issues effectively through its School WASH Program with the core objective of integrating and improving WASH facilities and behaviour in schools.

For making the School WASH program sustainable and successful, Shramik Bharti ensures the involvement and buy-in of teachers, school managers and School Management Committee members (SMC) by organizing training on WASH in School.

School Hygiene Education sessions are conducted on Hand Washing, Use of Toilet, Safe Handling of Food, Safe Handling of Water, Sanitary Disposal of Child Faeces and Menstrual Hygiene Management.

Along with Information empowerment 12 School Sanitation complexes are constructed and 11 school sanitation units restored in 21 villages of Uttar Pradesh and 16 School Sanitation units were restored in 8 villages of Punjab with the support of HDFC Bank. Similarly School WASH (Water, Sanitation and Hygiene) facilities of 64 schools were improved benefitting 68,949 persons with the support of WaterAid.

System Approaches to Water, Sanitation, and Hygiene

A Systematic Literature Review

Endemic issues of sustainability in the water, sanitation, and hygiene (WASH) sector have led to the rapid expansion of 'system approaches' for assessing the multitude of interconnected factors that affect WASH outcomes. However, the sector lacks a systematic analysis and characterization of the knowledge base for systems approaches, in particular how and where they are being implemented and what outcomes have resulted from their application. To address this need, we conducted a wide-ranging systematic literature review of systems approaches for WASH across peer-reviewed, grey, and organizational literature. Our results show a myriad of methods, scopes, and applications within the sector, but an inadequate level of information in the literature to evaluate the utility and efficacy of systems approaches for improving WASH service sustainability. Based on this analysis, we propose four recommendations for improving the evidence base including: diversifying methods that explicitly evaluate interconnections between factors within WASH systems; expanding geopolitical applications; improving reporting on resources required to implement given approaches; and enhancing documentation of effects of systems approaches on WASH services. Overall, these findings provide a robust survey of the existing landscape of systems approaches for WASH and propose a path for future research in this emerging field.

Importance of Hygiene

Hygiene, as defined by the WHO, refers to “the conditions and practices that help maintain health and prevent the spread of diseases.”

This means more than just keeping ourselves clean. This means shunning all practices that lead to bad health. Throwing garbage on the road, defecating in the open, and many more. By adopting such a practice, we not only make ourselves healthier but also improve the quality of our lives.

Personal hygiene means keeping the body clean, consumption of clean drinking water, washing fruits and vegetables before eating, washing one's hand, etc. Public hygiene refers to discarding waste and excreta properly, that means, waste segregation and recycling, regular disinfection and maintenance of the city's water reservoir. Quality of hygiene in the kitchens is extremely important to prevent diseases.

Diseases spread through vectors. Say the vector is contaminated water as in the case of typhoid, cholera, and amoebiasis (food poisoning). By drinking clean water, we can completely eliminate the chances of getting diseases.

Some diseases are caused by pathogens carried by insects and animals. For eg., plague is carried by rats, malaria, filarial, roundworms by flies and mosquitoes, etc.

Mosquitoes thrive in stagnant water and rats in garbage dumps and the food that is dumped out in the open. By spraying stagnant water bodies with kerosene or other chemicals, we can completely eliminate mosquitoes from our neighbourhood. If that is unfeasible, we can all use mosquito nets to prevent us from mosquitoes while we're asleep. This poses a physical barrier for the mosquito.

Rats thrive on unsystematic waste disposal. By segregating the waste we can ensure that we don't leave food lying around for rats to eat. Close contact with sick people is also another way of contracting diseases.

A country has to strive to educate more doctors so that the medical needs of every citizen are taken care of. The importance of cleanliness should be inculcated in every citizen and this will in turn show in the cleanliness of the places we live in.

Importance of Sanitation

Sanitation is another very important aspect. Many of the common diseases mentioned earlier such as roundworms spread through the faeces of infected people. By ensuring that people do not defecate in the open, we can completely eliminate such diseases and even more severe ones such as the one caused by E. Coli.

The advancement in biology has given us answers to many questions, we are now able to identify the pathogen and treat an ailment accordingly.

Our mother always warns us not to eat outside, not play in the rain and to wash our hands before we eat, doesn't she? But why? As a mother, she protects her child from getting sick and encourages her kids to be strong and fit by eating healthier and hygiene food.

Health does not simply mean the absence of diseases or physical fitness. The WHO has recently defined health as "a state of complete social, physical and mental well-being and not merely the absence of infirmity or disease."

The 7 Types of Sanitation

- What is Sanitation? ...
- Basic sanitation. ...
- Container-based sanitation. ...
- Community-led total sanitation. ...
- Dry sanitation. ...
- Ecological sanitation. ...
- Emergency sanitation.

What is Sanitation?

Conditions relating to public health, especially the provision of clean drinking water and adequate sewage disposal.

"They could afford to erect new dwellings with a reasonable standard of construction and sanitation"

Basic sanitation

Basic sanitation is improved sanitation. Facilities that ensure hygienic separation of human excreta from human contact. They include: Flush or pour-flush toilet/latrine to a piped sewer system, a septic tank or a pit latrine.

Container-based sanitation

Container-based sanitation (abbreviated as CBS) refers to a sanitation system where toilets collect human excreta in sealable, removable containers (also called cartridges) that are transported to treatment facilities. ... The service transports and safely disposes of or reuses collected excreta.

Community-led total sanitation

What is CLTS? (Community-led total sanitation.)Community Led Total Sanitation (CLTS) is an innovative methodology for mobilising communities to completely eliminate open defecation (OD). Communities are facilitated to conduct their own appraisal and analysis of open defecation (OD) and take their own action to become ODF (open defecation free).

At the heart of CLTS lies the recognition that merely providing toilets does not guarantee their use, nor result in improved sanitation and hygiene. Earlier approaches to sanitation prescribed high initial standards and offered subsidies as an incentive. But this often led to uneven adoption, problems with long-term sustainability and only partial use. It also created a

culture of dependence on subsidies. Open defecation and the cycle of fecal–oral contamination continued to spread disease.

In contrast, CLTS focuses on the behavioural change needed to ensure real and sustainable improvements – investing in community mobilisation instead of hardware, and shifting the focus from toilet construction for individual households to the creation of open defecation-free villages, raising awareness that even if a minority of people continues to defecate in the open everyone is at risk of disease. CLTS uses participatory methodologies and processes, including community mapping and transect walks, to facilitate communities to analyse their own sanitation practices and faecal-oral pathways. During this process (called triggering) communities come to the realisation they are eating each other’s shit resulting in communities taking action to become open defecation free (ODF). CLTS triggers the community’s desire for collective change, propels people into action and encourages innovation, mutual support and appropriate local solutions, thus leading to greater ownership and sustainability.

Dry sanitation

Dry sanitation is defined as the disposal of human waste without the use of water as a carrier. Often the product is then used as fertilizer (Pacey 1978; Lachapelle 1995). In developed countries, dry sanitation toilets were initially designed for use in remote areas for practical and environmental reasons.

Ecological Sanitation

Ecological sanitation (otherwise known as ecosan) is an approach to sanitation that sees human excreta as a valuable resource, rather than a waste product. It recycles human excreta, and uses natural processes to transform it into a safe, natural compost and fertiliser.

Emergency Sanitation

Emergency sanitation is the management and technical processes required to provide sanitation in emergency situations. Emergency sanitation is required during humanitarian relief operations for refugees, people affected by natural disasters and internally displaced persons. There are three phases of emergency response: Immediate, short term and long term. In the immediate phase, the focus is on managing open defecation, and toilet technologies might include very basic latrines, pit latrines, bucket toilets, container-based toilets, chemical toilets. The short term phase might also involve technologies such as urine-diverting dry toilets, septic

tanks, decentralized wastewater systems. Providing hand washing facilities and management of fecal sludge are also part of emergency sanitation.

The immediate sanitation phase focuses on the provision of proper waste management resources. The main course of action during this stage is reducing open defecation. It is implemented as a course of initial action in emergency situations and it lasts from one to three months. Toilets provided might include very basic Latrines, pit latrines, Bucket toilets, container-based toilets or Chemical toilets.

The Sphere Project handbook provides protection principles and core standards for sanitation to put in place after a disaster or conflict. The short term sanitation phase provides technology to contain fecal matter for as long as six months. 75% of the affected population have access to such resources and 75% of the collected waste is disposed of properly. One waste bin that is around 100 liters is provided for the use of 100 people. Bins are placed at a maximum walking distance of 50 miles from where people are housed or camped.

Waste management bins installed during the long-term phase are sustainable to use for three years. During this phase, 95% of the population have access to the bins and 95% of the waste is properly disposed of. Bins are placed at a maximum distance of 15 miles from living areas. Fecal sludge management becomes a priority during the long-term emergency management phase. Providing showers and handwashing facilities is part of emergency sanitation during all phases.

Conclusion

As on-site sanitation involves improving the physical environment, it may therefore be readily accepted as one means by which to reduce the incidence of disease. Equally, social and spiritual causes are perceived to be important, and include .The health and hygiene are the two factors that plays an important role in human's life. The life span of human beings is mostly based on the individual's health. ... The morality rate can be decreased if the person consume only hygienic food and maintain his health in good condition. However, the sanitation behaviour of individuals usually has a rational basis, and people are often aware of the environmental causes of ill-health. Many ... This final chapter summarizes existing sanitation and environmental problems in coastal and waterfront communities and those on low-lying areas, enumerates the important considerations for the provision of sanitation systems in these communities, and

identifies the feasible sanitation systems. It also provides general recommendations for future studies related to this research.

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5. A Case Study on Responsibility of Food and Beverages Personnel after Post Covid

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1. Abstract

The COVID-19 pandemic has hit hard on the world economy and global health. Where most businesses are completely closed following governments restrictions, the food sector across the supply chain must remain operational in order to feed the nations. In such a challenging time, keeping the workers healthy and safe is critical while maintaining a high level of food safety and consumer confidence. Against a backdrop of heightened uncertainty, up-to-date and reliable information is more important than ever, both for regulators and this sector. This literature review aims at assembling all current knowledge about COVID-19 and its impact on the food industry. It is an exhaustive compilation of relevant public information and guidance published by the World Health Organization (WHO), and collected from 11 governmental and 10 non-governmental sources as well as 25 peer-reviewed articles published in scientific journals since the beginning of the crisis till June 5th, 2020. This paper could be of assistance to educators, researchers, and policy makers. It could also serve as an assessment tool to ensure business continuity and to determine the level of food industry readiness providing reassurance to all stakeholders during these unprecedented times.

2. Introduction

The world is facing an unprecedented threat from the COVID-19 pandemic caused by the SARS-CoV-2 virus (referred to as the COVID-19 virus). Many countries are following the advice from the World Health Organization (WHO) regarding the introduction of physical distancing measures as one of the ways in which transmission of the disease can be reduced.¹ The application of these measures has resulted in the closure of many businesses, schools, and institutes of education, and restrictions on travel and social gatherings. For some people, working from home, teleworking, and on-line or internet discussions and meetings are now normal

practices. Food industry personnel, however, do not have the opportunity to work from home and are required to continue to work in their usual workplaces. Keeping all workers in the food production and supply chains healthy and safe is critical to surviving the current pandemic. Maintaining the movement of food along the food chain is an essential function to which all stakeholders along the food chain need to contribute. This is also required to maintain trust and consumer confidence in the safety and availability of food.

The food industry should have Food Safety Management Systems (FSMS) based on the Hazard Analysis and Critical Control Point (HACCP) principles in place to manage food safety risks and prevent food contamination. Food industry FSMS are underpinned by prerequisite programmes that include good hygiene practices, cleaning and sanitation, zoning of processing areas, supplier control, storage, distribution and transport, personnel hygiene and fitness to work – all the basic conditions and activities necessary to maintain a hygienic food processing environment. The Codex General Principles of Food Hygiene² lay down a firm foundation for implementing key hygiene controls at each stage of the food processing, manufacture, and marketing chain for the prevention of food contamination.

If a food business has a FSMS and/or HACCP team established, the members of these groups need to be included in all discussions to ensure that new interventions are reviewed with food safety in mind. If a business does not have a FSMS and/or HACCP team established, then it needs to appoint one person responsible for considering whether food safety risks could arise from additional measures. This designated person must liaise with food safety authorities for advice. There is now an urgent requirement for the industry to ensure compliance with measures to protect food workers from contracting COVID-19, to prevent exposure to or transmission of the virus, and to strengthen food hygiene and sanitation practices.

The purpose of these guidelines is to highlight these additional measures so that the integrity of the food chain is maintained, and that adequate and safe food supplies are available for consumers.

3. Literature Review

COVID-19 transmission and food safety

It is reassuring to say that despite the large scale of the pandemic, there has been no report of transmission of COVID-19 via consumption of food to date. Therefore, as stated by the European Food Safety Authority, the IDFA, 2020a, IDFA, 2020b, the WHO (2020c) and the CDC (2020c), there is no evidence that food poses a risk to public health in relation to COVID-19. The main mode of transmission for COVID-19 is from person to person, mainly via

respiratory droplets that infected people sneeze, cough or exhale (IDFA, 2020a, IDFA, 2020b). These droplets would fall quickly on floors or surfaces, as they are relatively heavy to hang in the air (WHO, 2020c). One can become infected by breathing in the virus if he/she is within 1 m of a person who has COVID-19, or by touching a contaminated surface and then touching one's eyes, nose or mouth before washing ones hands (this is not thought to be the main way the virus spreads however) (WHO, 2020c). The CDC website provides the latest information on COVID-19 transmission (CDC, 2020d).

Even though, in experimental settings (under controlled relative humidity and temperature) van Doremalen et al. (2020) reported that SARS-CoV-2 persisted for up to 24 h on cardboard and up to 72 h on hard surfaces such as steel and plastics; there is still no evidence that contaminated packages, which have been exposed to different environmental conditions and temperatures, transmit the infection (Yannas, 2020). Nonetheless, to address concerns that virus present on the skin might be able to transfer to the respiratory system (e.g. by touching the face), persons handling packaging, should adhere to good hygiene practices, including regular and effective hand-washing (Yannas, 2020). Studies have reported that SARS-CoV-2 behavior is similar to SARS-CoV and MERS coronaviruses, and thus is highly stable at refrigeration temperature of 4 °C, and is expected to remain infectious at freezing temperature of -20 °C for up to 2 years (WHO, 2020c). In addition, cooking the food at 63 °C for 4 min showed to reduce contamination of a food product by SARS-CoV-2 by a factor of 1000, according to the French Agency for Food, Environmental and Occupational Health & Safety (ANSES, 2020).

Thus, it is more likely that an infected food worker will spread the virus through person-to-person transmission rather than contaminated food or food packaging material. COVID-19 is an issue of occupational safety and protecting employee health rather than food contamination (OSHA, 2020a).

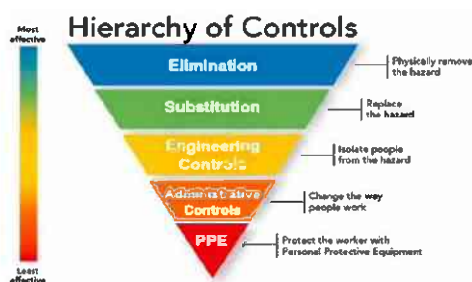
Current Good Manufacturing Practices (cGMP) and hygiene rules already govern the production of food, and their implementation is subject to regulatory controls. In fact, the hygiene controls implemented by food businesses are designed to prevent the contamination of food by any pathogen, and will therefore also aim at preventing contamination of the food by the SARS-CoV-2, responsible for COVID-19 (European Commission, Directorate-General for Health and Food Safety (2020). Food companies should continue to implement these strict food safety and hygiene controls while being watchful of possible food safety risks emanating from additional measures related to COVID-19 (WHO, 2020c). Rizou et al. (2020) proposed that critical precautions are needed at each stage of the food supply chain from farm to fork.

Precautions were grouped in workers' medical condition (e.g., stay home if sick), personal hygiene (e.g., wash hands), disinfection of surfaces, clean working environments, food preparation and delivery, and finally social distancing. It was also suggested that towards the last stages of productions, more safety measures are needed since more people are involved in the process.

Go to:

4. Occupational hazards and hierarchy of controls

The National Institute for Occupational Safety and Health of the USA (NIOSH) defines 5 hierarchies in order to control workplace and occupational hazards (Fig. 1). The hierarchy is arranged beginning with the most effective controls and proceeds to the least effective (NIOSH, 2015). The U.S. Department of Labor Occupational Safety and Health Administration has issued a Guidance on Preparing Workplaces for COVID-19 (OSHA, 2020a). According to them, while it may not be currently possible to eliminate or substitute COVID-19 hazard, the most effective protection measures are engineering and administrative controls, and the use of personal protective equipment (PPEs) (OSHA, 2020a). This guidance states that there are advantages and disadvantages to each type of control measure when considering the ease of implementation, effectiveness, and cost (OSHA, 2020a). In most cases, a combination of control measures will be necessary to protect workers from exposure to COVID-19 (OSHA, 2020a). When making these decisions, it will be important to consider any impact this may have on physical, chemical (including allergens) and microbiological cross contamination (BRCGS, 2020).



Hierarchy of controls as presented by the National Institute for Occupational Safety and Health of the USA (NIOSH, 2015).

4.1. Engineering Controls

Engineering controls involve isolating employees from work-related hazards (OSHA, 2020a), for example installing a physical barrier (such as strip curtains or plexiglass), increasing ventilation and air exchange, adding more hand washing stations and hand sanitizers, separating employees 1–2 m (depending on the reference) (OSHA, 2020a).

4.2. Administrative Controls

Administrative controls require action by the worker or the employer (OSHA, 2020a). Typically, administrative controls are changes in work policy or procedures to reduce or minimize exposure to a hazard (OSHA, 2020a). Administrators are advised to encourage sick workers to stay at home, revise the sick leave policy, update the cleaning schedule, minimize contact among workers by staggering the shifts, as well as amend training and education tools (OSHA, 2020a).

4.3. Personal Protective Equipment (PPEs)

Protecting the workers with PPEs, is considered the least effective type of control in the above hierarchy and their use should be based on risk assessment (OSHA, 2020a). Within the food industry however, and only if used properly, PPEs can be helpful in reducing the spread of both cross-infection (COVID-19) and cross-contamination (food safety), together with proper personal hygiene and hand washing practices (WHO, 2020a, WHO, 2020b, WHO, 2020c, WHO, 2020d, WHO, 2020e, WHO, 2020f). Food industry-related PPEs can include face masks, face shields, gloves, clean uniforms (worn on-site and laundered daily), hair nets and closed non-slip work shoes. It is now more pressing than ever to have enough lockers or sealed bins/bags for employees to store personal belongings in order to avoid contact (BRCGS, 2020).

Others Precautions

Restaurants, breakfast and dining rooms and bars

Restaurant, breakfast and dining room and bar staff must take precautions and comply with the basic protective measures against COVID-19, including physical distancing and hand hygiene. In line with WHO COVID-19 guidance for food businesses on food safety (14), restaurants, breakfast and dining room and bar staff should regularly perform hygiene practices (frequent handwashing, respiratory hygiene, frequent cleaning/disinfection of work surfaces and touch points). Gloves may be used but must be changed frequently, and hands must be washed between glove changes and when gloves are removed. Disposable gloves should not be used in the food work environment as a substitute for handwashing. Wearing disposable gloves can give a false sense of security and may result in staff not washing hands as frequently as required. Frequent handwashing is a greater protective barrier to infection than wearing disposable gloves. As part of its advice on the use of masks in the context of COVID-19 (6), WHO advises that governments encourage the use of fabric masks for source control of COVID-19 by the general public in areas of widespread community transmission in settings where physical distancing of at least 1 metre cannot be achieved. Employees whose work involves close contact with others,

such as in restaurants, breakfast and dining rooms and bars, should wear fabric masks according to local guidance.

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

The COVID-19 crisis has led to major structural and operational changes for the restaurant industry, from the implementation of new health standards to adaptation of new customer expectations. Here are 100 ideas to allow independent restaurateurs and hotel owners to meet these challenges.

Part I. Back of house

Kitchen

1. Train employees and display new sanitary measures in the kitchen
2. Buy local products and communicate with the customers
3. Control products traceability
4. Reduce food waste with Winnow Solutions technology
5. Set quantifiable targets for reducing food waste
6. Wearing a mask for cooks (linen mask for more comfort) and all other employees until the obligation is lifted
7. Ensure regular hand washing with a timer
8. Review the goods reception protocol (floor marking) and prohibit anyone from outside to enter into the kitchen (supplier/delivery person, etc.)
9. Remove packaging before storage or disinfect what cannot be unpacked
10. Wash all products coming into the kitchen (for fresh food, do not wash them with a cleaning product, but leave them 24hr in the fridge before their use)
11. Reconditioning of all goods received in cleaned containers (plastic or stainless steel) before storage

Management and adaptation of the business model

12. Stay informed of the latest state support measures (example: State guaranteed bank loans) and regulations
13. Stay informed about the support measures for your region and your city (example: exemption from certain taxes, including the public domain occupancy charges for terraces and stands) and local regulations
14. Find out about partial unemployment measures and their duration
15. Ensure the permanent supply of consumables items (hydro-alcoholic gel, wipes, soaps, gloves, masks, trash bags, etc.)
16. Establish a partnership with bicycle delivery companies
17. Offer takeaway meals to compensate for the decrease in seating
18. Display the takeaway menu outside the restaurant and on the restaurant's website
19. Ecological and quality packaging for takeaway and delivery dishes (adapt the meals so that they are easily transportable and keep good quality once delivered)
20. Offer tutorials on the internet to explain how to reheat the food
21. Provide takeaway meals at collection points at local shops (click and collect model)
22. Offer homemade derivative products, for example, delicatessen
23. Offer baskets of (organic) products with a recipe (to be cooked online afterwards with the chef)
24. Offer picnic baskets
25. Create vouchers payable in advance for loyal customers who want to support the restaurant
26. Reduce the menu offer to avoid losses and implement daily specials
27. Prioritize seasonal products
28. Partner with local producers

Sanitary / Cleaning

29. Establish and display a restaurant cleaning/disinfection plan, visible to customers to reassure them
30. Materialize by marking on the ground or any other ways, the distance of at least 1 to 2 meters between clients and employees
31. Remove the waste regularly
32. Use bins with lid and pedal
33. Check more often and regularly the cleaning of the toilets

34. Permanently check the presence of soaps and paper hand drying napkins (unplug air dryers)
35. Adapt the ventilation/air circulation system to new sanitary standards. Contact professionals for appropriate advice
36. Train all employees in new sanitary procedures (update the Hazard Analysis and Critical Control Points, also called HACCP, if necessary). Control and retrain
37. Establish a health chart to follow and involve employees in its establishment (letter to sign)
38. Mention Safety and Health clause in the new employee contracts
39. Apply the 'job advice posters' of your Ministry of Labor (often available on the internet)
40. Organize meals for staff on a different schedule
41. Avoid personal items (cellular phone, bags, etc.) in the restaurant and the kitchen
42. Wash uniforms on-site preferably or make sure the uniforms are washed at 60 degrees and transport in a closed packaging
43. Define the number of people who can have lunch together and leave only the amount of chairs needed
44. Mark the chair location on the ground
45. Clean the employee room (surfaces or equipment in contact with the hands) after each break
46. Pedal taps in the toilets and at the bar
47. Swing doors or automatic door opening (including bathrooms)
48. Prefer furniture made of aluminium, steel, sky or any material that can be easily disinfected
49. Prefer tables and bar tables with a rapidly disinfected surface

Part 2. Front of house

50. Give priority on reservations to avoid unforeseen groups
51. Have an online reservation system
52. Have a pre-order system via mobile app or restaurant website
53. Extend hours of operation and service
54. Give priority to outdoor spaces and have signs and floor markings. Control the flow of clients to avoid overcrowding (safety first, but it is also part of your reputation too)
55. Implement an uninterrupted service and spread out customer arrivals

56. Have a hydroalcoholic gel dispenser available at the restaurant entrance, on the tables and at the toilet entrance (adapt this measure to the type of establishment, for example upper-luxury hotels will prefer more personalized options)
57. Provide a mask to your customers if needed
58. Take the temperature of customers upon arrival
59. Establish a unique and logical flow of circulation in the restaurant to prevent people from crossing paths
60. Provide a cloakroom at the entrance and avoid coats in the restaurant
61. Take customer contact details to ensure contamination tracking/traceability if necessary
62. Use the COVID-19 tracing applications but consider the right of privacy of each individual
63. Respect the distance between tables
64. Install customers in staggered rows on rectangular tables
65. Place individual disinfectant wipes on the tables
66. Install a screen between tables when social distancing is not possible
67. Install a plexiglass display case in front of the bar
68. Eliminate unnecessary items on the tables
69. Invite the customer to download the menu to their mobile phone using a QR code
70. Display the menu on a blackboard or overhead projection on the wall
71. Display the drinks menu behind the bar
72. Display the bottles of wine/alcohol on a wine list
73. Post the origin of the products and goods to inform the customers
74. Eliminate dressing items on tables or have individual portions of salt and pepper
75. Avoid aperitifs (e.g., chips, peanuts) to share on the table
76. Wearing of the gloves according to the type of service while being very vigilant about regular hands disinfection
77. Place drinks on the table and let the customers refill their glasses
78. Serve individual bread in a paper bag or on request
79. Place the cutlery wrapped in a napkin or in a paper envelop
80. Protect cheese and dessert carts with plexiglass windows
81. Take orders on an electronic device with instant impression in the kitchen and at the bar
82. Have a light signal when the toilets are occupied to avoid too much traffic in the restaurant

83. Send the bill via a mobile application directly to the customer's phone
84. Add to the electronic bill an online customer satisfaction questionnaire (including hygiene to improve) to be returned by the customer within 24 hours, and act on it
85. Prefer contactless payment and disinfect the bank card machine after each use
86. For hotels, develop the room service offer
87. Target/broaden your clientele base to local customers
88. Offer plate service only
89. Prioritize the portions on a plate and individual portions on the buffet (if buffets are allowed)
90. Develop Show Cooking and Live Station to maintain a buffet and avoid the touch/contact with customers. Install plexiglass screens and sneeze guards to protect the food from customer
91. Carry out feedback and share experiences of the uncertainties of the day to adapt the procedures and measures initially planned
92. Be present and active on social media and update the website to inform customers on the hygiene and sanitary measures taken in relation to COVID-19 (have an Instagram page, post stories and photos...)
93. Work with e-reputation and digital communication agencies or train an employee
94. Know and contact influencers on social media to develop local customers and compensate for the loss of international clientele
95. Have proactive communication: newsletters and emails sent to customers to reassure them and encourage them to come safely to the establishment.

Creative ideas out of the box

96. Write the servers' first name on their masks
97. Draw a smile on the waiters' mask
98. Concept PLEX'EAT from Christophe Gernigon
99. Film the kitchen and project live on a screen in the restaurant
100. Have an open kitchen to the room or glazed

Being part of the hospitality industry in India, here is what I think will be some of the food trends that will takeover the Indian F&B sector post lockdown:

Here Are 5 Food Trends That Will Take Over The Food & Beverage Space Post Covid-19:

1. Chef Driven Delivery Restaurants

Many chef-driven, fine dining restaurants which were earlier focussed on providing customers a dining-in experience, will now venture into the delivery business. In the long term this will completely change the landscape of the delivery business in the country. Customers have always connected better with brands who have a consistent story and have been transparent with them about the team and chefs that work behind the scenes to make their food. This was earlier missing from the delivery business model in India, but will now make a comeback. Curating a better experience right from hygiene & safe, to packaging & customer centric content will put forward a new wave of doing business in the food delivery sector.

2. Vegan & Healthy-Food Delivery Brands

There was a strong shift indicated in 2020 towards vegan & organic food. But with Covid19 taking the globe by storm, this trend will soon become a lifestyle for many. People will be more conscious about the food they eat and this market will see a rise in 'vegan only' brands. Many SME's have come up in the product space across the country promoting plant-based products, foods & more.

In late 2019 and early 2020 we saw many smaller cafes spring up; focusing on healthy, farm-to-table and vegan menus. As Indians, a lot of our diet is already vegan-friendly, hence, it is not too difficult for us to adapt. However, with the availability of vegan cheese, mayonnaise & mock meats in India, the transition seems easier.

3. Gourmet Street Food

India is known for its street food and people love it. However, with hygiene and cleanliness being the primary area of concern after COVID-19, street food is not going to be people's preferred option for eating out for months to come post the pandemic. Thus, we will see a rise of many gourmet street food brands in the organized sector that can provide great taste coupled with hygiene and convenience of delivery

4. Meat Alternatives & Mock Meat

With people switching from an animal based diet to a plant based one, we will see the popularisation of mock meat and meat alternatives. Many restaurants will give their customers an option to opt for mock meat instead of the real thing, hence allowing them to add the required protein content to their meal rather carb heavy vegetarian and vegan diet food options. This industry has already seen great potential abroad, and will probably make a big impact in the post COVID-19 era in India, in both F&B and retail.

5. At Home Experiences

Due to physical distancing being strictly enforced in India and around the world during COVID-19, a lot of the people will opt for enforcing this even after the pandemic is over to deal with the fear of another outbreak. Even after lockdown is over, restaurants will not be allowed to operate at more than a 30% capacity, hence there will be more and more F&B brands providing 'At Home' experiences.

This trend was earlier being explored by a select few players in India, and will now see a major rise. Most hospitality brands will provide private catering services that will have the option of 'cooking at home', and will cater to groups of 8 to 20 people who would like to have an indulgent gourmet experience indoors post the pandemic.

Summary

Transmission of Covid-19 Through Food

It is highly unlikely that people can contract COVID-19 from food or food packaging. COVID-19 is a respiratory illness and the primary transmission route is through person-to-person contact and through direct contact with respiratory droplets generated when an infected person coughs or sneezes. There is no evidence to date of viruses that cause respiratory illnesses being transmitted via food or food packaging. Coronaviruses cannot multiply in food; they need an animal or human host to multiply.

The most recent advice from the WHO³ is that current evidence indicates that COVID-19 virus is transmitted during close contact through respiratory droplets (formed on coughing or sneezing) and by fomites. 4-10 The virus can spread directly from person-to-person when a COVID-19 case coughs or sneezes, producing droplets that reach the nose, mouth, or eyes of another person. Alternatively, as the respiratory droplets are too heavy to be airborne, they land on objects and surfaces surrounding the infected person. It is possible that someone may become infected by touching a contaminated surface, object, or the hand of an infected person and then touching their own mouth, nose, or eyes. This can happen, for instance, when touching door knobs or shaking hands and then touching the face. Recent research evaluated the survival of the COVID-19 virus on different surfaces and reported that the virus can remain viable for up to 72 hours on plastic and stainless steel, up to four hours on copper, and up to 24 hours on cardboard. 11 This research was conducted under laboratory conditions (controlled relative humidity and temperature) and should be interpreted with caution in the real-life environment

Conclusion

COVID-19 has left no industry untouched, but none more devastated than the hospitality industry. With the restaurant industry expected to lose up to \$240 billion by the end of 2020, the economic effects of the pandemic will be felt for many months – and even years – to come. But there is a light at the end of the tunnel, with many states and countries heading for reopening as new cases decrease in the U.S. and abroad.

As restaurants reopen and consumers return to dining out, guests will be worried about every public surface and interaction within a restaurant, with 38 percent of people saying that they were worried about touching things others have touched, and 28 percent saying it was being near other people that made them nervous. This is where contactless experiences will become an important tool for managing and exceeding guest expectations.

Imagine this: one of your regulars walks into the restaurant. After placing themselves on a virtual waitlist at their apartment, they drive over knowing the host will seat them upon arrival. As soon as they sit down, they read a card on the table that states, ‘Scan this image for access to our digital menu.’ Once they scan the QR code on their mobile phone, they are able to view the full menu, place an order where they add a dairy allergy note for the chef, and pay for the meal at the click of a button, all without interacting with a server or touching a physical menu. As soon as they’re done with their food and drink, they stand up and walk out. From there, your restaurant can seat new people off your waitlist, adding an extra turn (and more revenue) while your restaurant is operating at 50-percent capacity. This guest’s experience was fully contactless from beginning to end — giving them few opportunities to fear that they’ll come in contact with a virus or bug while at your property.

Next weekend, this same guest wants to have a lazy Friday night in and decides to order delivery from your restaurant. Since you already have data on their allergy preferences, the menu they view on their phone has no menu items with dairy. This highly personalized experience can happen inside and outside the dining room — all powered by guest data. With contactless ordering, payments, delivery and more, operators can highly personalize the guest experience whether in-service or online.

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6. A Case Study on Pre- and Post- Covid- 19 Protocols Followed in Banquets

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Abstract

The COVID-19 pandemic and the restrictions imposed on travel, individual movement and business activity have had an unparalleled impact on the industry and the economy. The hospitality sector around the globe has been hit hard and has been experiencing an all-time low demand amid the COVID-19 outbreak with fewer future bookings. With the Various Restrictions implemented like prohibition against mass gatherings, suspension of visas, global travel advisories, social distancing norms and many more, a copious amount of countries round the planet were under strict lockdowns with unprecedented ramifications which generated an economic crisis with consequences that are still difficult to measure. The present work analyses the revival of hospitality industry post covid-19 era and reviews the literature related to the impacts and recovery strategies that were implemented in previous crisis situations affecting the hotel industry. In the current health crisis, the decline in hotel average daily rate and occupancy rate is being affected by an external factor, the COVID-19 pandemic, which has led to a negative impact in the hotel economically. Most importantly, the lives of the guests were put in great threat as many people's lives depend on the working of this industry. This resulted in the overhaul which was performed collectively on a global platform to ensure the safety of the guests while they came back to their homes away from their own homes. This case study highlights the influence of the pandemic on the hospitality industry. In addition, the main initiatives to support the tourism and hospitality sector that have been undertaken at the global and national levels are highlighted and, finally, the response and recovery strategies of few of the top chain hotels and banquets to guarantee a COVID-19-free stay in their facilities and to recover the properties to the level of the pre covid 19 era have been discussed.

Introduction

COVID-19—the acronym for coronavirus disease 2019—is an infectious disease caused by the SARS-CoV-2 virus. It was detected for the first time in Wuhan, Hubei province, China, at the end of 2019. Given its rapid expansion, the World Health Organization (WHO) declared a state of sanitary emergency on 30 January 2020; a month and a half later, specifically on 11 March, when the disease had surpassed the epidemic situation, it declared a state of pandemic. Since both the virus and the disease were unknown until then, there were no known drugs to stop the disease or vaccines to protect people against the virus, so the health authorities focused their greatest effort on recommending distance and social isolation (the evolution and characteristics of COVID-19 can be seen on the Johns Hopkins University website provided in the bibliography section). Since its detection, the expansion of COVID-19 has been unstoppable and has reached practically all the countries of the world, affecting millions of people and causing hundreds of thousands of deaths. As of 29 September 2020, COVID-19 had affected more than 33 million people and caused more than a million deaths, and the numbering is still counting. The spread of the virus has not been homogeneous nor has its intensity been the same in all affected countries. As of that date, the five countries with the highest number of affected are the United States, with more than seven million and 21,281 per million inhabitants, followed, at a long distance, by India, Brazil, Russia and Colombia. The countries with the highest infection rates per million inhabitants are Qatar, Bahrain, Aruba, French Guiana and Israel, with rates exceeding 26,000 infected per million inhabitants. If we consider the number of deaths caused by COVID-19, the United States again leads the ranking with more than 203,000 deaths, followed, by far, by Brazil, India, Mexico and the United Kingdom. The countries with the highest mortality rates per million inhabitants are San Marino, Peru, Belgium, Andorra and Bolivia, with rates exceeding 670 deaths per million inhabitants. Although they have certainly saved thousands of lives, prophylactic measures based on distancing and social isolation, as well as strong limitations on all transport, have caused an economic crisis of incalculable effect in most of the countries of the world, whether they have been strongly affected by the virus itself or whether their economic activity is going to be strongly affected through its induced effects. Within the affected economic sectors, the hospitality sector or the hospitality industry was the first affected by these limitations and will be the last to return to the “new normal”. The research about COVID-19 impacts and recovery on hospitality is under construction with the most of contributions, conceptual or

critical reflections and very scarce empirical research . However, the current situation shows that the pandemic is not under control yet. Therefore, the situation is unpredictable, and research is essential to help recover tourism and its associated industries . However, there have been few measures taken by the governments globally under the guidance of WHO (World health organization) to curb the spread of the fatal virus which include SOPs (standard operating procedures) and protocols like Free vaccination campaigns , social distancing norms, mandatory use of face masks in public areas, etc. which restore some hope in the return of the pre-covid era.

Therefore, this exploratory research, through a case study, aimed to measure and analyze the possible impacts that the pandemic will have on the hospitality industry around the globe. Likewise, it aimed to study the measures that are being taken by the hotels and banquets involved and the proposed strategies to speed up the return to normality and minimise the impacts of the global crisis. To achieve this objective, the following section will present a review of the literature related to the effect of some previous crises on the hospitality industry and the responses that were taken to get out of the situation. Firstly, The influence that COVID-19 is having on the world and the hospitality sector will be explored, establishing medium-term forecasts based on the different scenarios with which the World Tourism Organization (UNWTO) is working. Then, the initiatives that are being implemented at the international levels to support the emergence of the crisis generated by the pandemic will be analysed and, finally, the conclusions of the study will be presented, which will include the appropriate recommendations for the hospitality industry

Literature review (Crisis Situation and Hospitality Industry)

When crises situations such as COVID-19 happen, they force hospitality companies to change their operating strategies. These events generate high levels of uncertainty and usually require quick responses in facing negative impacts . Nevertheless, previous research has shown that there is little preparedness for a crisis situation in the hospitality industry , due mainly to a lack of devoted resources and a lack of knowledge and experience about how to act. Previous research has focused on destination response and recovery with little research specifically in hospitality responses and recovery strategies. However, the little research unanimity that exists has found that crisis situations have a strong impact on the hospitality industry. Table 1 presents a literature review focused on the hospitality industry classified by type of crisis impacts and response and recovery strategies. The immediate-term impacts are a severe decrease in tourists,

occupancy levels and a fall in average daily rate (ADR) and revenue per available room . In the short term, other impacts, such as job cuts, changes in operations and reduction in services, threaten the recovery of the hospitality industry. In the medium-long term, difficulties in collecting loans, postponed future investment plans or difficulties in paying debts can accelerate the return to normal activity. Summarizing, the main response strategies are focused on cost reduction, push and relaunch local market, price reduction, preparation of contingency plans and human resource policies.

Table 1. Hospitality industry and crisis: impacts and recovery strategies.

Sr. No.	Type of Crisis & Geographic Area	Authors, Year	Description of Impact	Response and Recovery Strategies
1.	Terrorism Terrorist attacks of 11 September 2001 USA	Taylor & Enz 2002	Occupancy levels, Average daily rates (ADR) and Revenue per room drop	Push local market; marketing strategies; Human resources strategies; Focus in new segments; Cost rate-cutting strategies; Discounts on rates
2.	Pandemic SARS 2003, Hong Kong	Chien & Law 2003	International travel cancellations; Occupancy rate drop; Job cuts	Closing of floors; Suspension of food and beverage services; Temporary closures; Pay cuts and no-pay leaves; Deploying of contingency plans; new operating measures; preventive health measures
3.	Pandemic SARS 2003, Toronto	Tew, Lu, Tolomiczenko & Gellatly 2008	Loss in room nights; Occupancy rates were down; Losses in leisure and business travellers' cancelled plans; Losses in both visitors and	Cutting costs; Laying off workers, Closing facilities and floors/wings of lodging areas (e.g., hotels); Employees to take vacation or unpaid leave; Redirected their marketing and sales; Discounted packages to boost their hotel occupancy; Laid off employees; Cut

			revenue; Losses of jobs	management salaries; Working actively with industry associations and governments; Offering large discounts to lure customers back and changing strategic plans; Using guest rooms for purposes other than accommodation (e.g., rent as commercial offices); "Tourist in your own city" strategy
4.	Economic and Terrorist attacks Terrorist attack of 9/11 and Economic Crisis 2008 in Honduras and Costa Rica	Kubickova, Kirimhan & Li 2019	Decline in hotel occupancy, rates and overall hotel performance; Lower prices; Decline in the average expenditure per guest; Hotel revenue	Terrorist attacks: international travel is substituted for domestic tourism; Revenue management tactics. Economic crisis: Domestic travel focus; Agreement between Honduras, Guatemala, El Salvador and Nicaragua to create a single Central American visa

SOURCE: Own Elaboration

The scarce empirical research published regarding COVID-19 impacts until now reported severe falls in revenue per room and hotel occupancy. the most worried issues for the hospitality sector concerning COVID-19 are financial issues and uncertainty related to pandemic duration and fear among tourists. Therefore, recommend changes in revenue generation, plan post-lockdown and health protection measures in order to generate trust among tourists.

The following section will deepen an understanding of how the hospitality industry and specifically, the banquets are facing the return to the "new normal", with the comparison of the pre- and Post-Covid protocols.

Case Analysis

Akin to COVID 19, the previous SARS outbreak was characterized by its rapid spread, which led to travel advisories issued by World Health Organisation (WHO). Travel restrictions and advisories have again revealed the vulnerability of the tourism and hospitality industry.

Tourism and hospitality industry thrives on the patterns of visitations and a considerable efforts are placed by decision makers to attract visitors to support the sector and enhance the multiplier effect from the industry. But due to the ongoing situation travel restrictions are being observed at national and international levels. These travel bans, border closures, events cancellations, quarantine requirements and fear of spread, have placed extreme challenges on tourism and hospitality sectors. Despite the enormous blow, the sector is salvaging resources and ways to remain afloat for now, be it sturdier negotiations with suppliers for mutual sustenance, extensive cost reduction practices, or minimum mandatory period for accommodation bookings when visiting tourism destinations. Correspondingly, accommodation providers have extended support, mostly at some price, for those needing isolation during quarantine period and to those who are involved in treating COVID patients and cannot return to their usual place of residence. These initiatives, for now, indicate the coping mechanisms adopted by the industry and appear to remain in place until some stability is attained.

During these difficult times, the most prominent theme that emerged from all over the world were related to the skills of the employees. This was visible in the way experts felt about the vital learnings from the ongoing crisis, where multiskilling was considered as a latent solution to the issue of reduced redundancy and retaining employees in the long run. This reflects that going forward managers must take cognizance of the evolving practices related to the employees' engagement in multiple job roles, which is expected to become a norm in hospitality and tourism. The added advantage of multiskilling may also reflect in the form of retaining usefulness of employees during lean seasons or in low demand. Hygiene and sanitation remained a recurrent sub-theme throughout the responses, be it about foreseeable consumer behaviour or learnings for the industry and educators or trainers. The issue of hygiene has been well documented in tourism and hospitality literature. However, for a developing country like India that deals with issues like over-crowdedness and congestion, it is too serious a concern to be overlooked. Irrespective of type of operations, managers must consider creating dedicated task forces among employees to address hygiene issues and related training and awareness creation.

As one can see, there have been drastic changes in the way the hospitality industry has been working from during the pre covid are to the present times. One of the most affected parts of the hospitality sector are the banquets. Banquets are institutions where a number of people consume food together and celebrate events like marriage ceremonies, parties, etc. Banquets usually are attended by huge crowds at a time. In a condition where almost anyone and anything

can be a potential carrier of the deadly virus, people's fear of the virus makes them feel unsafe. Therefore, during the post-covid 19 era, there have been provisions made to make the guests feel safe and give them the 'Home away from Home' feel in the hotels and banquets. For this purpose, standard operating procedures or SOPs and Standard covid protocols have been implemented in all the countries with guidance from WHO ie world health organization. Under these guidelines the following protocols are a must, and if not followed may lead to heavy fines or even closure of that institution :-

- Occupancy of the banquets shall not be more than 50% of their total Capacity.
- Visitors need to show the 'safe status'
- Everyone will have to maintain atleast 6 feet distance in public areas
- Face should be covered at all times with face masks.

From the institution's side, managers need to

- Make sure guests follow the 6 feet rule
- Provide face masks and hand gloves
- Provide alcohol based hand sanitizers or hand washes or soaps at frequent intervals
- Make sure the public and the back areas are being sanitized frequently.
- Provide tissues , water and dustbins with lids that close
- Follow the guidelines issued by the local government.
- Avoid any physical contact with other people
- Do not reuse linen
- Provision of digital menu cards if needed
- Wash and sanitize the cutleries and crockeries before use.

There is no "Zero Risk" when it comes to social gatherings but the spread can be curbed if everyone follows the protocols mentioned above. Ensuring the safety of the guests is the most important task. There are strict guidelines issued by authorities, and if you don't conform to them, it will soon be time to reconsider your policies and procedures.

Summary

The hospitality industry should be focused on building trust in tourists, reinforcing their brand and adapting their operations to the so-called "new normal". The protocols mentioned above could be valuable in this period and in the near future when the pandemic is controlled as maintainence of hygiene and cleanliness is a habit to have.

Conclusion

In conclusion, it can be said that the epidemic caused by COVID-19 is the largest pandemic that has affected the world in the last hundred years and has caused devastating effects both on the world economy and on that of the individual nations and, especially, the hospitality industry. These negative effects have been due to: (a) the drastic restrictions on mobility that were initially decreed by the governments of most countries which have paralysed a large part of productive and service activity, as well as transportation and movements between territories, and which have cancelled the movement of visitors around the world; and (b) the reduction in disposable income of many families who have seen their incomes disappear or decrease for a considerable period of time, which will affect guest's or visitor's spending capacity even after the measures of confinement and restriction of mobility have been made more flexible, at least in the short and medium term. Future research should measure the impact of governmental initiatives to support the tourism and changes in hospitality in organization, operations and performance to survive in the "new normal".

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7. A Case Study on Promotion and Redevelopment of Tourism Industry

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Abstract

Tourism is the activities of people travelling to and staying in places outside their usual environment for leisure, bussiness or other purposes for not more than one consecutive year. The word 'Tour' is derieved from a latin word which means tool for making a circle. Thus Tourism can be defined as a movement of people from their normal place of residence to another place (with an intention to return). Tourism is one of the fastest growing and major source of foreign exchange and employment generation for many countries. Tourism is also the backbone for Hotel Industry. It's an extremely important aspect for developing nations. However, due to the outbreak of pandemic Covid-19, the tourism industry came to a standstill. This resulted in an adverse effect on the Tourism industry and hence, affected the Hotel Industry as well. The imposition of strict lockdowns all around the globe restricted tourists from travelling domestic and international at some extend. However, as the Covid situation improved, the lockdowns and restrictions were eased which resulted in an uplift of the Tourism Industry once again. Tourists started to travel once again as travelling has been becoming a need for humans in today's world. After the Lockdowns were eased some domestic travel was allowed, followed by international travel too through roadways, airways, waterways, railways, etc. Though some nations denied the entry of foreign people as a precaution towards the pandemic. We will study recovery of the Tourism Industry post Covid-19 in detail.



Image from dreamstime.com

Introduction

Tourists can travel either international or domestic or even local. The different ways for a tourist to travel are RAILWAYS, WATERWAYS, AIRWAYS. Lets study about the recovery of the tourism industry through these ways in detail India and other parts of the world.

Railways

Railways are most usefull for domestic travell, especially for local travell. During the Covid pandemic the rail service was completely shut for civils to control the spread of noval Corona virus. This affected the rail service very badly. However as the situation was in control, the rail service was made available for civils with some or minimum restrictions. First and foremost, wearing masks all the time when on railway premises were made mandtory. Only people with medical issues were allowed to travel in railways with an appointment certificate of a Hspital or doctor. People in Medical Services and muncipality services were given special Identity cards. Railway tickets and passes were only issued upon showing the original Identity Cards on the Ticket Counters. People travelling without a valid ticket or pass were taken upon a strict legal action. After the vaccination drive was carried out throughout the Country, People with Double vaccination dose were made eligeble for purchasing only ‘monthly or yearly Railway pass’ for a while until the Railway started to issue single day Return return tickets aswell. Earlier in the time only Interstate travel were allowed to the citizens, for which the travellers compulsrily had to undergo RT PCR TEST before entering into another state. Later local travelling by railways were allowed for the citizens too.



Image from pinterest.com

However, The modest recovery were through parcel services like PPE kits, medicines, foodgrains, milk, medical equipments etc to every corner of the nation. Railways are putting a slew of new meassures to tap industry. A “Freight on Priority” policy to expand loading fromtraditional segments and attract new customers,measures for development of good sheds

through private investment and introduction of new wagons are some new initiatives. Besides, speed of freight trains has been nearly doubled from 24kmph two year ago to 46kmph, cutting down the transit time.

Many people, especially migrants were supposed to move back to their hometown, which was quite tough. Faced with the challenge of moving millions of people and migrants to their home in the most extreme situations, Indian Railways started Shramik Special Trains back in May 2020, in coordination with individual state governments, to carry millions of migrants back home to the rural parts of India. Since May 1 upto August 31,2020, Indian Railway has operated 4,621 Shramik Special and about 63 lakh migrants have been transported to various destinations across India.

Budget 2020-21 estimates had pegged earnings from passenger bussiness at Rs 61,000 crore but Railways ended up with approximately around 15,000 crore last year, a 72% year-on-year slump. In FY20, the passeneger revenue was around 53,000 crore.

To revive its finances, improve passenger expereince and bring modern technologies, Indian Railways initiated a plan to introduce 151 modern passenger trains operated through public-private partnership over 109 Origin destination pairs of routes. This involves private sector investment of Rs. 30,000 crore. Request for praposal has been issued to 13 selected entries in November, 2020 and the companies submitted their praposals in January 2021, which followed by the award contract in March 2021.



Image from pinterest.com

Waterways

Water ways is another modes of transportation that a lot of tourists prefer. A waterway is basically any Navigable body of water. The term inland water way refers to navigable rivers and cannals designed to be used by inland waterway craft only, implicitly of much smaller dimensions than seagoing ships. considering about India, There are 111 officially notified Inland National Waterways. Ships, Cruises, Boats etc. are some of the most common means of waterway Transportation.



Image from pingimg.com

Sunderbans Luxury Cruise, The Oberoi Motor Vessel Vrinda Cruise, River Ganges Heritage Cruise, M.V Mahabaahu Cruise, Lakshadweep Cruise, The Luxury Vrinda, Goa Cruise Destination, Costa Neo Classica Cruise, etc. are some of the most popular Cruises in India.

As discussed earlier, Due to the outbreak of pandemic Covid-19, Tourism was brought to a standstill. People were not allowed to travel domestic or International through any modes of Transport, so goes with Waterways. Thus, this led to effect to the Cruise Industry aswell. Cruise Industry which is one of the most important part of waterways for tourism is capital intensive and has dependently supply chain, employees, and economies. While the ongoing of global lockdown and travel restrictions, Florida lost three major cruise ports and the headquarters of the cruise lines. The Pandemic was the biggest crisis faced by the Industry in the history. One of the first alarms of Covid-19 came from the deck of the cruise ship Diamond Princess. More than 700 passengers aboard the ship, which quarentined for weeks in Yokohama, Japan, became infected

in February 2020. Requirements for resuming bussiness are stricter for the cruise industry as compared to other transportation industries like Railways, Airways, etc. However, The cruise industry plays an important role in world economy as well as many local economies.

The Cruise Companies are still in the starting blocks, but they are slightly more optimistic that they can hoist the Anchor Again. Strict Covid norms were made to be followed while on the ships or cruise so as to curb the spread of the pandemic and hence to boost the industry. Everyone who wishes to board the ship must have a Covid negetive Certificate. Masks were made compulsory for both passengers and staff. This helped in preventing in any possible outbreak of the Virus. In times of pandemic, all hygeine measures, trips took place with 60% of the normal number of passengers. The pasengers onboard were not allowed to leave the cruise without permission and the passengers who left the ship without permission were not allowed to board back to the ship. TUI Cruises said “We have had over 50,000 passengers on 50+ ships since July and have shown that cruises are possible even in times of COVID-19.” with a few exceptions, the experiment was sucessfull as most trips were uneventful. The World’s most luxury cruise line; Regent Seven Seas offers smaller, more intimate cruises to more than 300 ports around the world. To reduce pandemic concerns, Regent Seven seas established the Sailsafe Health and Safety Program. It designed by the cruise line’s health council, chaired by Scott Gottlieb, former Commisioner of the U.S. Food and Drug Administration. The program includes equipment and sanitary practices to offer many layers of protection against Covid-19.



Image from Cruisecritics.com

The most important issue that the cruise industry faced was to improve the ventilation system on the ship. It was recomended that the air in the cabins must be changed completely after every five minutes and in large public spaces every four minutes. Boutique, a small ship cruise

line Windstar Cruises has invested millions in equipping its six ships. Moreover the Cruise Industry has started to gain a boost once again after the pandemic and hence encouraging the tourism through waterways.

Airways

Travelling through airways is one of the most convenient as the Air industry provides a very quick service as compared to other modes of travel when considering long distances. Again travelling from Airlines can be domestic i.e. National or International. For International travel most people prefer Airways. The most common means of travel from airways are Airoplanes and Helicopters. Air transport in India made a beginning in 1911 when airmail operation commenced over a little distance of 10 km between Allahbad and Naini. The first aircraft was invented on December 17, 1903 by the Wright Brothers. Although, there are some debates that the first plane was invented and flown by Shivkar Bapuji Talpade in 1895.

As the world was facing a fatal outbreak of Noval Corona Virus, Tourism through air ways were prohibited weather national or international. Airways faced great losses because of the restrictions imposed. The Air industry had came to a complete halt.

Significant reduction of passenger numbers have resulted in flights being cancelled or planes flying empty between the airports, which in turn massively reduced revenues for airlines and forced many airlines to layoff employees or declare bankruptcy. Some have attempted to avoid refunding cancelled trips to deminish their losses. Airliner manufacturers and airport operators have also laid off employees.



image from Pinterest.com

However, as the time passed and the the pandemic began to be under curb, the Air industry was once again started its business. And once again the Air Industry began to get a boost.

The global Aviation industry and its value chain are recovering from the impact of Covid-19. It was found that a significant recovery was achieved in the last two quarters of 2020. The second half of the year's growth was primarily driven by increased belly cargo and dedicated freighters as the nations and industries started to open amidst the pandemic. The opening up of the industries amidst demand for distribution of medicines and protective equipments and increased global business. Despite the downside risks which remained, at the beginning of 2021 many industry experts forecasted a surge in travel in the second half of the year. However, there is no doubt that travelers and industry stakeholders alike were eager to resume travelling and so is what they did. Hence, this gave an uplift to the Air line Industry after the lockdown. Combined with an upsurge in confidence in air travel provided by increased vaccination rates and safety measures, this impulse boosted the propensity for air travel and also helped the fuel industry to recover. The overall recovery is mainly covered and will be covered by domestic flights than international flights. Mostly the airline industry is on its road to recovery at present. However, uncertainty still surrounds the recovery of the Airline industry.



Image from www.outlookindia.com

Literature Review

- During the outbreak of Novel Corona Virus, the Tourism Industry was badly tempered.
- The travel industries like Railways, Airways, Waterways, etc. were completely at a halt due to which Tourism was Declined.
- Travelers were not allowed to use transport facilities.

- As the pandemic curbed, Travel facilities were continued for citizens with strict Covid protocols
- People started to have urge to travel again and hence gave an uplift to Tourism.
- The Tourism Industry, hence, started to recover fairly and gained a boost.



Image from Pinterest.com

Summary

The spread of the Novel Corona Virus took the entire world to a standstill. Almost every industry was tampered. Travel and Tourism industry was one such industry which was very badly affected and had come to a halt.

Though Roadways in yet another modes for transport, there were some ease provided to the citizens for travelling through roadways using their two wheelers and four wheelers up to some extent. However, the public transport like Auto rikshaws, Cabs, Public Busses, etc. had some restrictions for operations. The Railway Industry was partially functional even during the strictest lockdown in India for Essential Services and for Essential Service Workers. Health care workers, Municipal Service providers and other such citizens were allowed to use the railway facilities with strict rules and regulations. Anyway, as the pandemic was under curb, the restrictions were eased and ultimately railway facilities were made available to public with Double Vaccines along with following Covid protocols to be mandatory.

Just like Railways, even Cruise Industries i.e., Waterway facilities were almost completely prohibited. The cruise Industry suffered major losses during these times. It even led to situations where the employees had to be Fired. While Florida lost three of their Waterway ports because of the decline in the industry. However, as the lockdowns and restrictions were eased, the cruise industry started to gain boost again. Covid protocols were made mandatory for the Passengers as well as for Staff. A negative RT PCR test was made compulsory for boarding the cruise. Transport facilities were resumed. A very Closed attention was given to public and personal health and hygiene to prevent any possible outbreak of the virus in the future.

Airways i.e., Air lines industries were one of the most adversely affected ones. Countries sealed their borders restricting to provide entries to any other foreign flights. Thus, most of the flights were cancelled. Many flights flew empty between the airports as there was a fear amongst the travelers as well. But as the situation was under control, the travelers gained the confidence and urge to travel by airways once again. By the time when Covid-19 was almost completely curbed and most citizens were vaccinated, the Air line industry got a big boost as the nations allowed the entry of flights and hence promoting tourism and travel.



Image from www.wallpaperaccess.com

Conclusion

Imposition of lockdown adversely affected the Tourism Industry. Entire world came to a standstill and so did the Tourism industry. For one to Tour, he/she needs to travel and the basic modes for travelling one completely or in some cases partially shut. People had a fear in their minds of getting in the grips of the Covid-19 pandemic if they travelled. For the safety of the people and hence the Countries, several nations imposed restriction on travel and tourism. Therefore tourism industry is one of the worst affected nations in the world. However, The

situations improved. The pandemic was under control and hence the travel industry got a boost. Use of Railways, Waterways, and Airways were made available to most of the public. The transport of goods helped the travel industry a lot. People started to have an urge to travel and Tour again, after all travel and tour is a natural need of man. All of these aspects contributed to the uplift of the travel industry and hence to the Tourism Industry. Overall, the Tourism industry has once again started to rise and recover post the Covid-19 situation, despite of all the huddles.

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Image from Pinterest.com

8. A Case Study of on Quick Service Restaurant (QSR)

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Abstract

The global spread of the Covid-19 pandemic exerts great influence on the global economies, and among the economic sectors which are suffering losses, the service industry, especially fast food restaurants or quick service restaurants (QSR), are greatly impacted. Before the outbreak of the Covid-19 pandemic, the fast food restaurant benefits a lot from the process of globalization, while they lose the benefit when the pandemic causes a lot of limitations on the cross-border flow of commodities and people.

The foodservice sector is one of the three leading sectors in India, with a market size of 152 billion USD. There are over 500,000 organized and unorganized restaurants in India, and the sector has seen exceptional growth during the past decade. A high percentage of the young and working population is driving the India foodservice market, which is further fuelled by organized retail space that is encouraging the growth of local and international brands across different formats. This study explores how the crisis caused by the COVID-19 pandemic has led to adapting to the new business model by the food service sector in India.

Introduction

Since the outbreak of the Covid-19 pandemic occurred in Wuhan, China in early 2020, more than 600 million people have been infected with the disease, and so far the death toll of the world has exceeded 700,000. In addition to great threats to people's lives, the pandemic has a huge impact on the global economy. As a matter of fact, the impact on the economy mostly comes from the loss of customers in the service industry and the reduced income expectation of consumers. In order to resume production as soon as possible and increase consumer's confidence in the economy, a number of governments have actively taken strict control measures

such as issuing decrees ordering all the people to stay at home and maintain appropriate social distance [2]. Specifically, with the spread of the epidemic, the British government has taken various measures to contain the spread of the virus [8]. People are encouraged to work from home and reduce unnecessary travel and such measures have played an important role in helping these countries contain the spread of the epidemic and resume production. In countries where the epidemic has been effectively controlled, many restaurants and bars have been open for customers to dine in, and consumers are also confident in the sanitary conditions at these restaurants.

Summary

Background

The Indian restaurant industry is among the top three service sector (after retail and insurance). The sector is 20 times larger than the film industry, 4.7 times of hotels and 1.5 times of the pharmaceutical industry in India. The Indian restaurant offered jobs to 7.3 million people in 2018-19. India's food service industry is innovative and provides an exciting opportunity to expand due to an average of 6.6 eating out frequency per month in the country ("NRAI", 2020). Indian restaurants had a market value of about 152 billion U.S. dollars in 2014. The foodservice market in India is divided into two segments, the organized and unorganized segments. The significant chunk of businesses (86%) is unorganized, and in comparison, the organized restaurant businesses contribute to 14% only.

1. Impact on Fast Food Restaurants Post Covid-19.

The restaurant industry is among those worst hit due to the ongoing Covid-19 pandemic. While the lockdown ordered restaurants to shutter, it has had a severe impact on online food deliveries, too. Quick-service restaurants (QSRs) such as McDonald's, Burger King and KFC have found few takers, as consumers are wary of eating 'outside' food.

According to Rajat Wahi, partner, Deloitte India, most restaurants have seen a decline of 2-6% in sales in the first quarter of 2020, which is substantial considering the 25-30% growth they witnessed during the same period last year. Food aggregators have seen a 50-60% decline in orders being placed on their platforms, he adds.

With consumers cutting down on their discretionary spends, fearing an economic downturn, restaurants may not see the situation improve. A recent online consumer survey by

Nielsen revealed that as many as 64% of respondents intend to spend less on restaurants and movies in theatres.

Experts say QSRs need to realign their strategies towards online deliveries and takeaways. “In the pre-Covid times, most QSRs used to get 20-30% of their revenue from deliveries. They need to take this to 50-70% now, as restaurants will continue to see low footfalls,” says Pinakiranjana Mishra, partner and leader, consumer products and retail, EY.

2. Social Distancing on the Menu.

Most QSRs are gearing up for this change. Burger King, for instance, besides deliveries through food aggregators such as Zomato and Swiggy, plans to introduce its own app soon. Srinivas Adapa, CMO, Burger King India, says, “We plan to have a tech-enabled omnichannel approach from now on. Our app will not only help customers get contactless deliveries at their homes, but will also feature a ‘zero contact dining’ feature. Using this, they can visit our restaurants, and order and pay directly through this app, avoiding queues, cash payments or any sort of physical contact.”

“When we reopen our restaurants, social distancing will continue to be our focus,” says Arvind RP, director – marketing and communications, McDonald’s (West and South). The company is also planning to introduce contactless dine-in and store pick-up options.

Meanwhile, KFC India, which had stopped taking delivery orders through its app and website, plans to restart them soon. Currently, it is servicing customers through Swiggy and Zomato. The company, Moksh Chopra, CMO, KFC India shares, is devising changes in its restaurant design and processes to enable contactless dining, going ahead, including signage and floor stickers to help delivery riders maintain a safe distance while waiting to collect orders.

Burger King India, on the other hand, has already put in markers on the floors, chairs and tables across its restaurants for customers to maintain social distancing. These QSRs are also mulling servicing customers via contactless takeaways, when they are allowed to resume operations fully. Tata Starbucks restarted operations in eight cities recently, where it is offering contactless delivery and takeaway. The company has also introduced grid marks and designated waiting areas in its outlets.

3. Online Challenge.

The move towards online could bring a fair share of challenges for these brands, primarily that of converting the in-store customer into an online customer. They would also need

to rethink their dependence on food aggregators since the bulk of the business for these restaurants will come through home deliveries, going forward.

“They will have to build their online delivery capabilities. If they are dependent on food aggregators, they won’t be able to understand their customers to target them more effectively. They would also have to pass on the margins to food tech companies. In the current scenario, they need every penny that comes their way,” says Mishra of EY.

QSRs pay 15-20% per order to food aggregators for deliveries through their platforms. Paying high rent for restaurant premises even as business continues to be slow could also be tricky for these companies. Wahi of Deloitte is hopeful that things will “get back to normal in about two months, as has been the global trend”. He says, “China and parts of Europe are reopening after two months, and seeing about 30-50% customers back in restaurants. We may see a similar pattern here.”

However, strong communication on hygiene and safety measures taken by restaurants, experts say, will be imperative in bringing customers back.

Ensuring food safety during the COVID-19 pandemic.

Ensuring food safety is a public health priority and an essential step to achieving food security. While we are celebrating World Food Safety Day on 7 June 2020, we remind ourselves that food safety is everyone’s business. We all play a role, e.g. food growers, processors, distributors, retailers and consumers.

Around the globe about 7 Million people have been infected by the coronavirus disease: COVID-19. Whilst this virus is not a foodborne illness, it may be perceived as causing 'food unsafety', it causes major loss of life and health, as well as disruptions in the production, trade and distribution of food to the extent food security is affected in several geographies. Low and Middle Income Countries are amongst the most challenged.

To combat the virus and its spread most effectively, it is important to understand the science behind the COVID-19 illness and the characteristics of this novel virus. Science is quickly developing, and key insights are important clues for any business, including food businesses, for instance:

- COVID-19 is primarily a respiratory illness, which is mainly transmitted directly from person-to-person via droplets of saliva or discharge from the nose. Less frequent routes may be transmission of virus particles directly via aerosols and indirectly via cross-

contamination of for instance surfaces. The virus may cause illness when it gains access to the lungs and other tissues through the respiratory tract and the mucosal tissues of healthy people. Illness may vary from very mild to severe, even resulting in death.

- While the illness varies in severity, to cause infection, both the presence of viable virus particles and a sufficiently high numbers of viable particles is required. The higher the viable number (or dose) present, the more likely infection is and the more likely the outcome may be severe. Virus particles may survive for hours to days on surfaces, but dramatically lose viability and number.
- There is no evidence that food is a source or important transmission route for the COVID-19 illness. The presence of viable virus particles on food is low and the virus cannot multiply in foods. Food is often treated such that micro-organisms, including viruses, are killed or inactivated. Once food is eaten, it enters the gastro-intestinal tract where the gastric acids of the stomach likely will inactivate the viruses.

Businesses should take measures to protect their workforce.

Whilst COVID-19 is not a foodborne illness, it is a major threat to public health, including for consumers and food workers. Food businesses, like any other type of business, should therefore take measures to protect their workforce from illness and contribute to avoiding and minimizing the spread of the virus.

Food businesses can take advantage of the good hygienic practices and food safety management systems (such as HACCP) that they have implemented on the basis of Codex Alimentarius guidelines, which have been compiled on the general principles to ensure hygiene in food operations as well as for specific food sectors:

- The good hygienic practices adopted are the foundation for ensuring food safety, and also form a strong basis for minimizing people-to-people spread and cross-contamination of COVID-19 in food operations. Notably, existing personal and food hygiene measures need to be reviewed and possibly strengthened in terms of staff activities (in all premises, e.g. incl. toilets, canteen), operation logistics and lay-out, use of personal protective equipment (PPE), such as face masks.
- The overall food safety management system that tailors good hygienic practices and additional food safety measures to the specifics of the food operation may already include measures such as physical separation of activities (zoning), as well as cleaning,

sanitation and disinfection of hands, tools, equipment and environment. This system should be reviewed for any impact of worker illness and capacity reduction on the one hand and for its contribution to minimizing the spread of the virus in the operation.

These food safety measures need to be “upgraded” or “complemented” by measures that help avoid and minimize workers getting infected and the virus spreading in the food business operation, including:

- Physical separation of workers and other staff in all premises of a business operation. Keeping 1.5 or 2 meters (6 feet) distance strongly reduces the likelihood of person-to-person transmission through droplets;
- Installing physical barriers between workers and/or workbenches and adequate ventilation to control infections through droplets and aerosols;
- Improved cleaning, disinfection and sanitation measures such that the coronavirus is controlled, and cross-contamination is minimized;
- Training of food workers and other staff regarding the importance of personal hygiene generally and personal hygiene and personal protective equipment (PPE) instructions tailored to their responsibilities in the operation
- Instruction of employees in recognizing the symptoms of COVID-19 and ensuring ill employees do not come to work but take appropriate measures (e.g. self-quarantine).

Also, external vulnerabilities for the operation need to be considered when reviewing the necessary measures to avoid/minimize the spread of COVID-19. For instance, disruptions in food production, the food supply chain, trade that relates to control of COVID-19 by other parties and impact on a business workforce or external inspections. Such conditions may include economical pressures on workers and their families, housing and transport conditions, literacy, etc. that make it difficult for workers to follow the strict COVID-19 mitigation measures of for instance abstaining from work, physical distancing, personal hygiene.

While food safety measures and occupational safety measures target different aspects of consumer safety and worker/public health, the two together are complementary and, with a properly upgraded system, responsible food businesses will be able to significantly contribute to the protection of the health of their employees and consumers, as well as to their responsibility to help control the spread of COVID-19 in society.

Science and Codex guidelines provide essential inputs into making the upgrade possible and a target for effective COVID-19 mitigation whilst continuing to ensure food safety.

Literature review

Fast-food chains set to make gains in post-covid world.

Fast-food chains in India are seeing quicker recovery and are set to gain as consumers prefer familiar quick service restaurants (QSR) to dine in and order from, especially because of their inherent strength in-home delivery and value-for-money offerings.

Over the past few weeks, the impressive response to Burger King India's IPO, Jubilant FoodWorks' foray into a biryani chain, and Wendy's expansion in India via cloud kitchens underlines both investor and consumer appetite for more branded fast-food chains.

Covid-19 has dealt a body blow to the eating-out segment and for the mid-term has shifted the focus of restaurants to delivery and takeaways.

QSR chains could clearly benefit in the post-covid world helped by their strong digital presence and consumer shift to branded foods, said analysts tracking the sector. Consumers will shift to trusted brands because of the health and safety measures they have taken, said Kaustubh Pawaskar, assistant vice-president, research, Sharekhan, part of BNP Paribas. Moreover, every QSR brand has its delivery model in place, he added. "If you have an efficient delivery model, obviously it is going to help you because a larger shift is happening towards delivery and takeaway rather than dining out and in the post-pandemic era I think that is going to continue. These two factors will definitely help trusted brands score over other stand-alone brands."

The covid-led lockdown, social distancing norms, and the fear of the infection hit the eating-out sector hard. Home deliveries recovered significantly, but revival in dine-in could take another six to eight months. Fast-food chains have perfected the delivery and convenience formats in India, riding on food aggregator platforms and their own apps, and by focussing on value offers. Chains, such as McDonald's, Domino's and KFC, are focused on affordability, which is key at a time when consumers feel the need for thrift.

Westlife Development, the master franchisee of McDonald's restaurants in west and south India, in its September quarter earnings, reported strong sales recovery led by its convenience channels that include delivery, takeout, drive through and on-the-go. It achieved close to 70% of pre-covid sales in the quarter. "I think every month since the beginning of the pandemic, we've seen an organic growth of 7-10%. We're back to 75-80% of pre-covid levels

and we see that number only growing in this quarter," said Akshay Jatia, director, IT and brand extensions, McDonald's India west and south.

The digital presence, the Mcdelivery platform, and a strong value-for-money proposition really helped the brand, he said. "We also introduced a new business model called on-the-go where we deliver food to the consumers in their cars," he said.

Fried chicken and burger chain KFC said it has seen a significant traffic in orders through its delivery and takeaways. In the aftermath of coronavirus outbreak, the restaurant chain expects "fundamental shifts in consumer behaviour" in the ₹4.2 lakh crore organized restaurant market.

"Our restaurants had been operational for delivery and takeaways for a while now and we've seen significant traffic in orders through these channels. As more and more restaurants open for dine-in now, there has been a gradual rise in the dine-in channel as well. Consumers are preferring to walk into restaurants for their KFC favourites," said Samir Menon, managing director, KFC India.

"Some of these fast-food chains have launched zero-contact deliveries and that is also helping because what we are seeing is that clearly occupancies in dine-in have still not recovered," said Anuj Sethi, senior director, CRISIL Ratings.

Jubilant FoodWorks Ltd, which operates Domino's Pizza in India, said its revenues in October recovered to 96.2% of last year, driven by delivery growing by 16.3% and takeaway by 64.3%. Its September quarter revenues were down 18% compared to the same month of the previous year.

The company earlier this week announced its foray into a biryani chain with three restaurants in Gurgaon ready for delivery, takeaway and dine-in, underscoring its faith in the branded fast-food portfolio.

Earlier this month, American fast-food firm The Wendy's Company, announced plans to expand its presence in India over the next decade in collaboration with its master franchisee Sierra Nevada Restaurants and cloud kitchen specialist Rebel Foods. As part of the association, As many as 250 Wendy's cloud kitchens and 150 outlets are set to open pan-India, as part of the association.

This trend is likely to gain more traction. A recent report by Dineout, a table booking platform, said that cloud kitchens that have a current market share of 13% will increase to 30% in

the coming year. It further expects takeaway and delivery channels to grow by 15% and 30.5%, respectively.

Covid-19 lifestyle: Pandemic builds a strong case for fast food

There is no doubt that digital ordering and other innovations will continue to rattle the restaurant industry and play a role in determining its winners and losers. McDonald's and Chipotle show that just as important as it is to invest in tech is knowing how to use it.

Technology has loomed large as a transformative force in the restaurant industry, with the rise of digital ordering and delivery promising to upend the economics of running a major chain restaurant. The pandemic has served as something of a fast-forward button to this future, as customers steered clear of restaurant dining rooms because of safety concerns, local regulations, or both.

The recent earnings results of McDonald's Corp. and Chipotle Mexican Grill Inc. – two restaurant chains widely perceived as digitally savvy – have made it clear that embracing tech to win over customers can and should mean different things, depending on whether Big Macs or burritos are on the menu.

In its Tuesday earnings conference call, McDonald's said that 90% of its U.S. sales in the quarter ended June 30 were drive-through. That format has long been a cornerstone of the business and was able to remain open even when many of its dining rooms were shuttered, so this is not necessarily surprising. But it is revealing. McDonald's executives said delivery grew “significantly” in the quarter, but it was clear that the drive-through lane was the hero. And no wonder: Paying a delivery fee on an order where your meal might cost only \$5 doesn't seem to make much sense, and I don't think McDonald's food travels particularly well.

That delivery didn't soar to a higher proportion of sales even in this unusual environment makes me skeptical it will ever be a significant part of McDonald's business. That's not to say McDonald's shouldn't keep competing aggressively in the digital realm; it's a business that will certainly keep growing and that can bring in incremental business. But these latest results suggest that McDonald's other, less-sexy technology investments might actually be more focal to its future. In particular, it underscores the importance of its 2019 acquisition of Dynamic Yield, a company whose technology is allowing McDonald's to work on real-time change-ups of its drive-through ordering menu board based on factors such as weather.

The situation in the quarter was much different at Chipotle, where digital pickup and delivery orders accounted for 61% of its sales. At the same time, though, the company's restaurant-level operating margin sank to 12%, sharply lower than the 21% it recorded in the second quarter last year. This reflects several factors, including doling out bonuses to workers amid the crisis. But much of it came down to the impact of its online business: Delivery expenses soared amid the explosion in orders.

Chipotle would have to rethink many aspects of its business if that 12% operating margin were to become a new normal. But I don't think investors should expect that – and not just because every restaurant chain is bound to see in-restaurant dining make a bit of a comeback as more states allow it. Much of Chipotle's digital sales growth is coming from pickup orders, rather than delivery. The company said that compared to pre-pandemic levels, its digital pickup business is up 140% percent, greater than the 125% increase it has seen in the delivery segment. It is a good sign that it is seeing greater growth in the more profitable type of transaction.

Chipotle also has tools to cushion the profitability blow. The restaurant chain had offered free delivery for much of the quarter to encourage customers to try out the service but is tightening the spigot now. Sure, it's possible customers it loses those customers altogether when delivery is no longer free. But, notably, the company said it has observed that trying Chipotle's app for delivery has been a gateway for customers to place pickup orders, once they realize the latter format has no fees and often shorter wait times. If enacting a delivery fee simply pushes more customers to embrace pickup, that is a win.

Chipotle is also experimenting with higher menu prices for delivery orders to help with profitability. I expect that move will do little to dampen sales in this format, given that the chain has implemented in-store price hikes in the past with little pushback from its relatively affluent customers. Plus, as a major national chain with strong brand recognition, it can flex muscle with third-party delivery companies to secure favorable commission rates.

There is no doubt that digital ordering and other innovations will continue to rattle the restaurant industry and play a role in determining its winners and losers. McDonald's and Chipotle show that just as important as it is to invest in tech is knowing how to use it.

Conclusion

In general, based on the above analysis, the following conclusions are drawn. First, it is quite apparent that the pandemic is causing great impact on the real economies, and among them,

due to the special vulnerability of fast food restaurants, great economic losses are occurred, which is quite inevitable. Second, the reason behind such vulnerabilities include slowing down of globalization, lockdowns, reduced consumer's confidence in the economic prospects, and negative emotions among them, etc. Based on the analysis, several possible solutions are proposed, including providing online meal ordering implementation of sanitation management measures and reduction of the operating costs of restaurants. Nevertheless, there are some deficiencies with the present study as the influences of the Covid-19 pandemic on countries all over the world are quite different, so microcosmic study of fast food industry in a special market is recommended to gain further insight into the economic performance under the pandemic.

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9. A Case Study on the New Role of Hotel Housekeeping Staff Post Covid- 19

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Abstract

COVID-19 has prompted sweeping changes in many industries around the world. Some of them will be forever changed, while others will only face temporary reforms before reverting back to pre-pandemic operations.

The hospitality industry had a tough 2020, and in a short 10 months, hotel operations quickly started to look different. Whether these are permanent changes, or will only persist for a few years, only time will tell. But for now, hotel housekeeping departments look and operate differently in the newnormal

Hotel operations software has had a significant impact on how housekeeping teams operate. While housekeeping software made a significant impact on teams pre-pandemic, it has certainly gone from a nice to have, to a must-have at any size or type of hotel.

Without housekeeping software, the "pivot" that so many hotels have had to do, has been a challenge. Here are four ways hotel housekeeping departments have changed during COVID-19 and the new roles that housekeeping

With a reduction in travel all around the world, the number of housekeeping staff at hotels (and hotel employees in general) has decreased significantly. Lean teams are being asked to do more with less, which requires streamlined task management, operations, and communication

With fewer staff members, but often the same amount of work to do, housekeeping departments need to think and act strategically in real time to effectively keep guests and staff safe as well as prove that every inch of a hotel's public areas and hotel rooms have been cleaned, sanitized and inspected.

Introduction

Housekeeping employees are being asked to wear multiple hats. Housekeeping managers and supervisors are on the floor, filling the role of room attendants, and completing daily housekeeping tasks. In order to work efficiently and prevent a decline in guest satisfaction, it's all hands on deck, always.

Housekeeping staff are now constantly on their toes, ready to adjust their schedules, and address urgent issues. Hotel housekeeping jobs now require employees to be agile, flexible, and willing and able to use housekeeping software to manage their workloads and employees.

With the ability for guests to opt in and out of housekeeping service daily, housekeeping departments must be prepared and staffed for a large workload, but also agile enough to scale back the scope of their work at a moment's notice.

Housekeeping departments are not just responsible for cleaning. They are now being asked more regularly to prove that they have cleaned and sanitized hotel guest rooms and common areas. Housekeeping departments need to be more transparent to their guests when, and to what extent their room was cleaned. Transparency is key in order to reassure the guest that your hotel is doing everything it can to keep guests safe.

COVID-19 has facilitated the urgent need for flexibility within housekeeping departments. Gone are the days that a housekeeping manager is able to assign rooms for turnover or stayover service in the morning, and not make any change to the schedule or assignments again that day (although, it can be argued that a day with no changes was never the norm!).

Increased Focus on Cleanliness

Nobody has ever wanted to stay in an unclean hotel, and that was true pre-pandemic as well! COVID-19 has been an eye-opener for many people around the world when it comes to germs and cleanliness. Guest safety is the ultimate act of hospitality, and cleanliness plays a large role (along with many other suggestions from the centers for disease control) in keeping people safe.

The housekeeping department has always been the most important and visible when it comes to hotel cleanliness and now is no different. Housekeeping departments are under a spotlight and hotel management, along with hotel guests have high expectations.

Housekeeping staff will be asked to clean more frequently, and perhaps with different cleaning supplies and cleaning chemicals.

Adopting New Standard Operating Procedures

With ever changing hotel SOPs, and consistently high expectations for housekeeping departments, the formal inspection process is now more important than ever. Checklists, embedded within housekeeping software have been a key (and essential!) feature for many housekeeping departments. Checklists act as reminders for everyday tasks but also as a guide for new procedures.

Literature review

Two-way integration with a hotel's PMS: Knowing which rooms are and aren't available is essential for front desk staff, and housekeeping staff need to know the second that a guest has checked-out so they can begin cleaning guest rooms.

Flexible user permissions: Allow room attendants to act as self-inspectors or enable front desk attendants to make room moves quickly.

The ability to adapt to floor or section shutdowns within a hotel: In 2020 we saw hotels temporarily close floors and wings of hotels overnight. Operations software with flexibility to customize supervisor sections is essential.

Room auto-prioritization: Flexible settings reduce manual work for managers

- Sparkling clean Facilities I will definitely come back
- Impacably clean and my followers will be the First know
- Fantastic stay! The lobby was cleaned every 30 minutes!

Summary

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 contactless check-in 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.

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.

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

Before COVID-19, there were minimums for water temperature for linen cleaning, approved cleaning solutions, and preventative measures for sanitation, but those may not be sufficient against this particular virus.

There must be a strong link with a quick turnaround between the science of COVID-19 and how hotels incorporate new cleaning products. To help with this, the CDC is keeping a published list of the new "best cleaners" to incorporate, since the old stuff just won't cut it any longer.

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.

Conclusion

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.

To protect your housekeeping team members and guests, housekeepers need to be prepared to enter a room to clean it. They should confirm that they have all of the items needed (both PPE and items to restock the room) to complete the service before entering.

Guests are watching hotels and precautionary actions make them feel safer while traveling and staying in hotels. Seeing employees wearing protective gear like masks and gloves reassures guests that hotels take safety seriously.

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 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.

Other strategies involve a Safety Consultation with the guest prior to arrival. A few of the full service and luxury brands are adopting this model. They plan to reach out to guests a few days prior to arrival to completely tailor their stay according to their preferences, including if they want staff to enter the room and how they want that handled. This could also be accomplished with a SMS or email to the guest to start this dialog. Once the guest is consulted, hotels can then prepare the room per their request.

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10. A Case Study on Future of Hospitality

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Abstract

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 but we can't ignore the impact on society. Consumer behaviour and eventually consumer spending have been, and will continue to be altered and business plans need to adapt to these new circumstances.

We consider whether these changes will be permanent or just temporary. Whatever the final outcome, those businesses willing to consider alternative scenarios and re-consider their planning strategies will be better prepared for the "New Future".

Introduction

The closure of boundaries, lockdown measures and travel restrictions have forced the hospitality sector to live through its worst results in recent history. Financial loss and hotel closures have been all too commonplace, creating a level of uncertainty that most have never experienced.

But we must force ourselves to look ahead and get ready to confront the new environment that is emerging. It won't be easy nor swift, but the industry has often shown its resilience and capacity to rebound from unexpected scenarios and is blessed with a solid backbone. The question that arises now is how to adapt to the factors that are shaping the future of the hospitality industry.

This article analyses how the pandemic has changed some consumer behaviours and attitudes and how these may affect the world of hospitality in the future. Of course, consumer behaviour is always in a state of flux, but we need to stop and reflect on whether we are living

through a period of permanent or only temporary change. We also need to resist the temptation to believe that things will go back to "normal".

"Never look back, unless you are planning to go that way." Henry David Thoreau

Evolving Consumer Behaviour & Habits

Lockdowns, the inability to travel, teleworking, social distancing, strict health and safety measures; these are all factors that have influenced our behaviour, interaction with others and our way of viewing life.

We have classified Five different categories of changing consumer behaviours that we believe will also have an impact on hospitality, as well as on travel and tourism in general.

Literature review

1. Health and Safety

Consumers will pay more attention to the different security, hygiene and health procedures that establishments are implementing. 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. 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.

5. 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.

When referring to tourism and travel, spending will be impacted in different ways and this will be very dependent on the speed at which vaccinations are administered by the different countries.

The main conclusions derived from TripAdvisor's Traveler Sentiment Journey Survey are as follows:

Nearly half (47%) of all respondents globally say they are planning to travel internationally in 2021.

More than three quarters (77%) of travellers surveyed say they will be more likely to travel internationally if they receive the vaccine, rising to 86% for travel domestically.

More than a quarter (26%) of respondents globally say that in order to ensure safe travel they will only travel to destinations that require visitors to be vaccinated before travel.

Nearly half (45%) of respondents planning at least two domestic trips in 2021
A majority of consumers surveyed (64%) also report a desire to purchase more from local retail in 2021.

Adaptability of the Hotel Industry

Hotel Operations

Now is the moment for hotel owners and operators to demonstrate the resilience of the sector and its capacity to adjust to the realities of the market and integrate the new rules and regulations.

The table below identifies some of the new procedures and standards that hotels will need to adopt at least in the short and medium term.

Planning

Planning is key in any business, but in the current scenario, rigorous, efficient and continuous planning will be more determinant than ever. Operating departments will establish

new SOPs, action plans will be fundamental for all divisions, business models will be reconfigured and contingency plans will need to be carefully analysed.

Hotel Design

The physical concept of hotels must be re-thought. Cleanliness, sanitizing, reduction of non-essential elements (cushions, decorative elements, newspapers/magazines) and the redesign of common areas to respect social distancing and capacities are all key aspects to consider when evaluating how rooms and public areas need to be adapted.

Health & Safety

Health and safety measures will be without doubt, the area where hotels will need to focus their efforts.

Some campaigns implemented by hotels are listed below

Summary

Sometimes we learn most from drastic situations as we are obliged to adapt to unknown scenarios. This pandemic has forced the hotel industry to boost creativity and innovation and remain competitive. It has also tested the ability of owners and operators to differentiate. Simple things such as shifting from a Bed & Breakfast concept to Room & Breakfast appear innovative but are simply the result of resource optimization.

Consumers are now processing new habits and customs which may become part of our lives indefinitely. Whether we will go back to normality or not depends on how we define normality. Is washing our hands every time we enter a hotel room normal? Will "B-leisure" travelling now be more common as a consequence of an increase in the popularity of remote working? Is access to wellness facilities at hotels now indispensable? Will greeting and escorting guests upon arrival be permanently substituted by online check-in and electronic devices?

The hotel industry must become aware of the changes in consumer behaviour. This will also impact how, why, when and where they decide to spend their money. The lifting of travel restrictions and the administration of the vaccine is not enough for people to travel again. Confidence, security and comfort will be key to revive tourism and hotels will need to contribute to generating peace of mind. Transparency with sanitary procedures, strict health and safety regulations and reconditioning of common areas are just some measures hotels will need to deal with for the long term.

Some trends that we have already seen in the hotel business have now become a source of competitive advantage. Those new hotel projects that do not consider digitalization, health & wellness features, sustainable procedures or diversified products will lag behind other more visionary leaders. It is not a matter of trends; it is a question of evolution. This is not an overnight change; industry knowledge and an appropriate market study is fundamental.

Conclusion

Success for a new hotel development has often been defined as "Location, Location, Location". Perhaps we should now add, for existing and new hotel projects, "Planning, Planning, Planning"? As confirmed by McKinsey & Company, during the pandemic there has been a noticeable increase in the number of firms implementing scenario-based planning to react swiftly to changing economic conditions.

Those hotel companies characterised by a culture of adaptability and a positive attitude towards change will show resilience and lead by example.

As Charles Darwin stated once: "It is not the strongest of the species that survives, nor the most intelligent. It is the one that is most adaptable to change."

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11. A Case Study on How Vaccination & Health Drives for the Hospitality Industry has helped the Betterment of the Providing Service Post Covid- 19

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Abstract

Impact of the Outbreak

Covid – 19 has affected the Hospitality Industry world over and business has declined drastically since the earlier part of 2020 as the outbreak of covid-19 has been fluctuating, having an adverse impact on a large scale. Because of partial stoppage, containment actions and in some countries complete ban on travel, there is a drastic decline in tourists and business traveling activities.

The results indicate that the owners of hospitality firms are all in agreement that the hospitality industry is having poor business activities, unable to pay salaries to employees, generating low liquidity, unable to repay loans and other dues, engaging minimum quantum of employees, not getting sufficient financial support, not receiving future contracts and losing their regular revenues.

Significant difference is there amid impact of covid-19 on hospitality industry and profile of hospitality firms. Impact of covid-19 on hospitality industry is negatively, significantly and highly related with performance of hospitality firms. Hence, covid-19 situation is severely affecting operation and progress of hospitality firms in particular and industry in general and they are in need of adequate financial support from banking sectors and government immediately.

Furthermore, the hospitality industry must minimize their operational expenditures and they should postpone capital expenditures. Hospitality firms must create and adopt efficient revenue generation and management models for pricing their services and products in order to

respond to changes occurring in the market quickly. In addition, the government should extend financial relief measures and give a tax exemption for one year for hospitality firms.

To expedite the process of revival of the Hospitality Industry, it's of utmost importance that Hospitality Industry workforce should ensure that they are vaccinated and should maintain a good healthy lifestyle and take good safety precautions.

Introduction

According to the World Health Organization (WHO), the COVID-19 pandemic was first reported in Wuhan, China on December 31, 2019. The pandemic spread quickly all over Asia, leaving behind it health and economic crises. On March 2, 2020, COVID-19 was first reported in the US and 10 days later Europe became the epicenter of the pandemic, both leading to even worse health and economic catastrophes. On June 1, 2020, there were over 6 million confirmed cases, and more than 370,000 confirmed deaths worldwide. Remarkably, as of May 20, 2021, the WHO reported that there had been 166,346,635 confirmed cases of COVID-19, including 3,449,117 deaths.

During the COVID-19 crisis, governments have taken different measures in the health, public and economic fields. These interventions were aimed at containing the spread of the virus in an attempt to minimize the adverse effects of the COVID-19 outbreak on both the health and economic realms. A brief review of such interventions reveals that governments imposed different actions such as cancelling public gatherings, closing workplaces and schools, requiring social distancing, and also providing economic support, creating contact tracing and offering COVID-19 testing policies.

The third wave of the COVID-19 pandemic across the world is being driven by the fast-spreading Omicron variant, official news sources stated in the beginning of the New Year 2022, citing the latest data.

Towards the end of the year 2021 it was only a couple of countries that had cases of the new Virus Omicron, but within a few weeks the new variant virus has spread rampantly and the new variant has become predominant the world over.

Most of the population the world over who have contracted the Omnicron Virus have already been double vaccinated and many have even taken the third booster shot. As the new variant of the virus is still affecting the population the world over, it becomes even more

apparent that everyone has to follow strict safety protocols to ensure the spread of the virus is curbed.

Most of the Governments the world over have adopted strict Rules and Regulations due to the Pandemic, systematically implementing vaccination policies age group wise. Vaccination drives along with strict policy implementation of safety measures which to be followed have helped most countries bounce back.

The Hospitality Industry is one of the major industries who have been able to bounce back positively to a certain extent. As most of the countries open up their borders for International travel, many are planning vacations to bite into that slice of wanderlust. And to revive the severely impacted industry, those associated with the travel and hospitality sector feel that boosting vaccination drive is the way forward.

The various Governments of the World have come up with various strategies, such as vaccine passes which seem to be an emerging solution to restart tourism. On 8 December 2020, the first ever jab of the COVID-19 vaccine in the world was delivered in the United Kingdom. Even before the launch of COVID-19 vaccines, the idea of introducing “vaccine passes” was discussed and considered as a possible strategy to accelerate recovery of travel and tourism.

The passes have several advantages. With the sluggish and uneven progress of vaccine rollouts within and across borders, vaccine passes can offer significant health and economic benefits.

A simple pass that shows a record of vaccination can be utilized for those vaccinated to resume normal socioeconomic activities, facilitating economic reopening sooner than later while still protecting those vulnerable to the spread of the pandemic until the communities and the countries reach herd immunity. Vaccine passes can also promote and incentivize vaccination, as they allow vaccination to link directly to more normal activities.

The Governments the World over have realised that the way forward to help the Hospitality Industry is getting the Hospitality Industry work force systematically and completely vaccinated so as to gain and create customer confidence and also maintain and ensure employee wellbeing.

Most Governments even announced making some travel destinations 100% Covid-vaccinated spots by prioritising vaccination for those working in the industry.

Industry Talk

The World Over Industry insiders believe such measures will help regain the confidence of travellers. “We believe a slow unlock will bring back domestic travellers, who’ll be looking for secluded accommodations and safe ways to travel. Vaccine access will help bring back the economic growth that tourism enables,” says Amanpreet Singh Bajaj, general manager - Airbnb India, Southeast Asia, Hong Kong and Taiwan.

As far as budget hotels are concerned, OYO Rooms have taken the initiative to display the vaccine status of staff and partner hotels on their portal. Rohit Kapoor, CEO, OYO India and South-East Asia, says, “This will promote the larger cause of vaccination among our customer base, hotel partners and their staff.”

Another hospitality brand, Vista Rooms, which provides luxury villa and homestays also plan to follow suit. Ankita Sheth, the co-founder, says, “We will be updating which staff is vaccinated once the vaccines are available in the remote localities where our properties are located.”

After being vaccinated, people will look to travel for a break, While travel to hill stations has been majorly hit this summer, professional trek and tour guide, Deepjyoti Biswas from Kasol, Himachal Pradesh, shares, “We are eager to open up, but doing so without being immunised is a risk to our lives and our families. We have to meet travellers, so we want to get vaccinated, but tourists, too, should only travel once they’re vaccinated.”

The Indian Culture and Tourism Minister Prahlaad Patel, also mentioned, “Vaccination is going to drive the tourism sector’s revival and we are working on a uniform policy and setting up protocols for travellers getting vaccinated against Covid-19.”

Furthermore, travel writer Shivya Nath says, “[Travel industry employees] don’t have the luxury to work from home.

Vaccination and Health Drives will only help the Hospitality Industry improve its business and offer better service as many countries even to date have lengthy quarantine periods. Quarantine requirements highly disincentive people from traveling for nonessential purposes such as tourism. According to a survey conducted by the International Air Transport Association (IATA) (2021a), 84% of respondents claimed that they will not travel if there is a chance of quarantine at their destination. The February 2021 survey result remains largely unchanged from the 83% recorded last September 2020. Though most countries have opened their borders for International tourism, many travellers are still sceptic about travelling.

The Indian Government in particular has strived hard in coordination with all State Level authorities to organise vaccine Camps for the Hospitality Industry work force. The Government needed to revive the Hospitality industry in particular as it was one of the main Industry sectors to be worst affected. The State Government authorities of Maharashtra in particular coordinated with AHAR (Indian Hotel & Restaurant Association) to organise a Vaccine camp in Mumbai for the Hotel and Restaurant staff.

Over 20,000 employees associated with hotel industry in Mumbai will be administered the Covid-19 vaccine through the Indian Hotel & Restaurant.

Association (AHAR), the apex body of the industry. The vaccination drive in association with SRCC Children's Hospital began in August 2021.

The President of AHAR, Mr. Shivanand Shetty, had said, most of the Hospitality Industry employees had to endure a lot of difficulties during the lockdown and this is to enable them to get back to work in a secure way. Many of the Hospitality Industry workforce were still sceptical about taking the vaccine dose. Mr. Shetty stressed on the importance of taking the vaccine as it would be a safe option and it would enable better service to the Industry. The Hospitality Industry workforce was urged to step forward and take the initiative to get vaccinated for the betterment of the Hospitality Industry and also for their own well being.

NRAI (National Restaurants Association of India) has hosted vaccination camps in cities like Delhi NCR, Mumbai, Kolkata, Ludhiana, Jaipur, Bengaluru, Hyderabad, Pune, Chennai and Goa.

The restaurant industry has had a choppy year as covid - 19 waves upended the eating out market. Even as markets open up, the urgency to drive vaccination is visible.

"Getting our employees vaccinated is key to achieving normalization and therefore, we have launched this initiative," Anurag Katriar, president of NRAI said. "Our trade partners' contribution will help us vaccinate thousands of restaurant staff across our member establishments nationwide. This initiative will help them return to work faster and fearlessly, creating a safe environment for our guests," Katriar said.

As the backbone of the industry, their health and safety are key, making vaccination the need of the hour, said Neeraj Kumar, managing director, Beam Suntory India said.

Besides AHAR and NRAI many Hotels and companies of the Hospitality Industry keeping in line with their endeavour to ensure employee health and well-being, organised vaccination camps for the employees in collaborations with various hospitals.

One such hotel group was Bird Group which organized a vaccination camp not only for its employees but also for their immediate family members as per guidelines issued by the Government of India. The drive was organized at Roseate House New Delhi in collaboration with Fortis Hospital.

On the International scene, most governments have also been in the process of following protocol for the introduction of vaccine passes, a digital or hard copy pass that documents receipt of a particular vaccination could substantially facilitate cross-border travel and help revive the tourism sector. Based on the projected vaccine rollout schedules, it is estimated that a recovery of the tourism sector to the pre-pandemic level can be expected by 2023 at the earliest, if the vaccine passes can be fully implemented.

Agreeing on a common protocol within Asia would substantially ease travel. Negotiations should start as soon as possible given the pandemic's heavy toll on tourism. • Vaccine passes should not be the only strategy to foster international travel. Harmonized quarantine protocols and cross-border contact tracing could also make travel more predictable and safer for everybody, including for unvaccinated people.

Even with the best of Vaccinations & Health Drives the Hospitality Industry will take time to revive itself. For better service and improvement of the Hospitality Industry a few suggestions could be adopted by the Hospitality Business Owners.

Considerations for Employee and Customer Health and Safety

Use of various technologies can help organizations meet health guidelines and principles provided by governments to enable a safe reopening of the workplace. Assessments on the use of these technologies including impacts to legal, privacy and data security requirements is imperative to ensure digital and emotional trust beyond physical health.

Regular Test & Screen of Employee Symptom Checking and Screening

After all staff are vaccinated it is still important to ensure all staff are regularly checked and screen for temperature checks. This will ensure the wellbeing of the staff as well as for the customers.

Monitor & Insights Monitoring Individual Employees / High Risk Employees

It's important to identify and keep a strict checks on high risk employees. This will ensure that a good safety protocol is maintained for the benefit of everyone.

Regain Guest Confidence & Contactless Journey For Guests

The operational goal will be to regain Guest confidence. It's important to ensure all employees in the hospitality Industry are vaccinated and the same applies for all guests and customers as well. This allows everyone to remain in a safe and protected environment. It is also important to communicate to the Hospitality Industry Customers and everyone else that all employees have been vaccinated and are strictly maintaining Covid – 19 safety protocols.

The Governments of each country have laid down rules and regulations for the Hospitality Industry to be followed to avoid the spread of the Covid – 19 Virus.

Besides having the basic requirement of all employees to be vaccinated, each area of business has been instructed to maintain only 50% capacity within the indoor areas.

The Hospitality Industry can also make the guest and the staff's journey seamless, reducing the physical touch points while they are at the property. The journey starts the moment guests/staff enter the property where a touch-less identification and mobile check-in is needed to avoid the long queues at the reception. Digital keys to access the rooms or elevators would be another aspect to avoid the physical touch point with the doors.

Smart devices such as sensor-based lights or gesture control features in washrooms can further elevate the touch-less ecosystem of the hotel. These are some of the ways that better service can be offered in the Hospitality Industry.

For the Hospitality Industry Workforce

During the Vaccination and Health Drives the following points were also explained to the Hospitality Industry workforce to ensure Better Service.

Stay home if you are having symptoms of COVID-19.

- Follow recommended steps if you are sick.
- Do not return to work until you meet the criteria to discontinue home isolation.
- Talk with your healthcare provider about when it's safe for you to return to work.
- Follow recommended precautions and tell your supervisor if you or someone you live with or someone you have had recent close contact with has COVID-19.
- Stay at least 6 feet away from customers and coworkers, when possible.

Use transparent shields or other barriers that have been put in place by your employer to physically separate yourself from guests where distancing is not an option (e.g., the reception desk).

Promote technological solutions that will reduce person-to-person interaction such as online reservation and check-in, mobile room key, mobile ordering, mobile access to menus,

contactless delivery for room service, text on arrival for dining room seating, and contactless payment options.

Instruct guests to return room keys/key cards in a key card bin upon departure for later disinfection.

Wear a cloth mask in public and at work, even when social distancing. Cloth masks may prevent people who don't know they have the virus from spreading it to others. The spread of COVID-19 can be reduced when cloth masks are used along with other preventive measures, including social distancing. A universal face covering policy can be effective in preventing the transmission of the virus in close-contact interactions.

Be Careful When Putting on, Wearing, and Taking off Cloth Masks

- Do not touch your cloth mask while wearing it.
- Do not touch your face, mouth, nose, or eyes while taking off the cloth mask.
- Wash your hands before putting on and after taking off the cloth mask.
- Wash the mask after each use.
- Ensure cloth masks do not create a new risk (for example, interferes with driving or vision, or contributes to heat-related illness) that exceeds their COVID-19 related benefits of slowing the spread of the virus.
- If you are concerned about the use of cloth masks at your workplace, discuss them with your employer.

Clean and disinfect frequently touched surfaces

- Clean and Disinfect the Following Areas on a Routine Basis or at Least Daily
- Break rooms, public areas, fitness centers and conference rooms
- Encourage fitness center patrons to clean equipment (e.g., free weights, exercise equipment, cardio machines) before and after use.
- Guestrooms occupied by the same customer over multiple days should not be cleaned daily, unless requested.
- Conduct more frequent cleaning and disinfection of high-touch surfaces such as the front desk/check-in counter, public areas, restrooms, tables, elevator buttons, water fountains, ATMs/card payment stations, ice/vending machines, pens, room keys, and key cards.
- Reception desk staff should use disposable disinfectant wipes to disinfect surfaces in between guest interactions.

Follow the directions on cleaning and disinfecting products' labels.

Wash your hands with soap and water for at least 20 seconds afterwards. Use hand sanitizer containing at least 60% alcohol if soap and water are not available.

The Governments of each country have also stepped up their efforts to educate and advice the Hospitality Industry professionals the importance of getting vaccinated. Surveys done initially showed many employees from the Hospitality Industry were reluctant to get vaccinated. Due to major efforts from the Governments and after having had several vaccine and health drives, the drives were successful in educating the Hospitality Industry professionals the importance of getting vaccinated for the betterment and safety of everyone. As per recent government notices, it is mandatory for all Hospitality industry employees to be fully vaccinated. It is also the responsibility of the Employers to ensure all staff have been vaccinated.

A Recovery Like No Other

The hospitality sector 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. If the basic protocol for maintaining safety standards against Covid – 19 virus is followed the Hospitality will have had a successful vaccination and Health drive towards providing better Service.

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12. A Case Study on Front Office Covid- 19 Strategy - A Success Mindset

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Abstract

With the uncertainties brought by the pandemic, travel had been on a decline but experts said that the pent-up demands had slowly unraveled the hospitality industry would see a surge in the business.

Front office is the first place where guest arrive and come in touch with the staff. There are many measures taken to make sure the guest and employee do not come in contact with each other, to maintain distance so they have a safe stay at the hotel.

Guest interaction is adduced as the most common concerns travelers have as safety and security in hotels has become extremely important, given the havoc that the pandemic has played.

Introduction

Because the COVID-19 pandemic had a significant impact on the leisure and eating industries, hotels developed a novel approach to continue their operations. They can provide a safe yet lucrative hotel experience for their guests by using QR codes.

Since the beginning of the worldwide health emergency, millions of resorts and hotels have seen declining travel demand. With the great impact, it has on the hospitality business, continuing to operate during the epidemic in a significant financial. As a result, some big and minor hotels, lodges, and bed-and-breakfast inns have been compelled to close their doors permanently. While these hotels eliminated substantial employment opportunities and possibilities, others remain to meet the requirements of explorers and front-liners for shelter and seclusion.

1. It is Used as a Reservation Gateway.

During the pandemic, hotels can employ QR codes as a booking portal for their customers. Because passengers always feel safe booking directly through a website. In addition, hotels are experimenting with various strategies to direct travellers to their booking sites. And, by utilizing QR codes, companies can automatically lead their guests to their reservations without the need for them to type their URL into a search engine.

2. Keep A Digital Installation Guide For Hotel Equipment.

Because individuals learn new things everywhere, active hotel electronics extend beyond their typical usage. Because some hotels have high-end equipment that some hotel guests may find challenging to understand and use, including an instruction manual is beneficial.

In addition, by encoding an electronic instruction handbook guide into a PDF QR code and let hotel guests access the instructions they require to use. Hotels will no longer have to spend more money on printed instruction guides due to their use, and it will encourage the use of technology and safe data.

3. Keep Note Of The Guest's Medical History.

With the present travel limitations, it is essential to maintain track of your guests' whereabouts. Because some of their tourists move from one location to another, keeping the workers and guests safe is critical. They can track their visitors' travel and health records using QR codes, eliminating the need for additional documentation before they enter their rooms.

4. Accelerate The Resort Check-In Procedure

Hotel visitors despise being in a hotel when it takes to check-in. However, as the number of tourism visitors decreases during the epidemic, the issue of having a longer check-in length is eliminated. The procedure of checking into a hotel is sped up by using QR codes

The use of QR codes promotes contactless interaction between employees and guests. To ensure the safety of their employees and guests, QR codes are employed to offer touchless encounters. Visitors will no longer be obliged to take out physical health registration forms, check-in papers, or other paperwork, putting their health on the line.

Literature review

Despite notable changes to the hotel industry, the raison d'être of hospitality remains intact. This front office covid strategy will help you uphold the standards your hotel is known for with the right care and foresight.

Your front office team is more important now than ever. They can offer a safe and warm welcome to your guests at a time when the perceived risk of travelling is higher than usual.

To give you some food for thought, we interviewed a seasoned hospitality professional to create the first of our two-part covid-time front office guide.

Accept Changes and Plan for Them

Without a doubt, Covid has resulted in many new challenges for the hospitality industry. While some of them may be hard to face, it's worthwhile to try to see the opportunities around you too.

Before Covid, you welcomed guests and created meaningful memories and experiences for them. Even with new rules and regulations in place, this goal remains the same. At first, it may feel a bit more difficult to achieve. But with the preparation, strategies and communication that will still be able to create a memorable stay for your guests.

Find ways to adapt

When moving forward, acknowledge that your circumstances are different now and you will be most successful if you look for creative ways to adapt sooner rather than later. Whatever stage of closure or reopening your property is at now, start brainstorming ways to make your post-Covid front office operations effective, efficient and engaging for your guests.

Make Safety and Hygiene a Priority in Public Spaces

Local authorities will provide rules and theoretical guidelines, but it's up to you how you implement them to ensure your guests are both safe and have a good time.

Space out your seating. Many countries have new rules about how many people can be in a closed area at a time. Space out your seating in the lobby and other public areas to limit the number of people who spend time there. Avoid boring empty spaces by setting up plants, artwork, or decorative separators that suit your property's style.

Share information. In many countries, hygiene regulations vary from region to region or city to city. Help your guests stick to local and in-house guidelines by publicly displaying safety information. This can include details on when to wear a mask, where to find hand sanitizing stations in the hotel, how many people are allowed in the elevator at a time and anything else that applies to your property.

Set up sanitizer stations. For the safety of staff and guests, have sanitizer stations in strategic spots at your hotel. This can include all entrances, the reception desk, the area in front

of the elevator and the host's desk in your dining outlets. Keep your property from looking like a hospital by making the stations blend in with branded stands, dispensers, or sleeves implement them to ensure your guests are both safe and have a good time.

Set up sanitizer stations. For the safety of staff and guests, have sanitizer stations in strategic spots at your hotel. This can include all entrances, the reception desk, the area in front of the elevator and the host's desk in your Budget for new standards and procedures

Implementing and following all the new hygiene regulations will generate new costs. Get an overview of them now to avoid surprises, cash flow challenges and shortages in the future.

The Following Points Are A Few Of The Main New Cost Drivers To Consider.

PPE for staff and guests. Depending on your local rules, you'll need to supply your staff with masks and/or gloves. You may also want to offer these items to your guests. Perhaps you're planning to buy reusable branded masks which would look better but also dining outlets. Keep your property from looking like a hospital by making the stations blend in with branded stands, dispensers, or sleeves for the sanitizer bottle.

come at a higher initial cost. Either way, calculate what you will need daily and include this cost in your operational budget. Disinfectant and hand sanitizer. Determine the cost of refilling your hand sanitizer stations regularly and buying more disinfectant to clean reception counters, credit card machines, pens and everything else staff and guests touch regularly. Keep in mind that these costs will rise as you welcome more guests and bring back more staff.

Time spent on new Covid-related tasks. Cleaning and sanitizing the reception area and your equipment several times a day as well as dealing with new paperwork and service requirements can quickly take a lot of time out of your staff's day. Try to find creative ways to handle this work efficiently and ensure you consider these tasks when planning your rotas and labour cost.

Summary

As the outbreak continues to affect billions of people worldwide, the hotel and leisure industry continues providing secure lodging for the visitors to remain and decontaminate before resuming their journey. The management of the hotels have strategies in place to cope with the covid-19 pandemic, to make sure there is a budget made for the equipments used to sanitize and those other materials used to help the guest while the stay. To add the cost of everything that is used to reach the profit margin of the hotel.

Conclusion

The government can devise a new regular alternative because this condition severely impacts the hotel industry. Hotels can continue to operate while adhering to the community health guidelines enforced by their government by using a QR code generator online.

As a result, the hotel business takes a stand against COVID-19 by creating a safe place for front-liners and guests. Making sure that there are no guests or employee being infected and following the guide lines given by the government and made by the hotel. To spread awareness and maintain distance while communicating with the front office .

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13. A Case Study on Covid- 19 Management in Hotels and other Entities of the Accommodation Sector

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Abstract

The study explores the interplay between public measures adopted by the hotel industry to combat COVID-19 and the performance of the hospitality industry.

The coronavirus disease-2019 (COVID-19) pandemic has significantly impacted the accommodation sector and hotel industries. As the process of relaxation of public health and social measures has begun in the different parts of the world, it is a mandatory requirement to strictly adhere to the standard protocol. The first and foremost requirement is to constitute a team, which together formulates an action plan and strategies to reduce the probability of acquisition or transmission of infection in hotel settings. This team should develop liaisons with the local public health authorities, tourism, catering, and other stakeholders. 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 focused 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.

Introduction

COVID-19, is primarily transmitted between people via respiratory droplets and person-to-person contact routes. Transmission may also occur by touching objects or materials carrying infection in the immediate environment around the infected person. The most common

symptoms of COVID-19 are fever, dry cough, and tiredness. Other symptoms that are less common and may affect some persons with COVID-19 include aches and pains, nasal congestion, headache, conjunctivitis, sore throat, diarrhea, loss of taste or smell or a rash on skin or discoloration of fingers or toes. Some people become infected but only have mild symptoms and some people infected with SARS-CoV-2 have no symptoms at all.

Prevention measures include regular and thorough hand hygiene; physical distancing; avoiding touching eyes, nose, and mouth; good respiratory hygiene and the wearing of medical masks for at-risk individuals or fabric masks for the general public where there is community transmission and physical distancing cannot be maintained

Hotels and accommodation establishments are places where there is a high degree of - interaction among guests and workers. It is these aspects the lodging of guests, the services this entails (food and beverage, cleaning, activity organization, etc.) and the interactions specific to these establishments (guest-guest, guest-staff, and staff-staff) that require specific attention.

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 meter 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.

Literature

- What precautions should everyone take in a hotel or other accommodation sector?
- Are pools and water areas safe to use?
- Are there precautions to take while eating in a restaurant?
- Is it safe to use fans or air conditioning in an accommodation?
- Can you get the virus from people who were in the room previous to you?
- What should staff do if a guest becomes sick at an accommodation sector?
- What should staff do if they have symptoms?
- The management at hotels needs to have a strategy to cope with the Covid-19 pandemic.

1. What precautions should everyone take in a hotel or other accommodation sector?

Everyone Should Follow Basic Precautions

- Wash all parts of your hands frequently (at least 20 seconds if using an alcohol-based hand rub, and at least 40 seconds with soap and water), including after exchanging objects such as money or credit cards with guests.

- Cover a cough or sneeze with a bent elbow or tissue and throw away the tissue in a closed bin.
- Maintain at least a 1 meter distance from other staff and guests. This includes avoid hugging, kissing, or shaking hands. If you can't guarantee the distance, wear a fabric mask. Be sure to check local and national guidelines on the use of masks.
- Staying behind Plexiglas boards at reception and concierge desks can prevent droplet transmission.
- Teleworking may be a possibility for some jobs, which can help reduce physical contact with others.

2. Are pools and water areas safe to use?

Gym, beach, swimming pool, spa, sauna and steam bath facilities can be used safely with certain restrictions, as determined by national guidelines. In particular, look for the following measures:

1. A maximum number of people allowed to ensure adequate physical distancing
2. Fabric mask policies required by local or national regulations
3. Hand washing stations, especially in the toilet and change room areas
4. Single use towels only
5. A bin for guests to place their towel after use for laundering
6. Individual use drinking water
7. Tissues and waste containers with lids
8. High touch areas such as door handles disinfected regularly throughout the day

3. Are There Precautions To Take While Eating In A Restaurant?

- There is no evidence that the virus that causes COVID-19 is transmitted by food, including fresh fruits and vegetables. The virus can be killed while cooking food at temperatures of at least 70°C.
- Food buffets are not recommended because of the risk of close physical contact with others, shared serving implements and multiple people touching the surfaces on the buffet. Indoor dining spaces should have a maximum of 4 people in 10 square meters. The distance from the back of one chair to the back of another chair should be at least 1 meter apart for both indoor and outdoor dining, and guests that face each other should also be at this distance.

- Guests should be reminded when entering and leaving the area to clean their hands. When the physical distance of at least 1 meter cannot be guaranteed, masks are recommended to be worn by staff and guests.

4. Is It Safe To Use Fans Or Air Conditioning In An Accommodation?

Ventilation is an important factor in preventing the virus that causes COVID-19 from spreading. Recirculated air from split air conditioning units, fan coils or any system that runs with a recirculation mode should be avoided where possible, unless in a single occupancy room with no one else present. If recirculation is unavoidable, increase outdoor air exchange by opening windows, if possible and safe to do so, and minimize air blowing from one person directly at another.

Floor or ceiling fans can provide ventilation when the people occupying the room are from the same household, but are not recommended when travelers from different households are together.

5. Can you get the virus from people who were in the room previous to you?

Hotels and other accommodations should have procedures for cleaning, disinfecting and ventilating the room properly between every guest's stay. These processes allow the accommodations to be used immediately afterward. If these procedures are followed, there is no need to leave the room empty between guests

6. What should staff do if a guest becomes sick at an accommodation establishment?

If a guest at the accommodation develops symptoms of COVID-19, such as fever, dry cough or tiredness, staff at the accommodation establishment should contact the local health authority and follow their instructions. The sick person should be isolated in a room, alone, or at least 1 meter away from others, according to local health authorities' instructions. No visitors should be permitted to enter the room occupied by the affected guest. Staff should also move people traveling with the sick person to a different room, if possible.

It is usually the relevant public health authority, not the management of the hotel and accommodation establishment, which has the authority to demand sick guests to temporarily remain in their room or to prevent them from receiving visits from other guests. National law will guide the rights of the guests to refuse or not the recommended measures.

Staff entering the room of an ill person should maintain at least a 1 meter distance from the ill person, and request that the ill person put on a medical mask.

If staff need to assist an ill guest within a 1 meter distance, they should clean their hands before putting on appropriate personal protective equipment (medical mask and eye protection,

gloves and isolation gown), and clean their hands after providing assistance. Training should be provided on how to avoid contaminating themselves.

7. What should staff do if they have symptoms?

If staff develop COVID-19 symptoms while at work, such as fever, dry cough or tiredness, they should immediately stop working, put on a medical mask and isolate in a suitable room while medical services are notified. Disposable tissues and an appropriate waste bin with a lid should be available in the designated isolation area while waiting for medical assessment or transfer to an assessment facility.

If staff develop symptoms while at home, they should stay at home and seek medical attention, following instructions from a health worker that will include a period of time for self-isolation away from others, including family members, according to local guidance. The staff member should inform the management accordingly.

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:-

1. 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.
2. Mitigating health impact on staff and guests is possible by supporting the health authorities in managing cases and tracing contacts.
3. 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.
4. Staff must have easy accessibility to facilities and reserves of cleaning and disinfecting materials.
5. Processes to follow in case of cleaning and disinfecting rooms utilized by infected people must also be put in place.
6. The management must also ensure that adequate resources are allocated to manage suspected cases and their possible contacts
7. Regular supervision of measures taken, and their effects is important to cover any gaps in implementation.
8. A detailed record of actions taken to manage suspected cases must be kept.

9. Documents, videos etc. which stress on the best practices for Covid prevention could be circulated to establish information amongst guests and staff.
10. 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.

Summary

The report starts with the introduction of the covid-19 virus. The causes and symptoms are highlighted like it is primarily transmitted between people via respiratory droplets and person-to-person contact routes. Transmission may also occur by touching objects or materials carrying infection in the immediate environment around the infected person. The most common symptoms of COVID-19 are fever, dry cough, and tiredness. Prevention measures include regular and thorough hand hygiene; physical distancing;

Food buffets are not recommended because of the risk of close physical contact with others, shared serving implements and multiple people touching the surfaces on the buffet. Indoor dining spaces should have a maximum of 4 people in 10 square meters. The distance from the back of one chair to the back of another chair should be at least 1 meter apart for both indoor and outdoor dining, and guests that face each other should also be at this distance.

This team should develop liaisons with the local public health authorities, tourism, catering, and other stakeholders. 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.

Ventilation is an important factor in preventing the virus that causes COVID-19 from spreading. Recirculated air from split air conditioning units, fan coils or any system that runs with a recirculation mode should be avoided where possible, unless in a single occupancy room with no one else present. If recirculation is unavoidable, increase outdoor air exchange by opening windows, if possible and safe to do so, and minimize air blowing from one person directly at another.

If staff develop COVID-19 symptoms while at work, such as fever, dry cough or tiredness, they should immediately stop working, put on a medical mask and isolate in a suitable room while medical services are notified. Disposable tissues and an appropriate waste bin with a

lid should be available in the designated isolation area while waiting for medical assessment or transfer to an assessment facility.

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.

Conclusion

As we all know this lockdown of covid-19 had great impact on hotel industry but everything is coming back to normal so, we all need take some precautions for our normal life. Everyone is concerned about their 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, Guest safety and security in hotels is of primary importance to people in the post-Covid world.

If a guest at the accommodation develops symptoms of COVID-19, such as fever, dry cough or tiredness, staff at the accommodation establishment should contact the local health authority and follow their instructions.

Hotels and accommodation establishments are places where there is a high degree of interaction among guests and workers Covid-19 management should take prevention measures like hand hygiene; physical distancing; avoiding touching eyes, nose, and mouth; good respiratory hygiene and the wearing of medical masks for at-risk individuals or fabric masks for the general public where there is community transmission and physical distancing cannot be maintained.

Covid-19 management of hotel should take care that everyone in hotel staff keep maintain at least a 1 meter distance from guests and also guest keep maintain the distance from others.

As we all know that covid-19 doesn't transmitted by food but food buffets are not recommended because of the risk of close physical contact with others, and indoor dining spaces should have a maximum of 4 people in 10 square meters. The distance from the back of one chair to the back of another chair should be at least 1 meter apart for both indoor and outdoor dining. Gym, beach, swimming pool, spa, sauna and steam bath facilities can be used safely with certain restrictions like a maximum number of people allowed to ensure adequate physical distancing, fabric mask policies required by local or national regulations, hand washing stations, especially

in the toilet and change room areas, single use towels only, if we take precaution like these the chances of covid-19 can be reduce.

The management team, in consultation with local health authorities; hotel, restaurant, catering, and tourism administration, and industry associations should establish an action plan tailored to the situation and implement it in accordance with local government recommendations to prevent COVID-19 transmission. The team should further support the health authority for effective case management and contact tracing and mitigate impact among clients and staff.

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