


COVID-19: The Way Luxury Hotels Deal With the Pandemic

Sara Sarwari, Stamford University, Bangladesh

 <https://orcid.org/0000-0002-4494-8827>

Samina Huq, Stamford University, Bangladesh

Tanvir Ahmed Minar, Stamford University, Bangladesh

ABSTRACT

The recent pandemic named COVID-19 has led to a worldwide panic as a consequence of its deadly nature. This pandemic has a catastrophic impact on the hospitality area, one of the world's largest sectors that changed the employment opportunity of relevant people. The research investigates the impact of COVID-19 on the hotel industry, more precisely, on luxury hotels both in the global and Bangladesh perspectives. Furthermore, the research also examined the business recovery possibilities with the sustainability of this hotel industry in a dramatically changed world post-COVID-19. Secondary research methodology as well as content analysis are used here to compile various information from published sources. In conclusion, this study will help to take precautions and apropos plan to recuperate any unavoidable circumstances in the future.

KEYWORDS

COVID-19, Hotel Industry, Luxury Hotel

1. INTRODUCTION

The coronavirus (COVID-19) is one of the deadliest pandemics of the 20th century. As it was first detected in Wuhan, China (Huang et al., 2020), reported by WHO, currently infected more than 81,278,115 people and fatalities over 1,774,390 worldwide (Till December 2020) and the digit are growing fast as second and third waves are going on in different countries (Johns Hopkins University, 2020). To hold the number of spreading, though Wuhan was put into lockdown global air transportation had already carried the virus to most of the regions and, by mid-March, it had speeded through community transmission and reached over 200 countries (ECDC, 2020). All this fast-growing infection ultimately left WHO no choice but declare the virus a pandemic.

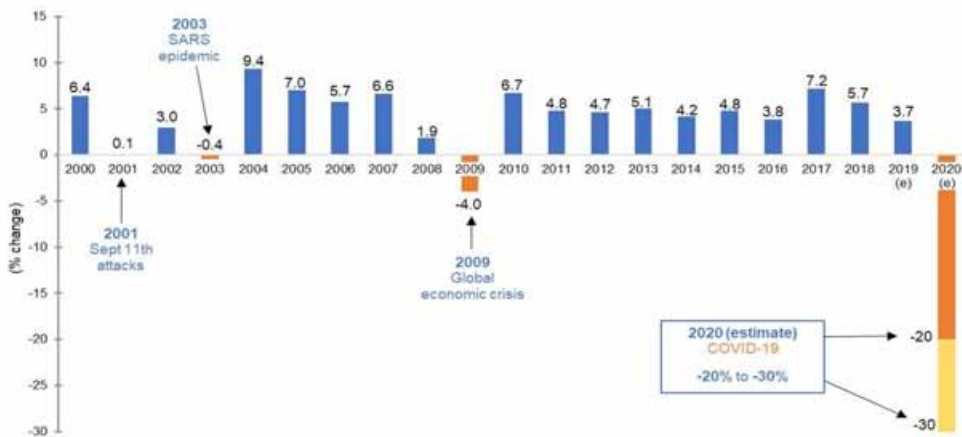
As the real number of cases still unknown due to lack of testing facilities in most countries and doctors and scientists are still working on a vaccine to prevent the disease. Though a Covid vaccine developed by Pfizer/BioNtech has been approved in the UK and the first doses have been already given to a 90-year-old patient on December 8 (Gallagher, 2020) still, most countries looking for alternative options, like lockdown (home quarantine), social distancing, the closing of schools/

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universities and non-essential businesses/workplaces, call off or postponing events like conferences and tradeshows, concerts and festivals, political meetings, elections, and sports, that means bans on social gatherings (Gossling et al., 2020) . As international air travel rapidly slowing down due to the crisis, and travel bans imposed by many countries, closing borders, or announcing quarantine periods, international and domestic tourism and hotel business dropped quickly a period of weeks. According to UNWTO (2020), in comparison with 2019, international tourist arrivals will be down by 20% to 30% in 2020. (Figure 1)

Figure 1: 2020 Forecast- International tourist arrivals, the world (% change). Source: (UNWTO)



With the advent of the COVID-19 pandemic, almost all of the hotels, motels, and resorts are mostly vacant. Hotel owners and managers observed that demand for their rooms unexpectedly evaporates. Travel, tourism, hotel industry operation is facing more immense challenges. As aviation, tourism and the hotel industry are interrelated, with the breakdown of the prior two, luxury chain hotels have been facing the worst situation. Travel restrictions and cancellations of flight have led the occupancy rates of these luxury hotels to decline by shocking amounts (Hasan, 2020). Due to occupancy deterioration and preference for hotel services are sudden, many hotel owners and operators faced a challenging decision of whether to go on in operation during the pandemic or not. As there is an economical issue as well as a contractual one, therefore it is advisable to remain open (Neuman, 2020) .

Five Star Alliance (2020) currently has more than 4,400 luxury four and five star hotels ready for booking. In Bangladesh, there are almost 50 luxury hotels with four to five-star hotels. Among these hotels, a large portion of thousands of individuals who are directly or indirectly involved in the hospitality and tourism industry, are in the danger of losing their employments.

This study contributes to practical implications by recommending luxury hotels about how to shape up in the future and play a vital role in rebuilding the world's economy after the COVID-19 pandemic. Other than that, what lessons hoteliers can learn from this pandemic is also highlighted here.

The following research question may arise in this regard:

- How COVID 19 impact on Luxury Hotels?
- What are the precautions the hotels can take to survive in this pandemic?

2. LITERATURE REVIEW

2.1. COVID 19

Pneumonia of unidentified cause detected in Wuhan, China was first testified to the WHO Country Office in China in December 2019 (Li et al., 2020; CDC, 2019). On 30 January 2020, the outbreak was started a Public Health Emergency of International Concern. On 11 February 2020, WHO publicized a name for the novel coronavirus disease as COVID-19 (World Health Organization, 2020). The COVID-19 outbreak “creates a sense of déjà vu” in 2003 in China with severe acute respiratory syndrome (SARS) (Kock et al., 2020). The maximum recorded symptoms are fever, cough, fatigue, and pneumonia, whereas less common recorded symptoms include headache, diarrhea, hemoptysis, runny nose, cough and loss of smell and taste as well as red painful inflammation in leg named COVID Toe are recently added symptoms to corona patients (Huang et al., 2020; Flavin & Mellen, 2020). 1 week later severe cases were stated to experience progressive respiratory failure due to the virus, which may lead to death, patients with mild symptoms, on the other hand, were reported to recover. Most of the cases were typically middle-aged and old patients with preexisting diseases like tumor surgery, hypertension, coronary heart disease, diabetes, and Parkinson’s disease (Adhikari et al., 2020).

The current COVID 19 is similar to Severe Acute Respiratory Syndrome (SARS) and the Middle East respiratory syndrome (MERS) coronaviruses (Fehr, 2020). The main three transmission routes for the COVID-19: as of described by the Chinese health authorities are 1) droplets transmission: (when an infected person coughs or sneezes it happens), 2) contact transmission: a subject touches a surface or object contaminated with the virus, and then touch their mouth, nose, or eyes, and 3) aerosol transmission: respiratory droplets mix into the air, forming aerosols and may cause infection when inhaled high dose of aerosols into the lungs in a comparatively closed environment (WHO, 2020). No available vaccines nor specific antiviral treatments for COVID-19 has been officially proven as a solution against the pandemic; other than keeping a social distance as a prevention of the disease (Cowling et al., 2009).

2.2. How COVID 19 Impact On Hotel Performance In Different Region

The COVID-19 outburst has affected the mass withdrawal of corporate events, international meetings, sports, and social events. International travel bans as well as lockdown and social distancing measures are predicted to severely impact the hospitality industry in the world. Three important regions are considered here to understand the impact of COVID 19 on hotel performance.

2.2.1. Europe Hotel Performance

The impact of the COVID-19 pandemic on Europe’s hotel industry reported improved but low performance from April 2020 to July 2020 in comparison to 2019 (STR, 2020) (Table 1).

2.2.2. United States Hotel Performance

Due to the prolonged COVID-19 pandemic in the U.S, the hotel industry reported The U.S. hotel industry showed slightly higher performance from the month prior, but an overall low levels during July 2020 compared to 2019 (STR, 2020) (Table 2).

2.2.3. Asia Pacific Hotel Performance

Reflecting on the effects of the COVID-19 pandemic, The Asia Pacific hotel industry reported continued improved performance from previous months but at overall low levels during July 2020 (STR, 2020) (Table 3).

Table 1. Impact of COVID 19, Hotel Performance from April 2020 to July 2020 compared to 2019(Europe)

<i>Month</i>	<i>Occupancy</i>	<i>Average daily rate(ADR)</i>	<i>Revenue per available room (RevPAR)</i>	<i>Impact</i>
<i>July</i>	66.4% to 26.5%	20.9% to EUR96.43	73.4% to EUR25.51	The absolute occupancy and RevPAR levels were up from June but remained the lowest for any July on record in Europe.
<i>June</i>	72.8% to 21.6%	34.8% to EUR83.69	82.3% to EUR18.11	
<i>May</i>	82.3% to 13.3%	33.7% to EUR77.56	88.3% to EUR10.30	
<i>April</i>	84.6% to 11.1%	30.1% to EUR77.52	89.2% to EUR8.58	

Table 2. Impact of COVID 19, Hotel Performance from April 2020 to July 2020 compared to 2019 (U.S.)

<i>Country</i>	<i>Occupancy</i>	<i>Average daily rate(ADR)</i>	<i>Revenue per available room (RevPAR)</i>	<i>Impact</i>
<i>July</i>	36.1% to 47.0%	24.8% to US\$101.76	52.0% to US\$47.84	The absolute occupancy level was the lowest for any June on record in the U.S., but all three key performance metrics were up from May and June levels.
<i>June</i>	42.5% to 42.2%	31.5% to US\$92.15	60.6% to US\$38.88	
<i>May</i>	51.7% to 33.1%	39.9% to US\$79.57	71.0% to US\$26.35	
<i>April</i>	63.9% to 24.5%	44.4% to US\$73.23	79.9% to US\$17.93	

3. RESEARCH METHODOLOGY

The paper adopted a secondary research method and therefore the steps of secondary research has been followed. The primary step is to create a research question that the investigation study is going to be developed. Here, the research question is - “How COVID19 impact on the hotel industry specifically luxury hotels, and What are the precautions the hotels can take to survive in this pandemic”. The second step is to identify the secondary data set. Subsequently, the 3rd step is to evaluate the secondary data set and the 4th step is to organize and evaluate the secondary data to conclude (Hamid et al., 2020). The data was gathered from the various sources like STR, UNWTO,WHO and John Hopkins University, CDC, ECDC and many more. One of the most suitable instruments to analyze the contents of a website is content analysis. The content analysis describes a qualitative research technique to understand the content of text data using an organized classification process including coding and classifying themes or outlines (Hsieh & Shannon, 2005). In the hospitality and tourism literature, content analysis is generally used because it provides facts and understanding of the phenomenon(Ahn & Back, 2018;Leung et al., 2017; Mohammed et al., 2015 ; Xiang et al., 2015 a; Xiang et al., 2015 b). This study will concentrate more on the use of content analysis methodology to analyze the websites of top-ranked mentioned luxury hotels, local and international first-line newspapers and business pages like Skift, Hospitality Net., Wall Street Journal, the New York times, Businesswire

Table 3. Impact of COVID 19, Hotel Performance from April 2020 to July 2020 compared to 2019 (Asia Pacific)

<i>Country</i>	<i>Occupancy</i>	<i>Average daily rate(ADR)</i>	<i>Revenue per available room (RevPAR)</i>	<i>Impact</i>
<i>July</i>	36.5% to 46.3%	30.6% to US\$64.35	55.9% to US\$29.78	Although up month to month, each metric was the lowest for any July on record in the region.
<i>June</i>	43.0% to 38.8%	35.2% to US\$58.86	63.1% to US\$22.82	
<i>May</i>	47.3% to 35.8%	40.2% to US\$55.93	68.5% to US\$20.04	
<i>April</i>	60.3% to 28.0%	44.8% to US\$54.97	78.1% to US\$15.38	

etc. Other than that, data from different scholarly articles, newspapers like the Daily Star, the New Age, and business magazines such as the Business Standard, Financial Express, travel publication the Bangladesh Monitor, DATABD.CO a databased webpage were used to understand the current scenario of luxury hotels in Bangladesh.

4. IMPACT ON LUXURY HOTELS GLOBALLY

The pandemic surely has an extreme effect on the decision of the highly conscious tourist segment of luxury hotels. In that way, Luxury hotels and the aviation industry can be considered as the hardest-hit industries. However, research indicates that clients; those who have already consumed the facilities and safe occupancy of these superior class hotels are unlikely to hold or lessen their travel schedule in the future.

The fascinating finding shows, short-term rental clients are yet being at the top of the preference chart of the superior class luxury hotels. Nevertheless, it is presumed that the inimitable facilities of exclusive accommodation will play the most vital role to drag the demand during the postCOVID-19 era. For the same, these categories of hotels are intended to keep their service and image uninterrupted. For now, many of these hotels are applying cost-cutting strategy by lessening the number of staff (force annual leave, etc.), some went on immediate close-down, etc. among these, hotels with the target market of leisure travelers; mostly went for lay off until a favorable business situation. Table 1 shows the struggling periods of these high class luxury hotels and how they try to come back in this pandemic situation.

5. IMPACT ON LUXURY HOTELS IN BANGLADESH

Bangladesh has proved its greater potentiality in its hospitality industry through its significant growth rate. Around 50 luxury hotels are found 4 to 5 stars in Bangladesh and more to the pipeline which includes luxury chain properties. At this growing stage of this industry, the COVID-19 pandemic surely came as a curse to this sector. Likewise, it left no choice but an unexpected tremendous downsizing in its staff line and retain a minimum of 10% of the total workforce. On the other hand, the lot which was in the pipeline are in dilemma with a high risk of the financial crisis. That brings the study, to the issue of the established hotels; which needed to be remained open unless they have gone down the financial meltdown. The ongoing hotel business no matter which rank of the star it's carrying, all of them have to address some new cost bearing concerns like constant cleaning, WHO suggested extra prescribed hygiene and precautions, policies and rearrangement of the interior to ensure proper suggested social distances as well as strategies to boost up customer's positive 'safe hotel' perception towards their hotel in a satisfactory way. Since the government of Bangladesh had to take the lockdown strategy to prevent the COVID 19 transmission through socialization and traveling many of the events and rental cancellations have been experienced by the luxury hotels in Dhaka. This situation became worsen due to the limited aviation and visa cancellation emergence/ policy imposed by the government of Bangladesh until the next instruction from the government level. On the other hand, news of death troll around the world of corona infected had a huge negative impact on the mind of domestic travelers. All these together brought down the occupancy rate of Five-star hotels less than 30 percent (Hasan, 2020) figure 2 shows the occupancy (%) rate of hotels due to lockdown(DataBd.Co, 2020) .

Among these hotels the researcher explains the struggling paths of four luxury hotels and how these hotels took preventive measures to response with COVID 19 (Table 5).

Table 4. Transition period of luxury hotels Globally

Name	Struggling with the Hotel	Preventive Measures by the Hotel
Marriott International	<p>1.Marriott International's first-quarter 2020 results were dramatically impacted by the COVID-19. net income totaled \$31 million in the 2020 first quarter, compared to the 2019 first quarter reported net income of \$375 million (Bomey, 2020).</p> <p>2.Though so many preventive measures were taken during COVID 19, still Marriott experienced a loss of 90% business in China during the pandemic(Schaal,2020).</p> <p>3.The hotel faces the worst quarterly loss ever, though a budding travel recovery in China offered hope even as the pandemic continues to pound the lodging industry. The world's largest hotel company swung to a second-quarter loss of \$234 million, or 72 cents a share, from a year-earlier profit of \$232 million, or 69 cents a share, as travel remained depressed during the usually lucrative summer season (Simon, 2020).</p>	<p>1.While mentioning some of the leading luxurious hotels; Marriott international comes in the row. COVID 19 had its shadow on this gigantic as well and the business house turned down its employees from around 174,000 to nearly ten thousand and took intensive initiatives like reconfiguration and rearrangement of furniture to ensure the social distancing of guest along with facilities of prescribed health hygiene by WHO(Bomey, 2020).</p> <p>2.Arrangement of Plexiglas fences at front desks quite an expensive add on to keep safe social distance between the guests and hotel staff (Schaal,2020).</p> <p>3.Marriott assured to contribute \$10 million worth of hotel stays to health care specialists fighting COVID-19 in hard-hit cities like New York, New Orleans, Chicago, Detroit, Los Angeles, Las Vegas, Washington, D.C., and Newark, New Jersey, with support from its partners at American Express and JPMorgan Chase (Itzkowitz, 2020) .</p>
Hilton Worldwide	<p>1.Accumulate foresees savings and maintain the flexibility "in light of the uncertainty in the global markets" hotel-like Hilton has also notified lenders on 5th March 2020 (Schaal,2020) .</p> <p>2.Hilton's first-quarter results were not significantly impacted by the COVID-19 pandemic until March 2020, except for the Asia Pacific region. Occupancy was roughly flat through February in the Americas and Europe, the Middle East, and Africa regions (Simon, 2020).</p> <p>3.Hilton lost \$432 million and RevPAR (revenue per available room) dropped 81% to \$21.67 in the second quarter of 2020 as the COVID-19 virus crushed travel around the world (Sorrels, 2020).</p>	<p>1.The business house also revised its policies to cope with the emergence and the necessity of the market with direct assistance from Mayo Clinic's Infection Prevention and Control team. The hotel concentrating on the disinfectant and sanitization across wide areas, objects, etc. by using sophisticated technologies like electrostatic sprayers and ultraviolet light as prior concerns. Hilton is associated with American Express to arrange up to 1 million hotel rooms to doctors, nurses, EMTs, and other medical personnel on the front lines through the end of May(Itzkowitz, 2020) .</p>
Hyatt	<p>1.Swung to a loss as cratering travel demand hammered the hotel chain. Roughly 35% of the company's hotels were closed as of April 30, and occupancy rates were about 15% at hotels that remained open (Clark, 2020).</p> <p>2.In first-quarter Hyatt hotel's net income (loss) decreased 262.8% to a net loss of \$103 million (Businesswire, 2020).</p> <p>Net income (loss) decreased 376.0% to a net loss of \$236 million compared to 2019(Hospitality Net, 2020).</p>	<p>1.In this COVID situation, the motto of Hyatt is to 'Global Care & Cleanliness Commitment' focusing on the care and safety of their coworkers and guests. The commitment includes a global cleanliness and training accreditation process, a trained Hygiene & Wellbeing Leader or team at all locations, and a cross-functional panel of trusted medical and industry advisors(Hyatt,2020).</p>

6. LESSON LEARN FROM COVID 19

As the pandemic remains and more cases arise internationally, there is no doubt that the international hotel sector is taking a hit. At present we see the impact — occupancies are down, mass gatherings have either been canceled or postponed, and tourist arrivals have fallen. In that case, the following lessons can be considered(Kimes, 2020) :

Figure 2. COVID-19 impact on the occupancy rate of luxury hotels / Source: The Daily Star



6.1. Learning From History

As the industry fights to find new techniques to recover, try to recall the strategies for surviving an economic downturn and how the hotel stay alive at that time.

6.2. Readiness To Cope With

Business is like cricket any ball can be a dangerous maneuver towards a crisis. So no matter what the business house needs to be prepared for the worst situation. In this case, a good Strategic marketing plan can lighten the crisis moment as a helpline. Which leads to the achievement of the long-term goal of the company through high scale customer service, employee satisfaction, trustworthiness, social responsibility proper public relationship. In short, rather focusing exclusively on high-profit margin hotels needs to be more concerned about upscale supply chain management where all the stakeholders would contemplate their relationship with the business house beyond the commercial.

6.3. Stay Clam

Management needs more of staying calm and review the circumstance more critically rather than comparing regular business situation during those periods. It needs to be analytical with the resource allocation options based on the situational and market demand as the first step of the backup plan.

6.4. Cautious In Comprehensive Discounting

A discount from a luxurious hotel is not always an impressive option for high-end clients. To meet up the emergency any broad-scale discounting must be reconsidered and applied purposefully with sharp intelligence. Discounts can be designed in the form of a package or any other strategic engagement without hampering the brand image.

6.5. Redesign The Marketing Budget Than To Cut Short

The marketing budget should be wisely maintained during a hard time. Any cut down of the marketing budget would slow poisoned the brand integrity to the market. The marketing plan can be redesigned by the restructuring of the budget for new initiatives to retain existing and valuable clients.

Table 5: Transition period of luxury hotels in Bangladesh

<i>Name</i>	Struggling with the Hotel	Preventive Measures by the Hotel
Pan Pacific Sonargaon Dhaka	<p>1.This hotel canceled most of its room booking in February and lost over \$45,000 or Tk38 lakh. If they take into account the food other services like different sports events, conferences, weddings, and many more, the losses will go up (Coronavirus bleeds, 2020).</p> <p>2.There are more than 500 people employed in this hotel for providing services at least 278-rooms. Other than permanent employees, call-on employees of this Hotel are also concerned about their jobs (Noyon & Siddiqui, 2020) .</p> <p>3.The losses were lifted more when Indian Prime Minister Narendra Modi postponed his trips to Dhaka for attending the ‘Mujib Borsho’ celebrations on March 17. Almost 100 suites had been reserved for two days to host the Indian Prime Minister and his staff (Hasan, 2020) .</p>	<p>1.The hotel reopened after two months’ lockdown due to COVID 19 and maintain a bundle of health guidelines instructed by DGHS, such as the health status of the staff were recorded daily, Temperature monitors set at the lobby so that guests temperature can be measured, the entrance desk of the lobby and elevator and rooms were disinfected time to time and make it clean and tidy. Everyone including guest, employees, front desk staff have to wear a mask. An adequate amount of soap, sanitizers are available in every room and common spaces(DGHS issue, 2020) .</p> <p>2.The hotel has fulltime doctors and nurses on staff 7 days a week to assist all visitors. Also, all management team members of the hotel are being trained for any queries and support for the guests and associates(Pan Pacific Sonargaon Dhaka, 2020) .</p>
Radisson Blu	<p>1.The Hotel’s occupancy rate was 30 percent during COVID 19. Generally, the hotel’s average occupancy rate of 80 percent this time every year. The situation for the hotel industry was the same for a certain period as flight regularity of both domestic and international airlines has dropped significantly. ‘Qatar and Turkish airlines’ crew members prefer to stay at this hotel in Dhaka. It’s not possible now to expect these customers regularly as most of the flights are canceled (Hasan, 2020) .</p>	<p>1.On July Radisson Blu Dhaka Water Garden had received the prestigious SGS Validation for implementing a series of cleanliness and hygiene procedures to provide guests and employees with a safe environment and ensure their protection from COVID-19(Radisson Blu Dhaka, 2020) .</p>
Le Méridien Hotel Intercontinental Dhaka	<p>1.Occupancy rates of the hotel have dropped from 90-95 percent to less than 30 percent. Flight crews of Saudi Arabian Airlines, Kuwait Airways, and Emirates frequently stayed at the hotel but due to coronavirus outbreak, more or less all the airlines canceled their bookings as few flights were going in or out(Hasan, 2020).</p>	<p>1.After reopening on September 1, the hotel launched the ‘We Care’ program across the entire hotel that focuses on health, hygiene, and safety that is backed by world-class research-driven clinical sanitization procedures. They maintain all the necessary actions and protocols, as advised and directed by the local government and Marriott International, to provide a safe and welcoming environment and ensure the overall health, safety, and wellbeing of all their visitors and associates. Other than that, the team has gone through additional extended training based on the latest guidance and hygiene protocols for COVID19 and they are fully trained to handle the new norms of operations with confidence as the hotel restarts its hospitality operations(Le Meridian Dhaka, 2020).</p>
	<p>1.Hotel intercontinental Dhaka closed several operations and sent a percentage of staffers on leave. The hotel’s occupancy rate has dropped below 30 percent (Hasan, 2020) .</p> <p>2.They are struggling with its everyday operation as booking and events have dropped down due to the global coronavirus outbreak(Noyon & Siddiqui, 2020) .</p>	<p>1.The hotels’ preventive measures include deep cleaning with hospital-grade disinfectants, and guests can expect to see enhanced procedures, which may include: face-covering requirements, various ways to reduce contact throughout the hotel, social distancing measures within public spaces, and procedures based on local authorities’ guidance and/or advice (Intercontinental Hotel& Resort, 2020).</p>

6.6. Explore Marketing Tactics

Considering the resources and capability hotels can reconnaissance with revenue generative new possibilities in the same sequence of businesses like extended food and beverage, salon, spa, limousine, gymnasium, etc. The mode of service can add value to the business dimension. Such as online service, home delivery, etc. Overall optimization of revenue conversion from the rest of the income streams is the key measure to get along with a hard time.

6.7. No compromise With Customer Satisfaction

To challenge the emergence condition hotels should carefully reorganize any changes in policy or its business structure. No uproar should be in terms of customer satisfaction.

7. MANAGERIAL IMPLICATION

Due to travel restriction, a little can do to stimulate demand, in the meantime, the hotel owners and managers can prepare themselves for an ultimate recovery in demand and back to its regular flow. For re-establishing reliance on the hotel from customers after the post-pandemic situation, this study can help the hoteliers to focus on the following issues :

7.1.

The hotel may remain almost empty until governmental restrictions are not adequately lifted. Furthermore, the government has put restrictions on in-bound travel will limit demand from international tourists immediately. If the hotel depends on international travel, these restrictions should be monitored(Flavin & Mellen, 2020) .

7.2.

Monitoring the daily performance of the hotel is now more important than ever. In top-line benchmarking, hotels generally compare three key performance indicators (KPIs): occupancy (Occ), average daily rate (ADR), and revenue per available room (RevPAR) to both the whole local market (referred to as “industry”) and some self-selected competitors. For a certain time, occupancy and ADR levels after a pandemic will be far away from usual Numbers (STR, 2020).

7.3.

Call or email all current transient reservations made before the pandemic to affirm that they despite everything plan to travel. Without this vital data, real outcomes will shift significantly and materially from forecasts. Numerous hotels are encountering a lot more noteworthy losses in occupancy than anticipated because hotel operators assumed that if travelers did not cancel, then they were coming; whereas many visitors expected that the hotel ought to have realized that they weren't coming as a result of the pandemic assumed that the hotel should have known that they weren't coming because of the pandemic(Flavin & Mellen, 2020).

7.4.

Maintain a link with the competitors to see what they plan for the future to adapt to this pandemic. Try to identify what the hotel's competitors are doing in favor of their protocols and how they interact with their prospective and in-house guests. This is a new experience for all hotels, so the numerous thoughts of what ought to be done and how it ought to be done are new to everybody in the business. Subsequently, everybody feels that they are “playing make up for a lost time,” creating their plans by watching, reading, and modifying those plans developed by other hotels and other industries(Flavin & Mellen, 2020).

7.5.

If the hotel depends on local drive-in demand, then the occupancy rate will be increased more quickly once travel resumes. On the other hand, if the hotel relied on international transient, then the hotel may have to move its marketing to target diverse segments or wait longer because repositioning has a usual delay before it creates revenue (Flavin & Mellen, 2020).

7.6.

Hotel needs to use hand sanitizer facilities outdoor and inside the hotel rooms and near high touch areas like elevators. If wipes are provided in every room the careful customers can easily wipe-down the high-touch surfaces. Other than that a handout can be set up near the bed with every information about the cleanliness of the room and its detailed procedure. Not only that this cleanliness procedure needs to be visible on the website or hotel app, like how frequently rooms are cleaned, the total sanitization process, and how air filters are tested and cleaned. Moreover, a certain number of rooms need to be empty; like occupying every alternative room on a floor rather than closing total floors (Skodol, 2020).

7.7.

Prefer to use 'low-touch' technology. Prefer online check-in and encourage people to use it – even though they are in the lobby. The best way would be allowing a tourist is to enter the hotel and have no physical connection with any surface outside their room. For example, with cloud-based Property Management Systems, hoteliers can able to control all procedures at anytime from anywhere. PMS systems are not something new, so after the pandemic, this system can bring even more benefits (Romashko, 2020). The room entrance should be also keyless. Remove waiting rooms or crowded atriums. Restaurants need to have more space between tables.

7.8.

Invest additional amount for training, technology and safety will pay back in the long-term. The hotels and restaurants that offer safety will differentiate themselves from other hotels. (Klasko, Gleason & Hoad, 2020)

7.9.

Although it's too early to apply carrying a 'travel' certificate signifying that a staff member or traveler is not to be expected infectious.

8. CONCLUSION

The next few months will be challenging for the hotel industry as the spread of the epidemic will be slow down and travel restrictions started to lift. They need to be well prepared for this new normal situation so that they can cover all the losses.

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Sara Sarwari, Ph.D. (Orchid no: 0000-0002-4494-8827), serves as an Associate Professor in Stamford University Bangladesh from 2006. She teaches marketing related courses at Bachelor and Masters level. She obtained her Ph.D. degree in Relationship Marketing from the Faculty of Business Studies, Dhaka University. She has twelve national and international journals. Among her publications, most of them focused on hospitality and tourism management as she is specialized in this field and obtained her Ph.D. degree in this area. Her research interest are: Relationship marketing, Customer satisfaction, Customer Loyalty. Though most of her paper based on five-star hotels, recently she is diverted to focus on budget hotels in Bangladesh as this sector is still overlooked by the researcher.

Samina Huq is an Assistant Professor of Department of Business Administration. She secured her first division both in 10th and 12th board exam followed by first class both in graduation and post-graduations from University of Dhaka in 'Marketing' from Bangladesh. She planned her passion on teaching to be more efficient and interactive to her students; to acquire hands-on experience, she worked in corporate sector as well as development sector as Project Development Officer in 'CARE Bangladesh', took training program organized by Natural Resource Institute, University of Greenwich, United Kingdom. She conducted a research project under WHO as an international consultant of ITC. Some of my publications are: 'Management of Change: Problems, Prospects and Proposed Model' published in 'Stamford Journal of Business Studies', 'Export Market of Fruits and Vegetables: Challenges and some Suggestion', 'Universities' Social Responsibility & Sustainability: Lessons from Higher Education Institutions in Bangladesh' etc. Climate Change Finance & Investment is making a huge difference in international business arena - creating prospects of renewable energy for combating global warming. At this juncture, 'Green Business' that is: Supply chain management, Green supply chain management and carbon trade has always been her area of interest.

Tanvir Ahmed Minar (Orchid No: 0000-0003-4919-4961) is an Assistant Professor at Stamford University Bangladesh and serving fifteen years in this university. He teaches mainly marketing related courses at the Bachelor and Masters level. He completed his MBA from London Metropolitan University and his specialized field is Internal Marketing. He completed his BBA in Marketing from the Faculty of Business Studies, Dhaka University, Bangladesh. He has ten national and international articles. His research interests include Internal marketing, relationship marketing, integrated marketing communication, retail marketing.