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## **Survival & Revival of Hospitality Operations Post Unlock; Challenges, Strategies & Practices: A Review**

**Dr.Ayesha N. Siddiqui**

**Principal, Sinhgad Institute of Hotel Management & Catering Technology, Kusgaon,  
Lonavala, Dist: Pune, State: Maharashtra. India, Pin: 410401.**

### **Abstract**

Hotel industry is one of the sectors worst affected by the COVID pandemic. This is an industry where the landscape and the rules of the operations are drastically transforming. The position for India's hotel industry has seen a few transformations and innovations. The face of the hotel operations is poised to undergo a sea change. The prime focus of the hotel industry in a post COVID scenario would undoubtedly be on health and safety which obviously translates into hygiene and sanitation issues of hotels. Providing physical evidence of the hotel's concern for health and safety would be crucial. The pandemic has necessitated checks and screening to be put in place for health purposes including checking for fever with a remote thermometer, showering a light sanitizer mist, keeping hand sanitizers at the reception, elevator lobbies and guest rooms. The challenge for all hotels is to regain customer confidence and trust and attracting clientele back for conference and leisure segments. The business took a complete overhaul and therefore industry is reeling under difficulties of liquid cash, working capital, payments of statutory bills, retention of staff etc. The cash-strapped hospitality sector is under the pressure of ensuring the well-being of its employees during the shutdown and somehow preventing the immediate specter of massive job losses in the sector by deploying all its resources towards human needs. As we speak, the industry is staring at a potential job loss of around 38 million, which is 70 percent of the total workforce. After the announcement of unlock, hospitality industry is taking baby steps towards survival and slowly getting back to increasing occupancies through various strategies. This paper throws light on various aspects of survival and revival of hospitality industry.

**Key words:** Survival, revival, tourism, sustainability, digital technology, hygiene, sanitization, self- service, Contactless, health, safety.

### **Objectives:**

- 1) To analyze the various challenges faced by hospitality industry due to pandemic.
- 2) To study the survival and revival strategies adopted by the hotels.
- 3) To understand the changing outlook of hospitality operations to ensure employee and guest safety.
- 4) Overview of changed marketing practices, standard operating procedures of all departments, employee training procedures.

**Materials & Methods:** Conceptual survey based on extensive literature review of hospitality magazines & journals and seminars.

**Limitations:** This is an overall conceptual literature review of challenges, survival, revival, novel practices post pandemic in hospitality. Detailed study could be conducted of a particular region for a cluster of hotels to understand the practices post unlock.

### **Introduction**

The fact that tourism constitutes 10% to India's GDP calls for a joint plan of action by the government and the industry to overcome the mayhem caused by COVID-19 pandemic. The hotel industry faced a huge loss of Rs. 620 crores owing to the lockdown after the COVID outbreak. While the branded, chain and some luxury standalone hotels in India constitute only 5% (1.4 lakhs rooms) of total rooms available, the balance 95% is comprised of Bed & Breakfast, Guest Houses, and unbranded budget hotels. Some market analysts estimate that if the COVID situation improves and business picks up in the second half of the year, there will be a 12-14% drop in the ADR (Average Daily Rate). Post unlock only few staffers are positioned in hotels, who are expected to be experienced, multi-skilled and loyal employees. It would take a little while when the full complement of personnel would be required. All staff would have to continue to wear surgical gloves and masks to give confidence to the guests. Tables in the restaurant will have to be spaced out. Self-service would be encouraged more and more to reduce human contact. Food menus would transform in such a manner as to save the cost of having high food inventories. The hotel industry could bank more on India's large domestic tourism for its kick start. The low-priced sector like Bed & Breakfast, budget hotels and guest houses will have a greater role to play here, since 95% accommodation lies in this category. The lock down has shown that corporate travel can be limited with technology aided communication, protecting, and expanding the clientele base would unavoidably be the key, making marketing a thrust area. It would be necessary to keep communicating with loyal guests as well as prospects, particularly in the domestic market, through digital marketing and social media platforms during the lockdown and after. The focus area would be safety of guests, standard SOP's for sanitization and most importantly safety of employees too. Employee training for new procedures and guest interaction will be the key responsibility of the management and also thrust upon developing right attitude towards work and guests shall be crucial.

### **Literature review:**

**HRA Today August 2020 (pg 11):** As COVID-19 has prompted the need to use technology to allow least contact with humans, hotel industry would have to move more towards other technologies. A code aided self-check-in facility for guests and guest mobile apps connecting all buttons and switches in the room to avoid using fingers for touch would become the normal. More hotels will have to go for virtual views on the TV of restaurants, lobby, and bars to see the atmosphere to avoid crowds, digital payments of bills and food and beverage at kiosks which

will give out receipts. Self-service room amenities from dispensers in the floor Housekeeping store would fall in place in many hotels. Hotels will have to fall back upon Revenue Management Software to do the predictions of room occupancy and rates and Big Data analytics to constantly determine the behaviour and attitude of guests to give them customized services. Use of robots for cleaning carpeted and other surfaces and automated dish washing would get established in many hotels.

**FHRAI May 2020 (page12)** Himanshu Talwar, AS, FHRAI talked about measures which will generate revenue for hospitality post COVID-19 : The hospitality sector, and most other sectors included, have been almost entirely inactive during the lockdown period. Restaurants have shut down and hotels are empty, other than few of them who already might have some guests locked in because of the pandemic. Some restaurants are being able to function through take-out and delivery services, while maintaining social distancing norms. Some hotels, on the other hand, are being converted to quarantine centers on government orders. While this is the present reality of the hospitality sector, the organizations could incorporate such aspects for their sustainability.

Delivery and take-out services should constitute as one of the major revenue points of restaurants as people would still be apprehensive about dining in even after lockdown ends. For dining in, the restaurants should minimize furniture use and provide as much space as possible between tables. Fewer tables should be laid out to allow social distancing norms to be followed. The employees should be all medically fit and such assurance should be given to the customers. Provision of sanitisers should be compulsory at every entry point not only in restaurants but also in hotels. The employees and the customers should all be following the necessary precautions such as gloves while serving and cooking, etc. Hotels need to invest in technology to sustain the inflow of people and in turn, revenue. Automated entry systems, technology-based sanitisation, automatic light system, cleaning robots and other such advanced technological measures need to be taken up. This will ensure a touch-free experience and interaction. The technological innovations can be taken up by restaurants who can afford to invest in them. Slowly and steadily, the hospitality sector will be back to normal but with a safer and more hygienic experience.

**FHRAI May 2020 – (pg 14):** Gurbakshi Singh Kohli President HRAWI stated that the industry will have to reinvent itself to bounce back. The future will see different forms of travel. Short travel will become more frequent and it will take a long time for long-haul or international travels to happen. There would be new opportunities and India has everything, 35 UNESCO world heritage sites, Ayurveda, Yoga, Medical & agro tourism etc.

### **Tapping Domestic Mice**

India has 22 million outbound tourists. A lot of this is MICE and destination weddings. Industry need to focus on how they can be contained within India and how much of the 22 million could be managed to hold back. This would help bridge the gap to bounce back.

**FHRAI May 2020, (pg 14)** Pranav Singh, President, HRAEI: family weddings, social events will continue: The situation is so grim at the moment. There are several projections of the future by health experts. In the past few years, locations in eastern India turned into key MICE destinations for many companies and government agencies. After COVID-19, most agencies will put all events on hold. However, family weddings and other social events will continue. The hotels will be encouraged to attract customers for such family events. Special

packages must be offered to draw the customers. International tourism is expected to remain under severe strain even after the pandemic is over. But domestic tourism may gradually grow. So, hospitality industry must turn its focus to local tourists, especially those in the religious circuits.

**K. Syama Raju** President, SIHRA quoted on revival of hospitality As per the indications, domestic air travel may still take some more time to commence. International air travel may not commence for a couple of months or even longer, and even if it does, there will not be many inbound travelers for tourism since people will be cautious about travelling abroad in these times. Therefore, it is clear one must concentrate on domestic tourism and work towards reviving the industry. Later, as confidence improves and the spread of COVID-19 is controlled, interstate travel will commence and promotion of destinations in different neighboring states will give a boost to domestic tourism. States must look at cross promotional tourism and work together to build confidence.

According to Surendra Kumar Jaiswal (President HRANI) following measures would be key pointers to revival of hospitality business:

- **Safety & security:** Highlight and promote hygiene and sanitisation as a key priority of a brand. In order that guests to feel comfortable staying in hotel rooms again, hoteliers will need to step up their cleaning procedures.
- **Discounts and loyalty programmes:** Discounts could include a family discount, group booking discount, booking a minimum of three rooms to avail 15 per cent off, booking three months in advance to get 20 per cent off, etc. Loyalty programmes are also a great way to entice guests and increase occupancy
- **Customised Promotions and packages:** Create special packages as and when needed. These packages can be defined in the backend catering to specific audiences and their expectations. The thing about packages is that the better the understanding of guests, the higher the level of customisation will be and in turn, the better the chances of customer delight and loyalty
- **Engagement with the guests:** One of the aspects about a hotel's PMS is that the guest's data is at the disposal of the hotel at all times. Create exclusive mailing lists so that every time a hotel has an announcement that might be of interest to a certain segment of the guests, it can engage with them
- **Corporate and MICE:** For city hotels and accommodation solutions based in big cities, partnering with corporates is an absolute must. The best part about such a partnership is that it can be assured of steady business coming in from them, regardless of seasons.

**FHRAI May 2020 (pg 24) The new normal rule of COVID-19:** FSSAI has come out with specific guidelines for food industry as well as other guidelines issued by government on

places of long stay, Dr V Pasupathy shows the way forward to enable hospitality industry to broadly create a working SOP as COVID-19 response. Dr V Pasupathy is a Food Safety Expert, Microbiologist, Scientist and Advisor to FHRAI. BIS, FSSAI constituted a committee to draft guidelines for the food industry. Five major principles & practices to be followed: The major principles include hand wash, social distancing, respiratory hygiene, disinfection & sanitation and critical personal hygiene care.

**FHRAI May 2020(pg26-30)** Motivating hoteliers in times of crisis, Nirav Gandhi stated that hoteliers are resilient and have always bounced back with better and updated levels of service. He said, that In Asia Pacific region the hotels have had a higher level of service compared to America and Europe. Hoteliers will once more need to rewrite operations and the service manuals. There will no longer be departmental checklists but a common checklist for everybody in the hotel. Elaborating on the steps towards revival and resuscitation, Ramchandani from Marriot International stated that Resuscitation of industry will depend on forward-thinking relief measures. Safety, security, and health of associates remains of paramount importance. They have also been providing online and virtual training to the associates for upskilling. For operations, there will be a paradigm shift. Personal Protective Equipment (PPE) will now be a part of the regular uniforms and social distancing, with significant investment in best-in-class hygiene and sanitation standards. In-room dining is what is currently operating, again it is as contactless as possible. There is a revolution going on in menu engineering with immunity boosting foods at the back of everybody's mind. PPE and social distancing will become a norm making housekeeping more challenging. Specialized chemicals are required for cleaning. The practice of using hand sanitizers needs to be imbibed. Everything needs to be cross-checked.

Elaborating on how Taj has been responding, Delna Jasoomoney stated that IHCL thinks one of the opportunities is to provide a safe and sanitized space for guests. Opportunities can be explored in secluded bungalows, safari lodges, tea plantations, new innovative ideas, and other niche experiences

**Pricing strategies:** Hotels must not get into panic pricing and reduce costs. Hotels need to stand their ground, more important than the price right now is value. Building value before valuation of the product is important. With the current situation, the need for people to go somewhere familiar is important, that may be a place, person, or brand. People will be willing to pay a bit more if they feel safe, that is a competitive advantage so people will be willing to pay.

**Online travel aggregators** On Gandhi's query on commission to OTAs (Online travel Agency), Jasoomoney said that there are no fixed formulae. Different hotels will have different agreements with different partners. In the current scenario, need to work with all the

partners, everyone needs every bit of business and every possible channel to get that. The brand drives value and demand.

**FHRAI May 2020 (pg 32)** For MICE and weddings Mr Kannampilly said, that tourism will bounce back, MICE may not. It is important to provide a feeling of safety, security, and hygiene to the traveler. It is important to reach out to the domestic market. MICE would be shrinking for the next six months. Weddings will happen, each of the bigger hotels will become destinations with lesser numbers and wider spaces.

**FHRAI June 2020 (pg 16)** Param Kannampilly Co-opted EC Member, FHRAI ‘Staygiene’ is the new normal. The virus has literally brought the world to a standstill and each one is getting used to the new normal. The entire hospitality industry is reeling under extraordinary circumstances. Out of the 72 hotels and resorts they operate, 14 are operational right now with guests coming from abroad and staying in quarantine. As far as the future of hospitality is concerned, it is bright, the glitch is only in the immediate future. Six months down the line one should see business picking up.

**FHRAI June 2020 (pg 24)** Himanshu Talwar, ASG, FHRAI said that for a ‘hospitable’ experience, Automatic electric doors will be favorable than the push/pull. The frequency of wiping down high use items such as door handles and lift buttons will be expected, and it is likely that guests will use provided or their own disposable wipes and will require waste bins to dispose of these items. Masks and gloves will have to be compulsory once business resumes. Screening and temperature checks of all guests and staff on arrival should be a part of the daily routine. Health and hospitality will now walk hand in-hand once hotels and restaurants resume business.

The spacing of tables may become a critical decision for guests looking at venues and the Restaurant. Social distancing norms will be a part of the picture, at least in the short-term. The staff as well as the guests should be made to stand on allocated or marked areas or follow social distancing during most forms of communication. Check-ins would be digitized with as less interaction as possible.

**FHRAI June 2020 (pg 27) Housekeeping Redefined** Some suggestions include – Since it is a new normal for the industry, one needs to have a plan. Hotels need to appoint a special COVID-19 Response Officer. He/she needs to be a senior person as he/she will be the nodal officer to work with the government. AC room temperature should be between 24 and 30 degrees and relative humidity of 40 to 70 per cent should be maintained.

Dilpreet Singh Bindra added, that at Marriott, they are looking at digitization of registration cards, using ipads, digitization of in-room menus, online pre check-in. So, there are number of things that they are looking at in terms of technology.

**FHRAI June 2020, (pg 28-29)** On New learnings Namrata Marwah stated that one needs to unlearn what is learnt, and need to start afresh, anew. Thinking out-of-the-box is the key. The focus is on hygiene and sanitation. Hygiene was always there, now sanitizing everything, even the back of the house is must. Namrata Marwah stated that Personal hygiene, education and training of people is very important. So personal hygiene, education and training of the people is important. Technology is good, but the human factor remains important. Fear should not set in and people should feel that they are working in a safe environment.

**Training is key:** Immediately after the lockdown opens many hotels would be looking at sustainable and inexpensive measures to restart operations. Abha Dwivedi added that Training is key. Front office is being trained to take pre-arrival information and share their ids through photographs. Social distancing is being maintained. Hotel will be having minimum number of associates in the front office counter and no queues. Also, they shall receive one guest at a time, while others wait.

**FHRAI JUNE 2020 (pg30): Reviving business for hotels:** Rohit Chopra stated that Accor and AXA have also launched a strategic partnership to offer unique medical assistance across hotels. The partnership will enable Accor guests to benefit from the highest level of care with the assistance of expert medical solutions of AXA Partners. Guests will have access to AXA's extensive medical network with thousands of medical professionals and travel insurance. The safety and well-being of guests is of utmost importance thus during this period they have implemented new cancellation and modification policies to give their guests more flexibility and convenience. For all members Accor has extended benefits of status, expiration of their earned points and advantage for Roll-over Status Nights/Points to further make their stay seamless. They are witnessing green shoots in few market segments as the state governments are opening hotels.

**FHRAI (August 2020 pg 13)**Param Kannampilly Co-opted EC Member, FHRAI on How to get the staff to come back: The key to collective success lies in 'training' the team members, 'implementation & adherence' on the shop floor & 'monitoring' to eliminate any deviation. Fern hotels have effectively implied blended learning techniques such as virtual led programmes coupled with self-learning & on the job role plays (with minimum numbers while maintaining social distancing) to train team members & heighten their awareness on the new SOPs. How are the contracts changing? While COVID-19 has made performance/deliverables difficult or impossible for people, it has caused hindrances to some people in performing their



contractual obligations, while others have been completely incapable of performance/delivering. Organizations therefore are replacing their full-time employees with temporary or conditional appointments either as a cost convenient measure or to avoid employees' lien on employment.

**FHRAI August , (pg 16)** In a webinar with FHRAI members Union minister for MSME Mr Nitin Gadkari also stated that they have also proposed to Finance Ministry that the `3 lakh crore MSME fund is aimed at enhancing the liquidity in the market which is critical to drive demand and supply. He said that the government is giving guarantee for collateral free 20 per cent additional working capital assistance and there should not be any hesitation on the part of the banks to help the businesses. "The MSME department has set up a dedicated platform 'Champions' for MSMEs to address their grievances associated with the government schemes and all the issues will be addressed through it.

**FHRAI August 2020, (pg 24)** Domestic travel will be done to beat down the 'lockdown fatigues', as short travel is believed to be the antidote to stress, said Dr. Himanshu Talwar, ASG, FHRAI. India has been a rich hub for tourism for decades, the COVID pandemic has coerced people into exploring the domestic charm. As more hotels and highway restaurants re-open across the country, road trip vacations are picking up speed. Many people have started travelling to other cities for work and other purposes, and it is only inevitable that the hotels functioning with stringent protective measures provide their safety services.

**FHRAI September 2020 (pg 10)** As stated by Mandeep S Lamba, President – South Asia, HVS ANAROCK;-Our knights in shining armour are going to be the domestic travellers and everyone is going to start focussing on them like they have never done in the past. That is where the recovery is going to come from. The second part of recovery will be from outbound market who will not be able to travel overseas and who will start spending in the leisure markets in India. In India one of the remarkable things is the domestic market. If we look at the numbers, international arrivals are just under 11 million, but domestic tourism is about 150 times of that around the country.

**FHRAI September 2020 (pg 14)** Param karnampillay-Co-opted EC Member, FHRAI stated: Be it hospitality or other sectors, life is limping back to normalcy. The industry has learnt to stay afloat by following various hygiene practices. At The Fern Hotels & Resorts they have also gone ahead and implemented Staygiene – the new normal. It stresses the optimal use of technology to reduce human touch to the bare minimum. Online e-registration options before arrival, scanned ID proofs before check-in, e-version of reservation confirmation voucher are some of the new SOPs to ensure minimal guest interaction during check-in.

Contd (pg18&19) Speaking about the challenges, Vinayak Mhatre, Hotel Manager, Four Points by Sheraton Ahmedabad points out, “Challenges that continue to impact the business are limited travel options Social events and staycations are major contributors. There is demand for experiences that are value for money.

**Girish Krishnan 18 September 2020 www.fhrai.com** stated from feeder markets like Mumbai, New Delhi and other metro cities in the country, current limitations on international travel will impact the overseas business that was coming into the hotel.” The hotel has seen some inquiries for last quarter of 2020 and first and second quarter of 2021 coming in. Mhatre feels that Clean and Hygienic Stays complemented with Innovative and Safe Dine in options would be the key to business in the months to come.

Contd (pg20) **Prantik Ray, Area General Manager, Sayaji Indore** advises, that The prime focus should be on guest safety & sanitisation. Brand USP, customise packages & promotions, focus on transit travellers, engage with online channel partner, target less impacted corporate bodies are a few brand strategies to boost occupancies.

Contd (pg31) **Lords Hotels and Resorts** is committed to serve guests in a safe and hygienic environment. Their safe stay initiative ‘Karon Safe Rahona Safe’ is based on the guidelines of WHO, FSSAI and MoHFW. The enhanced protocols include social distancing, contactless check-in, sanitisation, in-room dining, thermal screening of guests, allotting room to the guest after 48 hours of the previous check-out, to mention a few. In addition to these measures the hotel group has also designated a COVID warrior at each hotel and a dedicated team is available 24X7 for assistance.

Contd (pg35) Calling Ministry of Tourism (MOT) as a stakeholder of the tourism industry, Prahlad Singh Patel says that owing to COVID-19, most damage has already been done to the industry and revival will come only after survival. Now 17000 hotels have been enrolled with MoT. There are immense opportunities to increase wellness tourism in the country. One needs to handhold and collaborate so that the tourism industry bounces back smoothly.”

Contd (pg36) **Small, medium hotels remain shut:** President of Small & Medium Hotels Associations in Goa, its members are looking to open their doors only by 2021, considering high bills with miniscule occupancies. Serafino Cota, President, Small & Medium Hotels Associations, said that members do not want to keep their hotels open anymore.

**HVS seminar on “Global Hotel Performance Values”;** Now and Moving Forward/ Expert Insights & Strategies on 8<sup>th</sup> September 2020: The seminar was represented by experts from American region- Mr. Rod Clough, Mr. Hok Yean Chee- Asia Pacific, Mr. Charles Human-Europe, Mr. Mandeep Lamba- India, Ms. Hala Matar Choufany- Middle East & Africa. As per

discussions in Seminar, hotel business in India will reach pre- covid status by third quarter of 2022 and Rev Par will be achieved by 2023. Short travel will be back soon. Confidence in travel will come after launch of effective vaccine. Domestic tourism will be a boon. For hotel owners in India, holding on to assets will be important and managing cash flow. Mid- scale and upscale hotels will survive in near future. Mice business will take time to revive because virtual meets are proving fruitful. Leisure travel shall be revived soon since travelers need break after a prolonged lockdown and restrictions.

**Findings:**

- 1) The hospitality and tourism industry are the worst affected sectors in pandemic. The biggest challenge was revenue almost went zero and the issue of survival and then revival of business.
- 2) Hotels & restaurants found new ways of survival by launching parcel services, take away, home deliveries etc.
- 3) MICE tourism has taken setback, which will take time to revive since meetings, conferences are being done on virtual mode.
- 4) International travel will take some time to resume, domestic tourism is all set to resume in a big way. Hotels and states must work upon collaborative measures to boost domestic tourism. Travelers are slowly moving out to beat lockdown fatigues but shorter distances.
- 5) The segment of weddings, family functions, social events have started and will contribute to revenues in coming few months.
- 6) Restaurants are operating with lesser capacity to maintain the Covid norms of social distancing and enhance customers' confidence in dine out options.
- 7) The Standard Operating procedures for operations have completely changed for hotels and restaurants. Hygiene and sanitization have assumed paramount importance in all areas right from guest check in, stay and check out procedures.
- 8) Along with guest safety, employee safety is the priority for hotels. Employees are also checked for good health, respiratory hygiene, temperature etc so that guests are safe and feel confident to patronize hotels.
- 9) Employee training for new procedures of sanitization and hygiene, receiving and serving guests is the new challenge, but hotels are taking all efforts to train their employees to handle these challenges.
- 10) Technology and digitization have taken a big share in hospitality operations. Automated check-ins, e-reservation, contactless dining, touchless payments, in room dining, ordering through QR codes, self- service are the new normal. Technology helps in minimum human contact and brings confidence among guests. Technology in hospitality is the new normal and the way forward for survival and revival.
- 11) Hotels are designing customized packages for different segment of travelers suiting to their needs. Flexibility in room stay packages, payment options, zero cancellation

charges are being adopted by hotels to motivate travelers to enjoy vacations without any stress.

- 12) Government also has announced package for MSME sector for borrowing loans without collaterals to revive business. Budget hotels and smaller business have options to reap benefits.
- 13) Chains like Accor group have partnered with AXA insurance to provide medical assistance to guests anywhere during their stay.
- 14) Staygiene, is the new policy and hygiene not only in front areas but also back of the house areas is equally important.
- 15) Hotels must not get into panic pricing and reduce costs. Hotels need to stand their ground, more important than the price right now is value. Building value before valuation of the product is important. Some discounting can help in reviving business and attracting customers.
- 16) Also, hotels can work with online travel partners with fair deals on commission to resume operations gradually.
- 17) Use of PPE, gloves, mask, sanitizer at all corners, frequent sanitization of all commonly touched points are compulsory in all operations of hospitality.

**Conclusion:** Tourism has slowly resumed, and travelers are moving out for short vacations, business trips and leisure. Therefore, hotel business is gearing up though may be 50% approximately. Customers are slowly beginning to patronize restaurants & hotels to beat lockdown blues. New concept has evolved whereby “Health & Hospitality” will go hand in hand in future. Hotels need to be optimistic and reorganize their systems, procedures and soon the business will thrive, but till then they need to devise strategies for a long-term perspective.

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- 5) FHRAI September 2020- pg 10,14,20,31,35,36
- 6) HVS Seminar on “Global Hotel Performance values “on 8<sup>th</sup> September 2020.



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