

Review Article

Revamping Strategies of the Hotel Business after the Covid-19 Lockdown With Reference to Vegetarian Hotels, Coimbatore. a conceptualized Case

S.Aravinth¹, P.Vijay², R.Subashini³, M.N.Sasirekha⁴

¹Associate Professor, GRD Institute of Management, Dr.G.R.Damodaran College of Science, Coimbatore, Tamilnadu, India – 641014

^{2,3,4}Assistant Professor, GRD Institute of Management, Dr.G.R.Damodaran College of Science, Coimbatore, Tamilnadu, India – 641014

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Abstract - When the researcher has discussed with the proprietors of the hotel business in various places of Tamilnadu, they veiled-dig the pandemic situation, which becomes a huge tragedy for the loss that they face and dragging the business into a deep dark. They do have many questions about how the business could once again surge from the trench back to its position and surpass the menaces that have been yielded by this global pandemic. The ideological mission is to get back the business and to attain profit as soon as possible. This is the only chance for the retention of the business or enterprise. Initially, it was a dainty thing or tiny situation, but it took a giant form. Despite few hotels having opened for the customers, they are not allowing for sit and dine inside the hotel; only a parcel delivery is alone allowed lest the Government rule in the form of request may be defied. But many have closed because their capacity of manufacturing is very high. They could not manage with such huge resources by investing more, and the sales will not be parallel to that; it will be a lackluster. They have hibernated the business. The cost of hibernation is humongous, and one year of incessant hard work and the astonishing flow of the customers or buyers will help to equip the business. The researcher conversed with the owners and in-charges of the restaurants across Coimbatore and has analyzed this case study with incisive analyses and has framed a 5 P's analysis.

Keywords - Hotel business, Tamilnadu, Global Pandemic, Government Norms, Customers, 5 P's Analysis.

I. INTRODUCTION

The Henry Mintzberg definition has been molded or patterned in a different way, and that has been adapted as following 5 P's, such as

- Position
- Plan
- Perspective
- Progressive
- Preparedness

The global business is impacted by the COVID-19 pandemic. The hotel business in Tamilnadu is not an exception to that. An intensive study has been conducted by the researcher to understand about the perilous situation that has affected this business enormously. The researcher also approached various proprietors, in-charged people, entrepreneurs, intrapreneurs related to this business and discussed with them about the prevailing situation and the impact on the business, and the strategies that they are going to adapt to bring the venture back to track.

The mentioned 5 P's have been discussed with them and collected their plans pertinent to these strategies. However, they have to adapt the short-term or annual strategies to overcome implode that this business has been experienced.

These 5 P's exactly charted to overcome the problems exclusively in the following criteria –

- Demand for the products and services
- Supply of raw materials
- Deploying employees for the right task
- Production enhancement along with quality
- Delivery of the products
- Maintaining quality

The cuisine and its varieties are missed by the consumers, and this has to be compensated in a perfect way that should not be tantalized. This business is actually contour to the customers in all levels. So the researcher has analyzed even dainty details that could help the business to surpass this hard situation, and once again, they can do the business well. The businesses have to concentrate on the turnover like they did before. That will give a focus in the conducting of the business. The Government is now thinking that businesses, especially MSME's may be renamed based on their turnover rather than the investment which is charted so far. The contribution of the MSME in



the GDP [24%] and the exports [48%] is remarkable. The Hotel businesses are also coming in the periphery of MSME. According to the investment, the hotel industry investment is from 25 lakhs to 2 Crores.

In this competitive world, reckoning a business requires more number of strategies to face the challenges by utilizing the right opportunities to brew the strength. However, such lockdown is not only a malaise to hotel business but revamping from the menace requires time, patience, concentration, investments (*changes in the fixed cost*), money, and support of the employees. It is because of liquidity problems, many hotels and shutdown their business temporarily, and only to retain their workers, they pay them the salary. This helps their employees to stay in their homes and avoid vandalizing of their day-to-day life in the national lockdown period. There few hotels are running with limited resources to help the society by delivering the food items. This may help many people in alleviating their troubles in such situations. The consumers also extend their practices by maintaining a social distance to get this food item. Online food delivery services like 'Swiggy' are in the front line to deliver goods [Food, vegetables, and Groceries], at the doorsteps of the customers.

However, the impact of this lockdown on the Hotel Business is disastrous. Because the hotels are the businesses which have huge capital and the fixed cost is also very high. Many hotels have to pay the rent for the building to its real owners in this hard circumstance. Suppliers are giving the pressures for the payment for the material that they have supplied before this lockdown. These resources are still in the storeroom of the hotel, and they have not been used; despite this, few are becoming perishable. So this pandemic time is pricking the business towards a huge loss. The perishable products are being stored in several ways or have been supplied to some other restaurants which are running during this situation according to the Government norms.

The sales have been starting to plummet three months from the lockdown since people heard about the endemic changed its face to the pandemic. That has been continued further and enmeshed with the sheer loss, and the businesses have faced the declining of their revenue beyond the margin of safety, and a cascade of loss continues further. Now, the situation is in the position of the trough, where no revenue, but the expenses are mutilated the future plans which could be accomplished with the accrual fund, and the same money now has been used to retain the fundamental structure of the business. Because there could be no compromise in the following payments like: -

- a. Wages for the employees
- b. Government Fees
- c. Minimum supply charges
- d. Preservation charges
- e. Electricity Bill
- f. Maintenance
- g. Delivery of Manufactured goods.

In discussion with many hotel proprietors or the manager / in-charge for the business, they replied to the researcher about the scathing attack of this will impoverish the business and it would be very difficult to sway from the trampled situation, and that may take at least or minimum six months to one year depends on the capability of reinvestment, confidence on executing the strategies and the pragmatic movements. This is absolutely a whimsical and requires austerity to overcome to accomplish and conquer the failure. They have to hit the book to sift the ideas that stand in front of them. The researcher has charted that plethora and brought those into the 5 P to the renaissance of the venture.

A. Objectives of this Case

- To know about the problems faced by the proprietors or owners of the hotel business in Coimbatore.
- To understand about the hardship while they open the firm once again, after the lockdown, to run the business
- To find out best strategies in the form 5 P's, which has been metaphorical that will be ensuing in the venture.

B. Design

- The researchers have approached 87 respondents who are all the owners, managers, in-charges of business, and information gleaned from them.
- Only vegetarian hotel governance has been chosen for this study. This may be a stimulus to further study that could be conducted for the other categories of such venture.
- Telephonic interview methods have been chosen, since the lockdown, the research could not be conducted with a direct meeting, and the sources are plausible.

C. POSITION

Few hotels have already registered their brand name in the market. People can easily remember them, and they believe these hotels because of the service, hospitality, ambiance, quality, freshness, and aroma of the food, the right price, and the happiest moment that they have cherished. This may be continued in an effective way further after this lockdown to pull the customers back to its periphery to appraise and enjoy the same. The resonance would be continued. The manager of the hotel must be very careful in delivering to straighten the business. Customers compare their preferences comprehensibly, but the responsibility of the service provider in the hotel has to usher them towards their needs and desire. Online blogs and social media a sort of, could be utilized by the person who governs or administer the business. These details will help, and the business may fledge to move on. The following are all the factors to be considered

- Analyze, attract and retain the target audience as well as existing customers
- Distinguish in services is inevitable rather than concentrating on competition

- Plausible price strategy to bring the satisfaction to the customers. They should not be ossified.

The path must be cleared without any confusion until the business touch the margin of safety. Though it would take time, this is the way to move from the dilapidated situation. Bringing back business to the track is tough but accomplishable with a proper positioning strategy. The situation is prone to any business, but the possessor of the business has to redefine ways to overcome the charred occurrences.

D. PLAN

“A Plan is like a compass; the direction of the needle points the north. But swamps and hurdles will challenge the journey, and anyhow we have to reach the destiny by swimming on in the swamp eventually reaching the shore” – Paraphrased from the quote of Abraham Lincoln in January 1865, while he had a plan for the emancipation of slavery in America during his second term of the president.

A plan, of course, shows the path, but the individual has to conduct the voyage and must conceive with a resilient mindset. The past experience may help the hotel manager or the proprietor to take a better decision to resolve the problems. The expertise of the executive is essential to implement the strategies after its framework. This lockdown period is one side cordoned off, but on another side, it gives ample of time for the renovation or for the revamp of the business. The best ideas that come out from the folks who may be the customer or suppliers or maybe the folks working in the hotel must be heard and never belittled those. However, dereliction is also mere a risk when the business starts to sway lest it shouldn't face an abyss further by its wrong strategy. On the other side, lacking of a plan would bring exacerbate and complicate the situation. This may lead the business to a dark depth and never ever sail again.

The following are the few strategies that could be etched to bring the business back to its position. They are

- Contemplate the objectives, and that has to be shared with other members of the crew.
- Avoid passiveness for any thoughts that may be considered as an innovative one.
- Confusions, if any, has to be clarified; otherwise, it besotted the decisions.
- Frequent motivation is essential to everyone, along with a proper cohesiveness.
- Rather than a boss, the leader attitude is essential. Always have one eye on the competitors' strategy that may help to measure your business.
- Fissiparous, the long-term plan helps to circumvent the situation with ingenious.
- Collect the feedback from the customers and from the employees (*since they may be considered as internal customers*), will gaze the schedule.
- Must be bothered about even a speck of mistakes or lousy things and curb it at its sprout.

Otherwise, it may lead to inordinate problems which may inflict the business.

- Reassess every preparation literally and figuratively before it reaches to taste buds of customers.
- Revitalize the inference from the conversation in between leader to employees, employees to customers, and customer to employees.

E. PERSPECTIVE

“I Saw Diversity and richness. I saw passion and productivity. I saw young African entrepreneurs who are building companies harnessing the power of the digital age. Africans are seizing the future. Israel wants to seize this future with you” – Benjamin Netanyahu, when he visited a few African countries for a technological tie-up. People don't bother about your richness, but they think about are you doing an innovative thing or you are technology savvy. When others are moving a stream at a pace of speed, it is your responsibility to paddle your business.

The discernment of customers will get no delay. And the manager of the business or the proprietor (owner) must be very cautious about the aberration of such talent. Because, that will lead the business to trench and that will be a dread one. Customers' expectations towards the price, quality, savor, variety, ambiance, and service rendered, may change even with a negligible quantum of thought. The hotel business has to accustom to that. Perspectives are the way the organization looking the market and customers pertinent to this study. However, the customers also have some perspectives towards the business, which have to be identified and have to be fulfilled by the proprietor of the restaurant or hotel. There must be a spirit of endurance in between the business and people. The owner has to understand the situation that this odyssey enables the business in a better way. This also figures out the most viable qualities and attributes of the leader and his crew involved in the revamping process. The problem must not be considered as an obstacle or log; it must be contemplated as a challenge. That will bring the subjective changes in the business. This is a regale of perceptive entrepreneur and cognitive ideas through this will help to attain the objectives.

The perspectives will be evolved from that source only. For instance, the customers' expectations towards the taste of the coffee and brewing varieties exactly match with pre-lockdown time as well as the service rendered. That woos the business, and it entices the enhancement in sales. Emulating the ideas of competitors or rivals is not essential, but if it harbingers the growth of the business, it could adapt in an accustomed way. A little freedom is essential where the employees can share their opinion of the day-to-day activities with the manager or the person who is incharge of running the show daily. That regales the leader. This will aid in achieving the heart of customers. Slanting towards the need and acquisitiveness of the

customers resonated in the increase of sales. It has to ensure in the progress of the service.

F. PROGRESSIVE

Empirical studies say the fund is essential to bring the business back from the place of murkiness. Of course, the market share was so low may be nil, but it can be gained back with enmeshed rigs of solutions. Classical or traditional plans might have helped the hotel to conduct the business in difficult situations, and the investment towards that will be more. However, the contemporary ideas will help to overcome the gloomy conditions. Controlling the costs is also can be added to the profit, and this is an inevitable factor for the business growth. Investment is essential that may add into the fixed cost the accrual amount that has been saved for the future purpose, has to be utilized now. The progress in the business is inherently a strategic one.

The abilities and resources have to be measured while implementing those not only it signifies with the manager or the leader but also with the employees. Hiring this time will not give a benefit, but it can be done if it is essential [many in the post lockdown period required job, since they lost their job during this situation; migrant workers are also searching for the new jobs, since many are the breadwinners of their family.

Giving an opportunity to work in the hotel and become part of the operations will definitely increase their morale, and they work hard to earn more. Thus it also helps the enterprise well-being]. Apart from this, everyday, there must be a comparison in activities in the form of accomplished and pursuing.

The following considerations could be wielded by the owner of the restaurant, to enhance the business or contain the loss.

- Prioritize the activities every day, and do not spend anything inordinate, which affects the cash in hand.
- Truncate the variable cost and working hours may be increased even the state Government is suggesting to do so to many public sectors
- Controlling of supply and avoiding insanity in using the resources and balancing the sales
- Controlling the preparations and do not give any space for wasting the resources
- Preserve of perishable goods by using proper equipment and some traditional ways that reduce the cost
- Sanitizing the ambiance is also essential, and the food they are preparing must be cooked even there should be no room for a tiny error
- Varieties may be prepared according to the order
- Right time delivery of the food items with conscious service
- Register the best practices that can espouse further to retain the sales.

Exact estimation is essential to avoid unnecessary expenses with meticulous calculations. That can fall further if the business has adapted the 'economies of scale' at the earliest. Majority of the challenges are caused by the pandemic have always given the experience to face it and franchise the capacity to uplift the business as well as it helps to stand in front of the threats. Limited offers can be given to the customers based on the potentiality of the business. If there is any leverage (the *fund has been borrowed from the banks or other financial institutions*), invest it in a proper way. Increasing working hours may initially make the employees tired, and they may hesitate. This can be seen as a bleak to them, but because of the incessant motivation, they could have understood that it is their responsibility to bring back the grand voyage pertinent to the business.

G. PREPAREDNESS

This lockdown period is a challenging time, but this struggle is also paving the way to plan further for betterment. (Say, for example – In March 2011, Japan faced a Tsunami, and the loss for the country was unbearable, and they have not asked any help from else countries, with their folks. They changed the damaged roads, deteriorated buildings, and collapsed public places to more wonderful and attractive places that were there before the tsunami with wonderful architect techniques, and it has been appraised by everyone. So, turbulence becomes a new stepping stone to enrichment and the glories). The responsibility is an important influence that has been determined the future course of action, by the proprietor or the manager. The fundamental responsibilities must be fulfilled, and one cannot gobble all at once. So, phases have to be created, and as it mentioned, the plan has perforated through the phases to attain it. Implicitly and explicitly, the team of the firm has to be ready. The people in the firm have to prepare themselves in this manner and match their tasks and responsibilities inclined in their portfolios.

The suggestions of the present generations from the entire spectrum (employees, customers, buyers, friends, known persons from social media) could also be utilized to revive and bring the best programs. They may unveil my innovative thoughts. Everything is the cost (The time, value of money, work of employee, nature of the customers), and converting it into profit is a required skill for the entrepreneur or owner. Precautious measures are to be taken to control the loss. More enthusiasm and the passion towards conquering the threats is essential, since the fiasco is huge and needs a deep and intensive as well as conscious action is essential to overcome the challenges that the firm may frequently face in the initial times.

But in due course, while the proprietor invests more time, reasonable cost and support the working team and work along with the team in a democratic way will give the immense beautiful picture for the business. The venture must have a keen concept of identification of its strength for the pursuit of the execution of its decisions by fostering

the best work nature in the functions. Few hotel owners have approached the banks, other financial institutions, private parties to raise the money or procure the fund to invest in the business. The parallel activity is using digital tools to promote the product, and if the order is bulk, they may deliver those to the doorsteps of the customers. However, there shouldn't be any obstacle to supplying material for the preparation of the varieties of cuisine. Those resources must entangle with rich quality, so that, it will bring delightedness in the services while it has been rendered.

CONCLUSION

Ways have to be identified to implement the best solutions to curtail the turmoil faced by the hotel industry and businesses in the horrendous situation. How to run a business, once the lockdown has been withdrawn by the Government, is actually haunting in many ways to the restaurant owners. The certainty of the movement will give confidence to the employees as well as the owner of the hotel. Utilize that as a trump card and bring starkness in the decisions which are necessary to relieve from the havoc. Some incidents may be precipitated, but it shouldn't be allowed to tantalize the progressive moments of the activities. Required a 'Gall' nature to win over the vitriol situations will make the proprietors more confident and expertise in many tasks. Giving opportunities to the individuals who need a job and having sturdiness to perform well, is also a part of social responsibility, since they lost their titles in the pandemic circumstances. At any cost, the employee who had 'Get-Go' with the firm must be encouraged. Even if they are gone, they must be brought back. They are the spine of the firm, and they know many things about the nook and corner of the firm. Thus their experience helps a lot. Such a crew of people has to be always encouraged. Do not allow any threats to implode in the business progress that will drag the firm to sink.

The researcher found many ways and advised these ways as humble suggestions to the owners, managers, proprietors of the hotel. Unlike other businesses, the hotel businesses have a mixture or repository of tangible and intangible attributions. Reckoning these attributes in a proper direction without any fumble sense will give a room to gain success. Emendations are always there, acknowledging it rather than ossify the same. The gallop has to be monitored, and the aggression of the same may water down the entire plan. So a moderation of that pace in the business will yield benefits. The pandemic is a disaster without any doubt, but the garrison of ideas will give more tenacity and persistence, and that brings the fiasco to the disaster (*disaster to the disaster*).

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