

**TO STUDY OF INNOVATIVE STRATEGIES ADOPTED BY THE  
HOSPITALITY INDUSTRY'S SERVICE EXCELLENCE DURING THE  
COVID-19 PANDEMIC\***

BY

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### **ABSTRACT**

Since World War II, Coronavirus pandemic the most difficult emergency the world has confronted. In this unrivaled time of the emergency, the hotel and the travel industry is the hardest-hit amongst all the industries in world. Success or failure of any service industry in such crisis situation is largely depends on the people working in it. Employees of the hospitality work by efficiently applying their skill for achieving goals and objectives. This research paper highlights the importance of innovation and Strategic Human Resource management to create excellence in such pandemic situation. A set of objectives were considered for the study and a questionnaire was framed to analyze the innovative strategies adopted by the industry and its impact employees in the organization in terms of the excellence. Due importance is given for the date collected through literature, like published articles, newspaper, hotel industry's related authentic documents and magazines as secondary data. Motives behind the same to realize the numerous perceptions related to innovation and strategic management in hospitality industry. The findings of the survey were used as the base for writing and designing the content of this paper.

**Keywords:** Strategic Management, Hospitality Industry, COVID-19

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### **INRODCUTION**

Any procedure of innovation especially in hospitality industry (service industry) must define and describe the actions and outcomes that result from the application. The actions of employees



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monitored the process takes place over time. The hospitality industry structure and control system must encourage the generation of new ideas and should also ensure efficient implementation since mouth to mouth publicity is essential.

The incorporation of these two concepts (Strategic management and innovation) can serve in the pandemic crisis as well as for long term strategies. The connection between the two and best practices the hospitality industry would ensure them of success in any situation.

While the adversity of finance and low use spending power is the key fleeting predicaments, one of the best prolonged stretch of time challenges is to carefully watch and imaginatively circle back to the exceptional method of making new purchaser rehearses, utilization plans, discernments and patterns. Ideally, similar to some other market emergency, this also will pass as the time go. In any case, both worldwide and local travel limitations have just represented an endurance danger to the hospitality business with enormous difficulties that need most extreme consideration. Hospitality proprietors have the duty to contribute in taking care of business another universe of friendliness by rethinking security, supportability and profitability.

Practically the whole world is in lockdown now. This will prompt new friendly results making enduring propensities. Up until this point, millennial were driving neighborliness and the travel industry patterns. While they will keep on doing as such, the current emergency will change their ways of managing money. They will currently see diversion, relaxation and the travel industry with an alternate focal point. They are slicing costs to get readyfor the crisis of the market alternative to deal with.

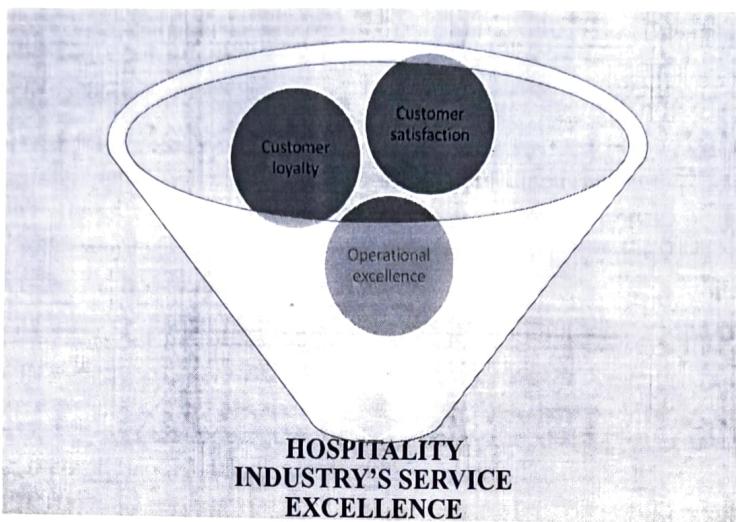
To achieve mental and genuine health, they are eating up new and distinctive(natural) food sources. Being in fact educated among all ages, they are the first to change social eliminating during the pandemic.

## LITERATURE REVIEW

In Indian and world Hotel and tourism industry isthe fastest developing. The hospitality industry has hit hard and virus cases surge in several cities, creating disturbing condition by the COVID-19 pandemic.(Breier, M., Kallmuenzer, A., Clauss, T., Gast, J., Kraus, S., & Tiberius, V., 2021)

On a global stage amongst all the industries hospitality and tourism industry is the hardest hit due to lock down.( Lundy, M., 2020)Business strategy is the key to improve marketing performance(Kristinae, V., Wardana, I., Giantari, I & Rahyuda, A.,2020)and hospitality industry is not an exception.

The unexpectederuption of covid-19 has pitilesslyexaggerated the tourism and hospitality sector. Hygiene and cleanliness became the crucial point in the recovery plan during pandemic especially in hotel and tourism industry.(Pillai, S. G., Haldorai, K., Seo, W. S., & Kim, W. G., 2021)One essential factor in achieving service excellence appears to be employees who are truly empowered to take whatever actions are appropriate to ensure guest satisfaction.( Purcărea, T. V., Ioan-Franc, V., &Rațiu, M. P., 2010) The elements of the service excellence are customer satisfaction, customer loyalty and operational excellence. The innovation literature has dependablyrecognized the importance of the role of an individual within the industrial technological innovation process.



## **HOSPITALITY INDUSTRY**

The more splendid side for hospitality industry is that one of the inspirations driving their reserve funds is to use the capital for movement and stay later on. This has given an opportunity for autonomous lodging brands to profoundly comprehend the adjustment in assumptions and utilization designs in the midst of the wars of the survival.

Millennial are ready to set their own guidelines and push their brands and market specialists to serve what they need. For their spending, millennial will sagaciously pick encounters that are an incentive for cash, economical, solid and safe.

Additionally, hotel and tourism attempt for revenue generation will create new battle to oversee price wars, drops in occupancy and pressing factors to lessen rates. Hoteliers need to act admirably as advancing sensational value cuts will affect organizations and quality encounters over the long haul. Low inhabitance rates will be trying for shop inn proprietors in the underlying recuperation stage. In any case, the concentrate should be redirected from a terrified to a positive methodology.

This pandemic additionally carried with itself wellbeing and cleanliness that will affect guest's way of life. Here the test for hotel proprietors is to make a strong customer interface environment in order to situate visitors, workers and brand wellbeing over anything. This, yet by taking measures for the wellbeing of encompassing networks; autonomous hoteliers can put their brands in the most dependable way.

Until the flare-up, MICE and wedding were two significant income creating portions for autonomous hospitality brands. The emergency has given a major gouge to these sections. The test for inn marks presently is to acquire trust in MICE and weddings by establishing appropriate conditions for new practices to sustain and prosper in the coming occasions.

Since the disaster is of high, medium or low force in various business sectors and geologies, a market-wise methodology is needed to make new focused on visitor profiles. Hotel advertisers need to devise problematic promoting techniques with a solid advanced presence to guarantee enormous and an incredible standing. With the correct appraisal, brands can plan motivators and bundles for elective business sectors to improve overall revenues.

Sound incomes will appeal more tight expense control. Autonomous hospitality brands need to have a more extensive business vision to reasonably reduce expenses without influencing both short and long haul business ventures. They need to appropriately assess arising openings and hold onto them for advanced turn of events and development.

In a period of significance, the current market emergency has additionally caused us to understand the force of coordinated effort. Both inside and outside the business, joint effort will assume an imperative part. During the pandemic, hotels are approaching and working together with the public authority and partners assisting networks with enduring and recuperate. A similar collective methodology will prompt the way to recuperation of this area.

Domestic self-deciding brands are zeroing in on preparing and enrolling neighborhood networks as there will be a lack of business openings after the emergency. The whole business should take the supportability plan to the following level by drawing in with neighborhood networks and government. Self-regulating hotels networks have the chance to turn into the torchbearer of this insurgency.

Planning a relating guest experience and maintenance of the dedicated client base is likewise pivotal in the difficult stretch of value wars. Each regional player can go about as an impetus in advancing their objections' personality by receiving imaginative ways. Through development and versatility, we can bring back the certainty of steadfast clients and achieve another client base.

Post the pandemic, the world will alert to a very much educated period with enormous regard for more prominent qualities. Here the need of great importance is to act capably and make a brand culture that rapidly adjusts the changing buyer needs and inclinations.

Many of the smaller travel-related firms are now on the verge of Bankruptcy and these risks are putting the entire ecosystem into a downward spiral. To stop this economic Pandemic, we can all start by doing our little bit, maybe something as small as promising to focus on domestic travel post-Covid-19. Spending a reasonable amount on domestic travel every couple of months may not hurt the people but it will go a long way in feeding back the industry that upholds the very charm of our Nation "Guest is God"

#### **COMPONENTS OF INNOVATION AND STRATEGIC MANAGEMENT:**

Strategic management is fundamentally a long term growth concept. The survival in the long run is determined by various components, which can be termed as value added services or core competency of the hospitality industry.

The components of the same are Vision, Mission, goals & objectives of the Hospitality Industry Strategic management literature, relates to vision being future aspiration that lead to an inspiration to be the best in one's field of activity i.e. in terms of the various additional services offered by the

hospitality. Mission, goal and objectives are to focus on the group of the customer retention and getting mouth to mouth publicity to put the hospitality into positive gear.

### Ideas of the Employees

Innovation need to be observed as a process, according to Estrin. The Walt Disney Co. points to Pixar as an example of a culture where innovation is reinvigorated.

The employee's innovation has important role in future of hospitality industry. An employee of the hospitality industry is the foundation of this culture and allowing those as a competitive advantage of the firm over its competitors.

The major components of innovation and strategic management are depicted in the figure below:

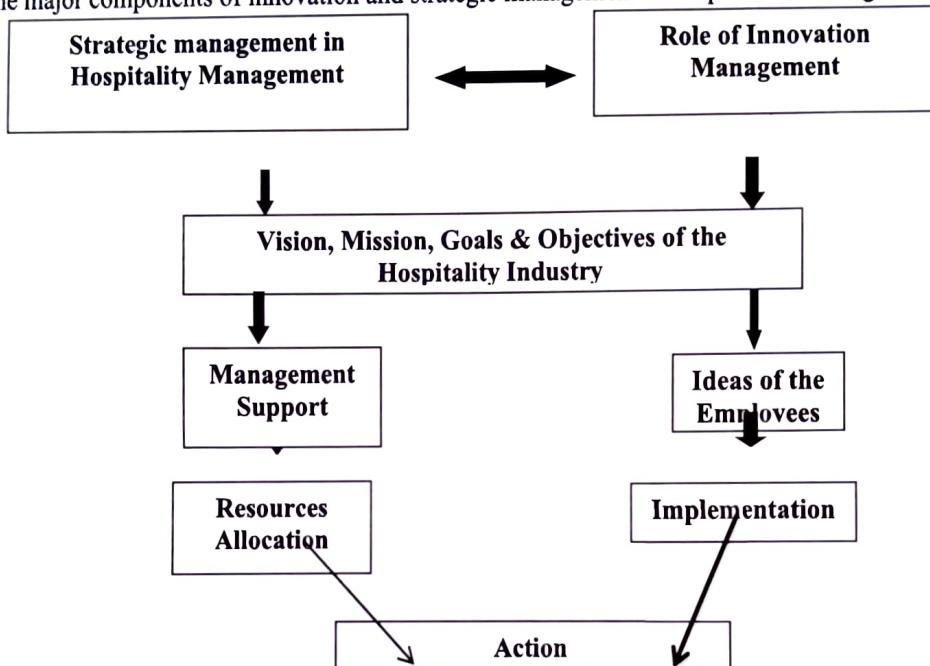


Figure 1: The components of innovation & strategic management

### OBJECTIVES OF THE RESEARCH STUDY

- To study the innovative strategies adopted by the hospitality industry.
- To find out the elements hospitality industry's excellence.
- To understand the impact of the strategies on the hospitality industry's excellence
- To suggest the process for effectively utilizing and to face the pandemic situation in hotel industry.

### RESEARCH METHODOLOGY

#### Selection of sample

All together 128 questionnaires were issued to 17hotels and their employees and received 120 which is used for the study.

### Coverage of area

Data gathered from Pune city.

### Methods of data collection

Collection of data refers to a purposive gathering of information relevant to the subject matter under study and the methods used depends on the nature, purpose and scope of the enquiry to be undertaken, as well as on the availability of resources and time. Collection of the data can be further divided into two categories, i.e. primary and secondary data.

### Primary Data

The sources of primary data include Questionnaires, interviews, and unstructured question to the managers, employees, trainees (from different department).

### Source of secondary data

The sources of secondary data includes Research Journals, Economic Surveys (various issues of hotels and other research materials), newspapers, Website based trade data etc.

### Statistical Technique:

SPSS-21 version used to analyze and to test the stated hypothesis by correlation method and observed output used to analyze the impact of the strategies on an organizational excellence.

### HYPOTHESIS FOR THE STUDY

$H_{11}$ : There is positive relation between innovative strategies and the hospitality industry excellence in covid-19 pandemic

$H_{01}$ : There is no relation between innovative strategies and the hospitality industry excellence in covid-19 pandemic

### Reliability Test

Cronbach's alpha is the most widely recognized proportion of inner consistency for different Likert inquiries in survey that to decide whether the scale is solid. Question considered for hypothesis testing were a 5-point Likertscale from "Favourable" to "unfavourable".

#### Case Processing Summary

	N	%
Cases	120	100.0
Valid	0	.0
Excluded <sup>a</sup>		
Total	120	100.0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
.971	4

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Reliability statistics represent the Cronbach's Alpha is .971 which indicates a high level of internal consistency.

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Strategic Management	120	1.00	5.00	3.7333	.94142
Oragnizational Excellence_01	120	1.00	5.00	3.6167	1.05467
Oragnizational Excellence_02	120	3.00	5.00	3.8750	.60199
Oragnizational Excellence_03	120	1.00	5.00	3.7000	.99241
Valid N (listwise)	120				

Analysis of the data collected by the research student considered for the estimation of the relationship of the dependent and independent variable of the hypothesis through Pearson correlation statistical test in SPSS-21. In above table the first of the estimation of relationship coefficient i.e. the Pearson Correlation figure (inside the above table) which is .749.

Pearson's r shifts among +1 and - 1, where +1 is an ideal positive connection, and - 1 is an ideal negative relationship. 0 methods there is no direct connection by any means. As stated above table calculated figure through statistical analysis is .749 indicates an influential positive correlation

**Correlations**

		Strategic Management	Oragnizationa l Excellence_01	Oragnizationa l Excellence_02	Oragnizationa l Excellence_03
Strategic Management	Pearson Correlation	1	.954**	.904**	.966**
	Sig. (2-tailed)		.000	.000	.000
	N		120	120	120
Oragnizational Excellence_01	Pearson Correlation	.954**	1	.917**	.965**
	Sig. (2-tailed)		.000	.000	.000
	N		120	120	120
Oragnizational Excellence_02	Pearson Correlation	.904**	.917**	1	.893**
	Sig. (2-tailed)		.000	.000	.000
	N		120	120	120
Oragnizational Excellence_03	Pearson Correlation	.966**	.965**	.893**	1
	Sig. (2-tailed)		.000	.000	.000
	N		120	120	120

\*\*. Correlation is significant at the 0.01 level (2-tailed).

customer satisfaction, customer loyalty and operational excellence

### OBSERVATIONS

On the basis of collection of the data and analysis following are the findings of the research study:

1. Most of the Hospitality industry does prefer to have traditional strategy towards customer.

2. Cost plays a key role in developing an innovative idea.
3. It was been observed that customer satisfaction, customer loyalty and operational excellence are the major contributors towards organizational excellence.
4. The recognition of the employees is not practiced regularly except few well-known brands of the hotel industries.
5. Covid-19 had major impact on hospitality business since from March, 2020 and need to wait till new normal.
6. Most of the hotels shut down or stop operating which have bad impact on employment.

### **CONCLUSION AND SUGGESTIONS**

Suitable and appreciated suggestions make influence to current knowledge. Observation is based on data collected in the form primary and secondary by the researcher. The information collected by the researcher has therefore become reliable and trustworthy.

#### **1) Shadow/Dark/Ghost and cloud kitchens**

One of the silver lining in this scenarios is that the concept of shadow kitchens ie- Back of the house food production/ centralized food production and delivery has been seen an as successful business model.

Dark kitchens are also known as virtual kitchens, cloud kitchens, ghost kitchens or delivery-only restaurants rather than cooking for eat-in diners, cloud kitchens cook purely for delivery, so the food that is produced there can only be consumed elsewhere.

Cloud kitchen is a place where food is prepared and delivered at door steps by taking orders via calls and online ordering portals. Unlike other restaurants, they do not cater dine-in and takeaway. They solely invest in food preparation and delivery or tie up with food ordering portals such as Swiggy, Zomato

#### **2) Hotel Accommodation as Quarantine and isolation facilities-**

Many hotels have found a silver lining in this crisis by providing Accommodation as Quarantine and isolation facilities

#### **3) Fast food establishment/ Quick service restaurants have adopted contact less delivery mode**

Contactless delivery is exactly what it sounds like—food delivery with no human contact. Contactless delivery is increasingly becoming the norm as restaurants try to abide by the COVID-19 social distancing rules. Many third-party delivery services have already adopted no-contact delivery, including DoorDash, Grub Hub, Postmates, and UberEats.

#### **No-Contact Food Preparation**

Restaurants are taking it a step further and practicing no-contact food preparation as well. Restaurants are careful not to touch prepared food with their hands directly, instead opting to use kitchen tools like tongs and gloves. Once these touch-free food items have been packaged, they are sealed with tamper-evident labels to let the customer know that no one has touched the prepared product.

Only Take away / Home Delivery Services- Many stand-alone fine dining restaurants and food and beverage outlets of star hotels have introduced home delivery of their Menu items.

Laundry services- Star hotels have started providing laundry services to non -resident guests pick up and drop of laundry is through contact less mode.

Banquets service- many hotels have adapted to the new norms of restricted guest in social events and are offering special packages for buffets with assisted buffet service following social distancing norms.

Banquet halls and meeting rooms as co-working spaces- hotels are using their banquet halls and meetings halls as Co- working places

Online- Zoo visit- Many zoos have started on line/ virtual zoo visits, and are also introducing online animal adoption programmes, online newsletter etc.

Online/ virtual tour of museums and Tourist attractions- many museums are offering on line free virtual tours.



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