

Survival Factors and Revival Strategies for Hospitality Industry in the Covid-19 Era: The Indian Scenario*Praveen Kaur*, Sebanti Show** & Tripshita Saha******Abstract**

The world has been witnessing the fear of deadly Novel Corona Virus (COVID-19) over the past few quarters. The affected nations are going through nationwide lockdown to cope up with this contagious disease- leading to significant downturn in the global economy. Almost every industry has been facing a drastic deceleration due to this lockdown strategy and the industry which is extremely affected due to this inter and intra country restrictions is Hospitality Industry. In this backdrop, the present study concentrates on the analysis of customers' expectations from this industry in Indian context during this COVID-19 era and identifies three factors i.e. Hygiene and Social Distancing, Safety, and Price which need the attention of Hospitality Industry. The industry should focus on these factors while offering service to survive in this crisis period. A set of recommendations have also been suggested for growth and sustainability of this industry in the long run.

Keywords: COVID-19; Hospitality Industry; Safety; Hygiene; Social Distancing; Price.

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Introduction

The human civilisation globally today continues to strive through the need of the hour by answering the threats and challenges of existential crisis as compelled by the deadly virus, which has engulfed us in its fist and has muted itself to put us in a pandemic situation, globally. The infectious disease, COVID-19 whose outbreak began in Wuhan city, Hubei province of China in December 2019, is a recently discovered coronavirus (**WHO, 2020a**). Cases of pneumonia of unknown causes were first reported to the China country office of World Health Organization (WHO) on December 31, 2019 (**WHO, 2020b**). Better to be mentioned as Severe Acute Respiratory Syndrome Corona Virus 2 or SARS-CoV-2 named by WHO on February 11, 2020 (**WHO, 2020c**). The first corona positive case was reported in India on January 30, 2020. (**Wikipedia, 2020**). The news of the rapidly increasing number of affected cases coupled with an equally alarming death rate worldwide soon started coming in. Concerned by the inability of most nations to handle the situation, WHO characterized COVID-19 as a pandemic on March 11, 2020 (**WHO, 2020d**). This declaration by WHO led to the lockdown of many countries, closing of international borders and suspension of domestic and international flights. The various economic sectors around the world have been affected due to the lockdown restrictions. None of the major epidemics or pandemics faced by the world in the last forty years had such deep ramifications on the global economy as the COVID-19 pandemic (**Gössling, 2020a**). Many of these sectors are currently facing both topline and bottomline losses due to the ongoing period of crisis. A sector which is not only immensely affected currently but will also have to struggle in its near future to regain its lost interest among people all over the world is the hospitality sector. The combined impact of 9/11 and 2008 recessions is also less severe than the economic impact of COVID-19 on the hospitality industry (**Ozili & Arun, 2020a**). The various travel restrictions imposed by the countries have drastic implications on segments like air transport, accommodation, cafes and restaurants, conventions, festivals, meetings and sports events (**Gössling, 2020b**). The fear of the disease has led to mass cancellations of hotel bookings and flight and railway tickets throughout the globe for months to come, adding to the worries of this sector. There is news regarding postponement and cancellation of events, conferences, conventions and sports leagues all over which is pulling down the business of the hospitality sector (**HLB USA, 2020**). In the airlines sector there was a decrease by 94.3 % under year-on-year basis in April in the industry wide Revenue Passenger Kilometers (RPKs) across all regions (**The**

International Air Transport Association, 2020). For an industry that aims to serve its customers through its well trained personnel, the fear of community spread and consequently the encouragement to social distancing is a major blow. Its repercussions are felt by all the players of the hospitality industry alike. The incomes of restaurants, pubs, shops and hotels have dwindled greatly in many locations leading to the closure of many (**Ozili & Arun, 2020b**). The smaller travel related firms are facing the risk of bankruptcy (**BW HOTELIER, 2020a**). The Star Malaysia reported that out of a sample of 56229 workers of the hotel industry, 2041 are dismissed from their job, 9773 are given unpaid leave and 5054 have received pay cuts (**Karim et al., 2020**). 10.9 % workforce in France is affected by administrative closings due to COVID-19 and these workers belong to the sectors like hotels, restaurants, arts, leisure, wholesale, retail and social work (**Barrot et al., 2020**). Indeed, COVID-19 has had a crippling effect on the hospitality industry and left it in a state of shock. There was a fall of 11.6 % in the revenue per available room in the United States for the week ending March 7, 2020 and a fall by 89 % in the occupancy rates in the hotel industry in China by the end of January 2020 (**Nicola Et al., 2020**). The activities of global hospitality industry constituting airlines, cruise companies, hotels and casinos have reduced by 90 % in the recent months (**Fernandes, March 2020**). According to the Monthly Economic Impact Report of March 2020 as released by the World Travel & Tourism Council [WTTC], it is found that, the Year-to-Date [YTD] Performance of Airline Traffic, International Tourist Arrivals and Regional Hotel Performance in Asia and Asia Pacific has declined abruptly (**World Travel & Tourism Council, 2020a**). The international air passenger traffic in January 2020 was 2.5% as compared to a 4.5% in the same month of 2019, the same pattern was observed for international tourist arrivals, which shows a drop from 6.5% to 4.6% in 2020 Quarter 1. The Room Occupancy Rates and Revenue Per Available Room, for measuring hotel performances each, were down by almost 20% as compared to the same time in the last year (**World Travel & Tourism Council, 2020b**). Since the outbreak of the virus, government of India has been implementing protective measures by creating public awareness about the importance of safety, hygiene and social distancing along with simultaneous thermal screening of passengers arriving in India by flights and trains, initially before the announcement of Nationwide Lockdown. Beyond which, the entire cycle of Indian Economy did stop revolving as its major supporting wheels of manufacturing sectors, service sectors, agro-based sectors and the consumption based sectors, all stood still amidst the most uncertain and

unprecedented time turmoil. Particularly, to narrow down our focus only on the service sector of the country, for the subjectivity purpose of the research area, we specifically observe the wreckage in the hospitality industry of the country due to the devastating pandemic havoc. India being a country with immense potential in its Hospitality Industry has emerged out as one of the key growth drivers amongst all the service sectors. The considerable prominent favouring factors for the nation's promising hospitality sector is its rich cultural heritage, diverse flora and fauna, large employment generation capacity and a significant source of Foreign Exchange Earnings (**Annual Budget Report, Ministry of Tourism, GOI, 2020**). Given, the present scenario, it is very evident that, the Indian Hospitality Industry is undoubtedly one of the biggest casualties of the COVID-19 outbreak as the cumulative demand of the sector has registered a steep downfall. The Indian tourism and hospitality industry constitutes 10-12 % employment in the country which is equal to providing around 50 million direct and indirect jobs (**BW HOTELIER, 2020b**). There was a decline of \$ 21 million in the revenue of Mumbai's (India's financial, commercial and entertainment capital, Wikipedia.) upscale luxury hotels in the month of April 2020 (**The Economic Times, 2020**). The hospitality industry has to exercise higher resilience to minimize the double whammy which has hit it strongly. Its path to recovery lies in its ability to instill the customer's confidence back into the sector. In India the consumers have become very conscious of the situation and are spending money only on essential items and engaging themselves in home based activities rather than stepping out of the house (**McKinsey & Company Survey, 2020**). Being in conformity of the situation and having calculated the footsteps of dismal and unprecedented days ahead for the concerned industry, our research effort aims to put forward certain perspectives. Unlike any service industry growth of the Hospitality Industry also depends upon fulfilment of Customer Expectations. It goes without, mentioning that customer expectations and demand are likely to change from this industry due to the COVID-19 pandemic. Thus, this study focuses first and foremost on observing the customer expectation from the industry, secondly it tries to identify and analyze the major factors which will influence customer's decision regarding - short and long distance travel availing public transport, visiting a restaurant and lodging, boarding in hotels. The third and the most impactful purpose of the research paper will be to put forward a set of recommendations and suggestions for the survival and sustainability of the industry by analysing those customer expectations.

Research Objectives and Methodology

The present study is both explorative and empirical in nature. The explorative part reviews recently published available literature to gain an idea about deadly SARS-CoV-2 and focuses on the effect of this present crisis on Indian Hospitality Sector as a central research area. The Indian Hospitality Industry is a broad service industry which includes four major areas i.e. Lodging, Food and Beverages, Transportation, Theme and Amusement parks (**NEWSHOUR, 2020**). The empirical part explores the expectations of both existing and potential customers from this industry with special reference to Long and Short Distance Travel, Restaurants and Hotels in a post COVID-19 period in Indian context.

Research Design

Given the exploratory nature of this present research, a qualitative approach is adopted to understand the existing and potential customers' expectations in-depth and analyse the same by identifying the main factors which will influence their decisions regarding travelling short and long distance using public transport system; visiting a restaurant; visiting and staying in a Hotel in a post pandemic period. To have an insight into the existing and potential customers' expectations, purposive sampling technique is adopted and a semi-structured questionnaire (**Appendix A**) is designed.

Questionnaire and Respondents

The questionnaire is divided into four parts: 1) Demographic questions related to Gender, Age, Qualification, Employment status and Annual Family Income. 2) Data on customers' expectations have been collected on five point Likert scale ranging from Strongly Agree, Agree, Neutral, Disagree to Strongly Disagree. 3) Respondents have been asked to rank statements related to Protective Measures against COVID 19, Sanitation Factors and Physical Distancing. 4) Finally, Open-ended suggestions and recommendations have been invited.

The questionnaire is circulated among 158 respondents using online platform (Google Forms) during the month of June 2020- the month when India projected to hit peak of active COVID-19 cases (**Times Now Digital, 2020**). The novelty and purpose of the survey has been explained to each respondent for getting meticulous responses. Out of 158 responses, a

sample of 140 well-thought-out responses is selected for analysis. Employment status of most of the respondents is service (34.3%) and student (34.25% including University research scholars); and they belong to age group of 18-30 years. They are the main target respondents as they are most likely to travel frequently to reach their workplaces and study places (Colleges, Universities) and more inclined to visit restaurants. (Table1).

Table 1

Demographic Profile of Respondents

AGE	IN [%]	GENDER	IN [%]	INCOME [INR]	IN [%]	EDUCATIONAL QUALIFICATION	IN [%]	EMPLOYMENT STATUS	IN [%]
[18-25]	50.7	Female	65.7	[Below 300000]	30	Intermediate	7.9	Home Maker	2.86
[26-30]	27.9	Male	33.6	[300001 to 500000]	27.1	Graduate/ Diploma	40.7	Profession	17.9
[31-35]	8.6	Transgender	-	[500001 to 700000]	13.6	Post Graduate	47.9	Business Person	6.4
[36-40]	3.5	Prefer not to say	0.7	[700001 to 900000]	10.7	PhD or Higher	2.14	Service	34.3
[41 & above]	9.3	-	-	[900001 & above]	18.6	Other	1.36	Retired	1.43
-	-	-	-	-	-	-	-	Students	34.25
-	-	-	-	-	-	-	-	Others	2.86
TOTAL	100	TOTAL	100	TOTAL	100	TOTAL	100	TOTAL	100

Data Analysis

The Spread sheet software Microsoft Excel 2010 and SPSS (Statistical Package for the Social Sciences) is used for analysis of responses and presentation of findings. The analysis has

been divided into three parts. At first, Factor analysis has been used to find out the main factors-influencing the existing and potential customers' expectations from Hospitality Industry. Then, Kruskal-Wallis- a nonparametric statistical test has been conducted to determine if there is any statistical significant difference between the independent demographic variables such as Age of respondents, Gender, Educational qualification, Annual Family Income, Employment status on the extracted factors. Next, Relative Importance Index Method (RII) is used to determine relative importance of major parameters (Safety Measures, Hygiene Factor, Social Distancing and Extra Price) which influences potential customers' decision. At last, Henry Garrett Ranking method (**Garrett, 1969**) is applied to find out the extent of influence of ranking statements.

Analysis and Interpretation

Factor Analysis and Kruskal-Wallis Test

In this study Exploratory Factor Analysis is first conducted to reduce and summarize the influencing variables about the expectations from the various hospitality sectors into core components. At first, the Bartlett's Test of Sphericity and Kaiser Meyer Olkin (KMO) measure of sampling adequacy are applied (**Table 2**) to check the suitability of factor analysis for the study.

Table 2

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.728
Bartlett's Test of Sphericity	Approx. Chi-Square	1290.444
	df	66
	Sig.	.000

The Bartlett's Test of Sphericity is conducted to test whether the correlation matrix of the variables is significantly different from the identity matrix indicating correlation among the

variables. A significant Bartlett's Test of Sphericity ($p < .05$) indicates sufficient correlation among the factors. A KMO value of .728 which is above the minimum desirable value of .6 is sufficiently good to indicate sample adequacy. The following sixteen variables (**Table 3**) are tested for their individual adequacy for the data reduction process.

Table 3

Variables Selected to Test Adequacy for Factor Analysis

Serial Number	Statement
1	Will proper security and protection measures against COVID 19 influence your decision about short and long distance travelling?
2	Will proper security and protection measures against COVID 19 influence your decision about hotels, resorts etc.?
3	Will proper security and protection measures against COVID 19 influence your decision about restaurants and other food stations?
4	Proper sanitation will be a major factor for you in deciding about short and long distance travelling.
5	Proper sanitation will be a major factor for you in deciding about hotels, resorts etc.
6	Proper sanitation will be a major factor for you in deciding about restaurants and other food stations.
7	Encouraging physical distancing while short and long distance travelling will be highly appreciated by you.
8	Encouraging physical distancing in hotels, resorts etc. will be highly appreciated by you.
9	Encouraging physical distancing in restaurants and other food stations will be highly appreciated by you.
10	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of short and long distance travelling?
11	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case

	of hotels, resorts etc.?
12	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of restaurants and other food stations?
13	Do you agree/ disagree with the statement that public transport will be a good option for short and long distance travelling?
14	Do you agree/ disagree with the statement that once this crisis is under control, long distance may be travelled?
15	Will you support the idea of visiting a restaurant after the pandemic?
16	Do you approve of visiting hotels after this pandemic?

Variables thirteen, fourteen, fifteen and sixteen are removed from the analysis due to lower communality (less than .5) of these statements and lower KMO values (less than .6) of the individual statements. Next Principal Component Analysis is applied as the extraction method to obtain only the components with Eigen value greater than one. Three components are extracted from this step that explains 74.201 % of the total variance which is adequate for the test (**Table 4**).

Table 4
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.968	41.397	41.397	4.968	41.397	41.397	3.675	30.629	30.629
2	2.345	19.541	60.938	2.345	19.541	60.938	2.655	22.129	52.757
3	1.592	13.263	74.201	1.592	13.263	74.201	2.573	21.443	74.201
4	.81	6.798	80.998						

	6								
5	.65 3	5.439	86.437						
6	.63 9	5.324	91.761						
7	.29 4	2.450	94.211						
8	.24 9	2.076	96.287						
9	.15 5	1.294	97.581						
10	.12 1	1.012	98.593						
11	.08 9	.744	99.337						
12	.08 0	.663	100.00 0						

Extraction Method: Principal Component Analysis.

The Principal component analysis extraction method and Varimax with Kaiser Normalization rotation method distributed the twelve variables into the three factors. The individual variables and factor loadings are given in **Table 5**.

Table5

Individual Variables under Each Component and their Factor Loadings

Component	Variables	Loading
1	Proper sanitation will be a major factor for you in deciding about short and long distance travelling	.648
	Proper sanitation will be a major factor for you in deciding about hotels, resorts etc.	.800
	Proper sanitation will be a major factor for you in deciding	.689

	about restaurants and other food stations.	
	Encouraging physical distancing while short and long distance travelling will be highly appreciated by you.	.759
	Encouraging physical distancing in hotels, resorts etc. will be highly appreciated by you.	.834
	Encouraging physical distancing in restaurants and other food stations will be highly appreciated by you.	.831
2	Will proper security and protection measures against COVID 19 influence your decision about short and long distance travelling?	.833
	Will proper security and protection measures against COVID 19 influence your decision about hotels, resorts etc.?	.904
	Will proper security and protection measures against COVID 19 influence your decision about restaurants and other food stations?	.883
3	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of short and long distance travelling?	.880
	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of hotels, resorts etc. ?	.931
	Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of restaurants and other food stations?	.935

The first component consisting of variables about proper sanitation and physical distancing has been named Hygiene and Social Distancing factor. The second component consisting of variables about security and protection measures has been named Safety factor. The third component consisting of variables about cost has been named Price factor. So, it may be

concluded that the expectations of the customers from the hospitality industry in a post COVID 19 period will be based on the above three factors identified.

Next, a non-parametric test Kruskal- Wallis is conducted to examine if these three factors (Hygiene and social distancing, safety and price) taken as dependent variables vary with the different categories of the demographic factors taken as independent variables. The null hypothesis for the test is that the medians of all groups are equal. A significant test statistic ($p < .05$) indicates the distribution of a dependent variable is not the same across categories of an independent variable. The test results reveal that the distribution of price varies across categories of gender ($p = .019$). The distribution of safety varies across categories of age ($p = .038$). The distribution of the remaining factors and demographic variables is the same (**Table 6**).

Table 6

Results of Kruskal – Wallis Test

Hypothesis	Significance level	Decision
H1o: The distribution of hygiene and social distancing is the same across categories of gender. H1a: The distribution of hygiene and social distancing is different across categories of gender.	.110	Null Hypothesis Retained.
H2o: The distribution of hygiene and social distancing is the same across categories of age. H2a: The distribution of hygiene and social distancing is different across categories of age.	.903	Null Hypothesis Retained.
H3o: The distribution of hygiene and social distancing is the same across categories of employment status. H3a: The distribution of hygiene and social distancing is different across categories of employment status.	.922	Null Hypothesis Retained.
H4o: The distribution of hygiene and social distancing is the same across categories of annual family income. H4a: The distribution of hygiene and social distancing is different across categories of annual family income.	.508	Null Hypothesis Retained.

H5o: The distribution of hygiene and social distancing is the same across categories of educational qualification. H5a: The distribution of hygiene and social distancing is different across categories of educational qualification.	.162	Null Hypothesis Retained.
H6o: The distribution of safety is the same across categories of gender. H6a: The distribution of safety is different across categories of gender.	.203	Null Hypothesis Retained.
H7o: The distribution of safety is the same across categories of age. H7a: The distribution of safety is different across categories of age.	.038	Null Hypothesis <i>Rejected.</i>
H8o: The distribution of safety is the same across categories of employment status. H8a: The distribution of safety is different across categories of employment status.	.215	Null Hypothesis Retained.
H9o: The distribution of safety is the same across categories of annual family income. H9a: The distribution of safety is different across categories of annual family income.	.279	Null Hypothesis Retained.
H10o: The distribution of safety is the same across categories of educational qualification. H10a: The distribution of safety is different across categories of educational qualification.	.850	Null Hypothesis Retained.
H11o: The distribution of price is the same across categories of gender. H11a: The distribution of price is different across categories of gender.	.019	Null Hypothesis <i>Rejected.</i>
H12o: The distribution of price is the same across categories of age. H12a: The distribution of price is different across categories of age.	.849	Null Hypothesis Retained.

H14o: The distribution of price is the same across categories of employment status. H14a: The distribution of price is different across categories of employment status.	.849	Null Hypothesis Retained.
H15o: The distribution of price is the same across categories of annual family income. H15a: The distribution of price is different across categories of annual family income.	.286	Null Hypothesis Retained.
H16o: The distribution of price is the same across categories of educational qualification. H16a: The distribution of price is different across categories of educational qualification.	.600	Null Hypothesis Retained.

From this test it may be concluded that the customer expectation about hygiene and social distancing is the same irrespective of their demographic characteristics. The customer expectation about safety measures is varying for different age groups, the probable reason could be that, the respondents with a family of their own and senior citizens are more concerned about safety rather than young age students, research scholars. Also, the customer expectation about price changes with change in the gender may be, because of a difference in household consumption, savings and investment behavior.

Relative Importance Index

In this qualitative research Relative Importance Index (RII) has been used to understand the relative importance of respondents' expectations from the three selected Hospitality sectors (Travel, Restaurant and Hotel) based on statement number 8 to 19 (**Appendix A**). These statements have already been identified as variables (**Table 5**) under Factor Analysis where extracted factors are Hygiene and Social Distancing Factor, Safety Factor and Price Factor. For the purpose of RII, the above three factors are divided into four parameters such as Safety, Hygiene, Social Distancing and Price. At first, RII has been determined considering parameters- Safety, Hygiene and Social Distancing for individual sectors. Next RII has also been computed to determine relative importance of price for Travel, Restaurant and Hotel.

Firstly, all options framed on five point likert scale are coded with numeric values such as Strongly Agree with the highest coded value of 5, Agree with the second highest value of 4, Neutral with value of 3, Disagree with value 2 and Strongly Disagree with the least coded value of 1. In the next step the number of responses (**Table 7 and Table 8**) for each of the parameters has been found out starting from Strongly Agree to Strongly Disagree.

Table 7

Number of Responses on Parameters i.e. Safety, Hygiene and Social Distancing

Parameters	Strongly Agree (5)	Agree(4)	Neutral (3)	Disagree(2)	Strongly Disagree(1)
Safety Travel	105	21	6	5	3
Hygiene Travel	108	28	1	2	1
Social Distancing Travel	103	32	3	1	1
Safety Restaurant	94	31	8	3	4
Hygiene Restaurant	119	16	3	1	1
Social Distancing Restaurant	90	44	5	0	1
Safety	94	31	7	3	5

Hotels					
Hygiene Hotels	116	18	5	0	1
Social Distancing Hotels	93	33	9	4	1

Table 8

Sector wise Number of Responses on Price

Sectors	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Travel	50	61	19	8	2
Hotel	43	52	27	16	2
Restaurant	46	56	21	15	2

Further, the formula of RII has been applied- Relative Importance Index= $5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1 / A * N$. Where, n_5 = Number of respondents for Strongly Agree, n_4 = Number of respondents for Agree, n_3 = Number of respondents for Neutral, n_2 = Number of respondents for Disagree, n_1 = Number of respondents for Strongly Disagree, A = Highest Weight i.e. 5 and N = Total number of respondents i.e. 140. After getting the RII values for all parameters, orders have been assigned on the basis of the RII values. RII values imply that while travelling in public transport (**Table 9**) hygiene is most important parameter to the respondents followed by social distancing and safety. The same result has been recorded in case of restaurant (**Table 9**). While visiting to a hotel (**Table 9**), the parameter hygiene becomes utmost important like travel and restaurant, followed by safety and social distancing.

RII of Parameters i.e. Safety, Hygiene and Social Distancing

Parameters	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total	N	A* N	RII	Order
Safety Travel	525	84	18	10	3	639	140	700	0.91286	3
Hygiene Travel	540	112	3	4	1	660	140	700	0.94286	1
Social Distancing Travel	515	128	9	2	1	655	140	700	0.93571	2
Safety Restaurant	470	124	24	6	4	628	140	700	0.89714	3
Hygiene Restaurant	595	64	9	2	1	671	140	700	0.95857	1
Social Distancing Restaurant	450	176	15	0	1	642	140	700	0.91714	2
Safety Hotels	470	124	21	6	5	626	140	700	0.89429	2
Hygiene Hotels	580	72	15	0	1	668	140	700	0.95428	1
Social Distancing Hotels	465	132	18	8	1	618	140	700	0.88286	3

It can be suggested that hospitality sector should concentrate more on this parameter-hygiene. Another important observation is that paying an extra price (**Table 10**) during travel is most preferred to them for hygiene, safety and social distancing than spending in a restaurant and a hotel.

Table 10

RII of Price for Travel, Restaurant and Hotel

Sector	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)	Total	N	A* N	RII	Order
Travel	250	244	57	16	2	569	140	700	0.812857	1
Hotel	215	208	81	32	2	538	140	700	0.768571	3
Restaurant	230	224	63	30	2	549	140	700	0.784286	2

Therefore by using this RII method the relative importance of each parameter can be understood according to the expectations of the respondents.

Henry Garrett Ranking Method

The Questionnaire framed for the research purpose included statements that needs to be ranked by the respondents on their order of preference and relevance, the least rank is to be given to the particular statement which has minimum importance to the individual and the highest rank is to be given to the statement which comprises of maximum significance to the respondent. In this ranking technique, the number of ranks to be assigned should be equal to the number of statements, which means if there are six statements the total number of ranks should also be six. The statistical test of converting the ranks assigned by the respondents into a score value is known as Henry Garret Ranking Technique. It is done with the help of this formula- Percent Position= $100(R_{ij} - 0.5) / N_j$. Here R_{ij} = Rank given for the i th variable by the j th respondents and N_j = Number of variables ranked by the j th respondents. After finding out the estimated percent position, with the help of Garrett's Table (**Appendix B**) it is then

converted into Garrett value. The number of respondents for each rank is multiplied with each of the Garrett value one at a time to all the statements to find out scores. Then for each statement the scores are summed up to find out the total value of the scores as well as their mean value by dividing the calculated total value of the scores with total number of respondents. The statement having the highest mean value is considered to be the most significant and relevant one amongst all the statements. The highest rank is assigned to the statement having the maximum average score. As the study elaborates the process of conducting the test for Henry Garrett Ranking Method, it becomes very important in this context to understand the requirement, purpose and significance of this particular technique in this research study. The main objective of this testing method is to know the preference order amongst the statements or factors for the respondents. It also helps us to understand the level of importance of the statement for the individual respondents by comparing between the statements, which ultimately influences their decision making process. An interesting result has been found out in case of short distance travel (**Table 11**) where the first statement- 'Compulsory use of mask for all travellers and travel staffs' is assigned rank one with maximum average score, followed by the statement- 'Cleanliness should be maintained strictly in Public Transport'.

Table 11

Ranking of Responses for Short Distance Travel

Statements	Total Garrett Value	Average Score	Rank
Use of mask is compulsory for all travellers and travel staffs.	9877	70.55	1
Cleanliness should be maintained strictly in Public Transport.	8030	57.3571	2
Buses and Trains with limited seats only.	6787	48.4786	3
Advance online ticket booking for ensuring zero physical contact.	5781	41.2929	5
All travellers and travel staff should carry fitness certificates.	5181	37.0071	6

Use of hand gloves is compulsory for all travellers and travel staff.	6344	45.3143	4
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The statement- ‘All travellers and travel staff should carry fitness certificates’ is at the bottom of the Table 11 showing respondents are reluctant to carry such documents. The same observation has been recorded in case of long distance travel (**Table 12**).

Table 12

Ranking of Responses for Long Distance Travel

Statements	Total Garrett Value	Average Score	Rank
Use of mask is compulsory for all travellers and travel staffs.	9795	69.9643	1
Cleanliness should be maintained strictly in Public Transport.	8262	59.0143	2
Flights, Trains and Buses with limited seats only.	6990	49.9286	3
Advance online ticket booking for ensuring zero physical contact.	6292	44.9429	5
All travellers and travel staff should carry fitness certificates.	5555	39.6786	7
Use of hand gloves is compulsory for all travellers and travel staff.	5812	41.5143	6
Compulsory medical check-up at boarding and de-board point.	6434	45.9571	4

In case of Restaurants (**Table 13**), the statement-‘Temperature checks should be made compulsory for all customers visiting a restaurant’ has topped the Table 13- indicating their health concern which is the need of this hour and followed by the statements i.e. ‘Digitalization (Digital menu cards, digital wallets of payment) will attract you more towards

a restaurant’, ‘Seating arrangement will be a major factor for you when deciding a restaurant’.

Table 13

Ranking of Responses for Restaurants

Statements	Total Garrett Value	Average Score	Rank
Digitalization (Digital menu cards, digital wallets of payment) will attract you more towards a restaurant.	7870	56.2143	2
Open kitchen or a kitchen with CCTV will attract you more towards a restaurant.	7134	50.9571	5
Temperature checks should be made compulsory for all customers visiting a restaurant.	8168	58.3429	1
Single use utensils should be made compulsory.	7118	50.8429	6
Seating arrangement will be a major factor for you when deciding a restaurant.	7768	55.4857	3
Single use condiments should be provided only when asked by the customers.	5890	42.0714	7
The idea of discouraging buffets to reduce the risk will be supported by you.	5876	41.9714	8
Placing sanitizer at each table and sanitizing each customer before entering a restaurant should be encouraged.	7492	53.5143	4
Restaurants should discourage arranging large get together or parties to minimise the risk.	5684	40.6	9

Then they prefer some healthy restaurant practices such as ‘Placing sanitizer at each table and sanitizing each customer before entering a restaurant should be encouraged’, ‘Open kitchen or a kitchen with CCTV will attract you more towards a restaurant’, ‘Single use utensils should be made compulsory’ and ‘Single use condiments should be provided only when asked by the customers’. The idea of discouraging buffets and large get together to reduce the risk has acquired least ranks showing their less concern about social events in post COVID-19 era. In case of Hotels (**Table 14**), the statement- ‘Sanitizing and protective measures should be made priority for Hotels’ has gained the first rank followed by the statement- ‘Hotels should provide complimentary alcohol based sanitizers or liquid hand washes to all the customers’- showing their foremost expectations from Hotel service during and after this COVID-19 era.

Table 14

Ranking of Responses for Hotels

Statements	Total Garrett Value	Average Score	Rank
Sanitizing and protective measures should be made priority for Hotels.	9848	70.3429	1
Hotels should provide complimentary alcohol based sanitizers or liquid hand washes to all the customers.	8076	57.6857	2
Use of thermal detectors at entry point should be encouraged.	7546	53.9	3
All guests must furnish Doctor's Certificate or Fitness Certificate while checking-in Hotels.	6279	44.85	4
Mandatory 'Room Service' instead of a Common Dining Hall to avoid 'Mass Gathering'.	5578	39.8429	5
Booking of Hotels for large social gathering and event should be discouraged.	4673	33.3786	6

Long Term Implications on Hospitality Industry

In order to understand the penetrating effect of COVID-19, certain questions (**Table 15**) are kept in the research survey to understand the long-term impact on the Indian Hospitality Industry in a post pandemic situation. One question from each of the respective sectors has been framed to answer the queries related to the sustainability of the business in the long run.

Table 15

Long Term Preference of Respondents

Public Transport Service [for both short and long distance travelling]	IN [%]	Restaurants and Food Outlets	IN[%]	Hotels and Resorts	IN[%]
The following Outstation Plans (if any) once COVID-19 crisis is under control		Options which will be more preferred in a Post Pandemic Situation		Protection and Sanitation measures should be prioritized permanently in their customer service even if its cost incurring both for hotels and the customers	
Holiday Plans	10.7	Dine in	7.1	Yes	97.9
Visiting Outstation for Medical Treatment	2.86	Take away	12.9	No	2.1
Both	7.9	Delivery at your place	45	-	-
No Plans	73.6	All of the above	7.1	-	-
Other	4.94	None of the above	27.9	-	-
TOTAL	100	TOTAL	100	TOTAL	100

Are you having or planning to have any outstation plans, once this COVID-19 crisis is under control?

The question intends to capture the fear and hesitation amongst customers to use Public Transport Services for holiday travels or vacations, even after the Covid19 crisis is over, other than, travelling for work, daily commutation. The response summary for the above question clearly shows that a majority of 73.6% of respondents out of a total sample size of 140 are not having any outstation plans. This could be because customers are still not sure of the future scenario, as we are amidst the crisis and also because they are not willing to take any unnecessary risk, by compromising with their safety, hygiene and social distancing measures in a distant or a near future.

Which will be your most preferred option for restaurants in a Post Pandemic situation?

This question is framed from the Restaurant sector to get a better insight of the customer preference in their manner of enjoying food and delicacies from any food joints, eateries, cafes and restaurant chains. Amongst the responses collected, for the particular question we can find that, 45% of respondents who took the survey out of total 140 people are willing to consume food from restaurants, provided their order is delivered at their place, which implies that the customers are ready to pay an extra delivery charge over and above the actual order amount and most importantly they are giving stress on being socially distant, which is why the majority of people are not preferring to dine in or pickup their order physically. It should also be mentioned here that a fair number of customers with a percentage of 27.9 are not opting for any of the above given choices as they are unsure of safety and hygiene measures being followed by the restaurants, so they do not want to incur any cost, (whether regular in case of dine in, take away or extra in case of home delivery) and prefer being socially distant from all of the services, in a long term scenario.

Will you want Hotels to prioritize protection and sanitation measures permanently in their customer service, even if it is cost incurring both on the part of the Hotels and the customers?

In order to account for the deep rooted effect on the hospitality industry with respect to Hotels the above question has been asked to the respondents with a view to understand the customer behaviour in terms of willingness to pay an extra price for receiving an extended guarantee of service with maximum priority given to protection and sanitation measures. The descriptive statistic response of 97.9% is self-explanatory as here we can find a clear majority

of respondents agreeing to the fact that not only during the pandemic crisis or for a temporary period after the crisis, rather hotels should take initiatives to include protection and sanitation measures as a priority for customer retention and satisfaction permanently in their service regime. It is worth mentioning that the customers are not at all hesitant here to incur any added cost burden which will arise on the Hotels initially and transferred to the customers eventually. They are ready to pay such an extra price in the long term in exchange of the discussed services from Hotels.

Limitations and Concluding Summary

Limitations

- The Primary responses collected in total, all are through online survey and the questionnaire is prepared with the help of Google Forms, then it is circulated around. No Physical Survey has been conducted as we are amidst the Covid-19 crisis and there are restrictions of public transportation medium due to nationwide lockdown as well as for maintenance of social distancing norms.
- A comparatively larger sample size would have yielded in better interpretation of results, but due to time constraint the respondent sample size of the research study is restricted to a number of 140 people.
- All the responses collected are within the geographical boundary of districts of Kolkata, Howrah, Hooghly, North and South 24 Parganas of West Bengal in order to expedite the process of retrieving responses from them and also due to the lack of known or unrelated acquaintances outside the above mentioned locations.

Further Scope of Research

- The study points out that the majority of customers are willing to pay an extra price for extended safety and hygiene measures in hotels, but an attempt should be made further to find out that how much extra customers are willing to pay which will depend upon various other factors such as income, age, employment status in a post pandemic situation.
- On the other hand, keeping a window open for the light of research, it would immensely contribute to the Indian Hospitality Industry if an effort is made to portray the actual picture in a post pandemic background showing, to what extent the

customer expectations and recommendations have been considered sincerely in catering the industry demand and what is the scenario after picking up on those suggestions in relation to an accelerated growth story of the industry.

Concluding Summary

The most notable observation of this research effort lies in, helping us to understand the augmented expectations of the customers over and above the core service offered by the Industry. It helps to put forward some of the mostly observed and common suggestions which has become extremely relevant in the current context as given by the respondents to the Indian Hospitality Industry, so that they can take it up as a challenging area which needs to be addressed for sustainability and growth of their business in the coming days ahead, simultaneously they can also consider these with a prospective outlook for the industry to flourish and revive on its own. Some of such key recommendations are:

- The team of staff members, employees working in Travel, Restaurants and Hotels should be kept fixed or on a rotation basis, but their full medical history database should be maintained by the respective sectors to avoid any contamination chances of asymptomatic carrier of the virus.
- All the staff members working in these three sectors should be well trained and educated regarding the immense importance of safety and hygiene maintenance for serving the customers, guests and passengers in an efficient manner.
- The tourist bookings for hotels and travel should be limited and also on a pre-booking basis, all tourists should be asked to share their travel itinerary to avoid mass gathering.
- The core service quality should not be compromised at the cost of extended safety, hygiene and social distancing measures, because if so happens the cumulative industry demand will not increase even after catering towards customers' expectations.
- For Hotels taking bookings in post pandemic situation, during peak season should be extra cautious of hygiene, safety measures by ensuring adequate time gap between

check-in and check-out for a room to sanitise it, regular cleaning facility and consistent water supply etc.

- The hotels and restaurants before operating, post this crisis should compulsorily get a clearance certificate from autonomous authorised bodies stating, they meet the safety and hygiene standards to have customer reliability.

Last but not least, it is worth mentioning here that the entire research study has been conducted and fulfilled during the Covid-19 pandemic crisis, the true and exact scenario post pandemic remains unknown and delusional to all, however our study tries to put forward few of the many further scope of research in the concerned area as we are still in the woods and there lies a long road ahead to be travelled for the industry to outperform by eroding the COVID-19 effect.

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APPENDIX A

Questionnaire

COVID-19 has raised the fear of civilization survival. People have become very much concerned for their health during this COVID-19 era. We are conducting a survey to record your expectations and valuable recommendations for Indian Hospitality Industry which includes Hotels and Resorts, Restaurants and Food Outlets, Public Transport Service. The survey is for educational purpose only and responses will be kept confidential. Please help us to understand your expectations which will guide Indian Hospitality Industry to serve you better. For any queries you are requested to contact the email-id at the end of the questionnaire.

1. Name	
2. Email ID	
3. Gender	a) Female b) Male c) Transgender d) Prefer not to say
4. Age	a) 18-25 b) 26-30 c) 31-35 d) 36-40 e) 41 and above
5. Educational Qualification	a) Intermediate b) Graduate/Diploma c) Post Graduate d) Ph.D or Higher e) Others (Specify)
6. Employment Status	a) Home Maker b) Profession c) Business Person d) Service e) Retired f) Others (Specify)
7. Annual Family Income (INR)	a) Below 3,00,000 b) 3,00,001-5,00,000 c) 5,00,001-7,00,000 d) 7,00,001-9,00,000 e) 9,00,001 and above
8. Will proper security and protection measures against COVID 19 influence your decision about short and long distance travelling?	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

9. Will proper security and protection measures against COVID 19 influence your decision about hotels, resorts etc.?	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
10. Will proper security and protection measures against COVID 19 influence your decision about restaurants and other food stations?	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
11. Proper sanitation will be a major factor for you in deciding about short and long distance travelling.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
12. Proper sanitation will be a major factor for you in deciding about hotels, resorts etc.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
13. Proper sanitation will be a major factor for you in deciding about restaurants and other food stations.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
14. Encouraging physical distancing while short and long distance travelling will be highly appreciated by you.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
15. Encouraging physical distancing in hotels, resorts etc. will be highly appreciated by you.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
16. Encouraging physical distancing in restaurants and other food stations will be highly appreciated by you.	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
17. Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of short and long distance travelling?	a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
18. Are you ready to bear any extra cost which might occur for protection,	a) Strongly Agree b) Agree

cleanliness and physical distancing measures in a post pandemic period in case of hotels, resorts etc.?	<ul style="list-style-type: none"> c) Neutral d) Disagree e) Strongly Disagree
19. Are you ready to bear any extra cost which might occur for protection, cleanliness and physical distancing measures in a post pandemic period in case of restaurants and other food stations?	<ul style="list-style-type: none"> a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
20. Do you have the following outstation plans, once this COVID-19 crisis is under control?	<ul style="list-style-type: none"> a) Holiday Plans b) Visiting outstation for medical treatment c) Both d) No Plans e) Others (Specify)
21. Do you agree/ disagree with the statement that public transport will be a good option for short and long distance travelling?	<ul style="list-style-type: none"> a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
22. Do you agree/ disagree with the statement that once this crisis is under control, long distance may be travelled?	<ul style="list-style-type: none"> a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
23. How will you rank the following statements with respect to short distance travelling?	<ol style="list-style-type: none"> 1) Use of mask is compulsory for all travellers and travel staffs. 2) Cleanliness should be maintained strictly in Public Transport. 3) Buses and Trains with limited seats only. 4) Advance online ticket booking for ensuring zero physical contact. 5) All travellers and travel staff should carry fitness certificates. 6) Use of hand gloves is compulsory for all travellers and travel staff.
24. How will you rank the following statements with respect to long distance travelling?	<ol style="list-style-type: none"> 1) Use of mask is compulsory for all travellers and travel staffs. 2) Cleanliness should be maintained strictly in Public Transport. 3) Flights, Trains and Buses with limited seats only. 4) Advance online ticket booking for ensuring zero physical contact.

	<ul style="list-style-type: none"> 5) All travellers and travel staff should carry fitness certificates. 6) Use of hand gloves is compulsory for all travellers and travel staff. 7) Compulsory medical check-up at boarding and de-board point.
25. Will you support the idea of visiting a restaurant after the pandemic?	<ul style="list-style-type: none"> a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree
26. Which option will you prefer more in a post pandemic situation?	<ul style="list-style-type: none"> a) Dine in b) Take away c) Delivery at your place d) All of the above e) None of the above
27. What is your opinion regarding the following statements with respect to a restaurant in a post pandemic situation?	<ul style="list-style-type: none"> 1) Digitalization (Digital menu cards, digital wallets of payment) will attract you more towards a restaurant. 2) Open kitchen or a kitchen with CCTV will attract you more towards a restaurant. 3) Temperature checks should be made compulsory for all customers visiting a restaurant. 4) Single use utensils should be made compulsory. 5) Seating arrangement will be a major factor for you when deciding a restaurant. 6) Single use condiments should be provided only when asked by the customers. 7) The idea of discouraging buffets to reduce the risk will be supported by you. 8) Placing sanitizer at each table and sanitizing each customer before entering a restaurant should be encouraged. 9) Restaurants should discourage arranging large get together or parties to minimise the risk.
28. Do you approve of visiting hotels after this pandemic?	<ul style="list-style-type: none"> a) Strongly Agree b) Agree c) Neutral

	<ul style="list-style-type: none"> d) Disagree e) Strongly Disagree
<p>29. How will you rank the following statements with respect to Hotels?</p>	<ul style="list-style-type: none"> 1) Sanitizing and protective measures should be made priority for Hotels. 2) Hotels should provide complimentary alcohol based sanitizers or liquid hand washes to all the customers. 3) Use of thermal detectors at entry point should be encouraged. 4) All guests must furnish Doctor's Certificate or Fitness Certificate while checking-in Hotels. 5) Mandatory 'Room Service' instead of a Common Dining Hall to avoid 'Mass Gathering'. 6) Booking of Hotels for large social gathering and event should be discouraged.
<p>30. Do you think Hotels should prioritize protection and sanitation measures permanently in their customer service, even if it is cost incurring both on the part of the Hotels and the customers?</p>	<ul style="list-style-type: none"> a) Yes b) No
<p>31. Please provide your valuable recommendations and suggestions which will boost this industry again and will help them to serve you better in future.</p>	

GARRETT'S RANKING TABLE

Percentage	Score	Percentage	Score	Percentage	Score
0.09	99	20.93	66	80.61	33
0.2	98	22.32	65	81.99	32
0.32	97	23.88	64	83.31	31
0.45	96	25.48	63	84.56	30
0.61	95	27.15	62	85.75	29
0.78	94	28.86	61	86.89	28
0.97	93	30.61	60	87.96	27
1.18	92	32.42	59	88.97	26
1.42	91	34.25	58	89.94	25
1.68	90	36.15	57	90.83	24
1.96	89	38.06	56	91.67	23
2.28	88	40.01	55	92.45	22
2.63	87	41.97	54	93.19	21
3.01	86	43.97	53	93.86	20
3.43	85	45.97	52	94.49	19
3.89	84	47.98	51	95.08	18
4.38	83	50	50	95.62	17
4.92	82	52.02	49	96.11	16
5.51	81	54.03	48	96.57	15
6.14	80	56.03	47	96.99	14
6.81	79	58.03	46	97.37	13
7.55	78	59.99	45	98.72	12
8.33	77	61.94	44	98.04	11
9.17	76	63.85	43	98.32	10
10.16	75	65.75	42	98.58	9
11.03	74	67.48	41	99.82	8
12.04	73	69.39	40	99.30	7
13.11	72	71.14	39	99.22	6
14.25	71	72.85	38	99.39	5
15.44	70	74.52	37	99.55	4
16.69	69	76.12	36	99.68	3
18.01	68	77.68	35	99.80	2
19.39	67	79.12	34	99.91	1
				100	0