

Versatile Hospitality Industry Across The Globe A Case Study on Development and Challenges in Hospitality Industry in England

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Abstract: *Tolerance for poor guest service is rapidly shrinking in the hotel industry. According to results from a survey of 2016 US & UK internet users; one bad experience is enough to turn off the guests from using a particular brand in the hotel industry. Today's hotel industry is globally dealing with vast set of major challenges like economy influx (fluctuations in economy), labour shortage & retaining quality personnel, rising technological demand, providing & maintaining absolute cleanliness & hygiene, providing & maintaining excellent & exceptional guest service standards, providing meaningful & memorable personal experiences, sustainability, increasing competition, lack of latest & sophisticated marketing techniques, difficulties in managing energy & resources, providing impeccable safety & security & providing nutshell cyber security & data privacy etc. Today's hotels need to ensure that they exceed expectations at every stage of their guest's stay if they have to ensure long-term profitable growth. To succeed in hotel business, the hotel managers globally need to start working on the above mentioned challenges by formulating effective strategies with immediate effect. When most people think of the hospitality industry, they usually think of hotels and restaurants. However, the true meaning of hospitality is much broader in scope. According to the Oxford English Dictionary, hospitality means "the reception and entertainment of guests, visitors or strangers with liberality and good will." The word hospitality is derived from hospice, the term for a medieval house of rest for travelers and pilgrims. Hospice—a word that is clearly related to hospital—also referred to an early form of what we now call a nursing home.*

Keywords: Challenges, Year, Restaurant, Hospitality

Timeline of hospitality restrictions

2020

- 16 March: People were advised to avoid bars, restaurants and other indoor leisure venues
- 20 March: Hospitality businesses were required to close (except for takeaway/delivery service).
- Early July: Hospitality businesses were able to open for dining with social distancing measures and Covid-secure mitigations in place (exact dates varied between nations).
- July-August: Other than social distancing and Covid-secure mitigations there were limited restrictions on the opening conditions for hospitality venues over the summer. The Eat Out to Help Out Scheme in August encouraged customers to eat out UK-wide. Local lockdown restrictions were in place in some areas.¹¹¹
- September: Restrictions on restaurant and bar opening began being introduced from September. In England, from 14 September the "rule of 6" applied to all indoor gatherings. From 24 September hospitality venues were required to close at 10 pm and were limited to table service only. Similar restrictions on opening hours and groups of 6 were also in place in Scotland and Wales in late September. A growing number of local area restrictions were imposed.
- October: From 14 October in England, what had become a complex patchwork of local restrictions was simplified into three tiers. Pubs and restaurants serving food could open to dining (with restrictions on groups) even under the strictest tier (Tier 3) but were only allowed to serve alcohol with a "substantial meal". Local

restrictions were also in place in the devolved administrations.

- November: Restaurants, cafes, pubs and bars were required to close other than for take-away during the England wide lockdown from 4 November to 2 December. Shorter “circuit breaker” lockdowns applied in Wales and Northern Ireland (over different periods). In Scotland a system of local restrictions applied, with pubs and restaurants required to close in the highest local protection level (Level 5).
- December the tiered system of local lockdown restrictions returned in England. Restaurants and pubs in Tier 3 were required to close (with takeaway only); all restaurants and pubs had to close at 11 pm. A fourth tier was introduced on 18 December. The number of areas in Tiers 3 and 4 increased throughout the festive period. Pubs and restaurants were required to close (except for takeaway) from Boxing Day in Wales, Scotland and Northern Ireland.

2021

- January 2021: From 5 January all hospitality venues in England were required to close (except for takeaway) with the commencement of the third England-wide lockdown.
- April: Outdoor hospitality reopened, with restrictions on group sizes, and table service only. In Scotland, hospitality venues were able to serve food indoors until 8pm, without alcohol.
- May: Indoor dining reopened with restrictions on group sizes. In England, six people (or two households) could gather in indoor hospitality venues. In Scotland, up to six people from three households could meet, with alcohol able to be served until 10.30pm. In Wales, six people from different households could meet indoors.
- July: The majority of restrictions on hospitality in Scotland and England were removed on 19 July. In Scotland, customers were still required to provide contact details for Test and Assist.
- August: Wales removed all restrictions on hospitality on 7 August, including nightclubs reopening. • October: Covid passes were required for nightclubs in Wales.
- December: Work from home guidance was introduced in England in response to the Omicron variant (“Plan B”). The NHS Covid pass was required for entry into certain venues such as nightclubs. In Wales, the “rule of six” was reintroduced, hospitality venues were required to take customer contact details, and licensed premises were only able to operate with table service, from 26 December. In Scotland, one meter physical distancing in hospitality premises was introduced, and nightclubs closed, from 27 December.

2022

- January 2022: Social distancing restrictions on hospitality in Scotland and Wales were lifted.
- February 2022: UK Government publishes its Living with Covid-19 Plan for the removing all remaining Covid-19 restrictions in England.
- April 2022: all remaining Covid measures were lifted in England.

I. INTRODUCTION

For many, the hospitality industry holds a certain glamour and sophistication. This is partly due to the image most hotels choose, refine, and project to the public. Much of this image is created through architecture and design. Yet a building is really only bricks, mortar, steel, glass and furnishing. The property’s architecture and style may be important in setting the theme, but other factors are also important in differentiating one hotel from another. These factors can include the property location, variety and quality of food service, special features and amenities, and perhaps most important, a staff that puts all of this together with service to create the overall image and competitive position. Front office personnel are literally on the front line in creating that image. Reservations agents are often the first to have contact with the guest, while front desk agents, Concierges, bell attendants, and door attendants are among the first needed to satisfy guest needs make front office work interesting and rewarding. And since no two guest, two hotels, or – for that matter – two days are even the same, front office work can’t help but be exciting and challenging. This chapter will outline some basics about the hospitality industry, as well as show how hotels can be classified by size, market, level of service, and ownership.

The hospitality industry is part of a larger enterprise known as the travel and tourism industry. The travel and tourism industry is vast group of businesses with one goal in common: providing necessary or desired products and services to travelers. Hospitality can be termed as a deliberate, planned and sustained effort to establish and maintain mutual understanding between an organization and the public i.e., the business of making and keeping friends, and promoting an atmosphere of better understanding. As per the Oxford Dictionary Hospitality is defined as Reception and entertainment of guest, visitors or strangers with liberality and goodwill. The word hospitality is derived from the Latin word Hospitalities. The travel and tourism industry can be segregated into five main parts and further it shows the various sub components of each part. The hospitality industry consist of lodging and food and beverage operations plus institutional food and beverage services which do not cater to the traveling public. Lodging operations stand apart from other travel and tourism businesses since they offer overnight accommodations to their guests. Many lodging properties provide food and beverage service, recreational activities and more.

The hospitality industry primarily refers to the food and accommodation services industries. This means restaurants, cafes, pubs, bars, catering, hotels, campsites and other accommodation. The hospitality industry has been one of the hardest hit sectors by the pandemic. The hospitality industry in the England is largely represented by the country's hotels and leisure companies, and produces around 4% of UK.GDP. England is a destination for tourists and travelers from around the globe. As such, England has cultivated a rich hospitality and tourism market, designed to keep visitors happy, entertained, and coming back for more. This tour will show you just why England is such an attraction as well how restaurant, hotel, and marketing industries keep England so popular

II. LITERATURE REVIEW

Hospitality industry in the England: pre-pandemic

In 2019 the economic output of the hospitality sector was £59.3 billion, which was around 3% of total UK economic output. Hospitality businesses represented 3-5% of businesses in each country and region.

In the three months to March 2020, there were 2.53 million jobs in the hospitality sector in the UK, representing 7.1% of total England employment. The hospitality industry has higher proportions of younger workers, foreign-born workers, part-time workers and workers from minority ethnic backgrounds compared to other sectors. Median hourly pay is lower in hospitality compared to other sectors.

The link to the excel sheet attached to this briefing allows users to view the number of accommodation and food/beverage businesses and employment by Parliamentary constituency. The Library briefing on Pub Statistics provides data on the number of pubs by constituency.

Impact of Covid-19 on the Hospitality Industry

Hospitality restrictions The food & accommodation sector has been one of the hardest hit sectors by the pandemic. Restrictions on trading have disproportionately impacted hospitality businesses.

Restrictions ranged from forced closures and limits on opening hours to factors that affect customer capacity and demand, such as rules on the number of people that can meet indoors, on mixing between households, alcohol sales and table-service requirements. While forced closures and restrictions limited customer demand and business revenues, hospitality businesses continued to face fixed costs such as property and staff costs.

The Annex to this briefing paper provides a timeline of hospitality restrictions during the pandemic. Broadly, full lockdowns requiring hospitality businesses to close to seated dining were in place from March to July 2020, in November 2020 and from December 2020-April 2021. 24 Various restrictions on trading were in place throughout 2020, including different restrictions in different local authority areas and in each nation.

The following sections set out data sources showing the impact of the pandemic on the food & accommodation industry UK wide.

Economic output

The hospitality sector saw the biggest economic declines of all sectors during the pandemic. Periods of public health restrictions saw large falls in output. The peak of the economic downturn was in April 2020, where economic output in the food & accommodation sector was 90% below pre-pandemic levels (February 2020). Overall, hospitality economic

output over 2020 was 42% lower than 2019. In 2021, hospitality output was 21% lower than 2019. The hospitality industry's share of the UK economy fell from 3% in 2019 to 2% in 2020 and 2021.

The peak of the economic downturn was in April 2020, where economic output in the food & accommodation sector was 90% below pre-pandemic levels (February 2020). In July 2020, when dining was allowed to resume (with restrictions on customer numbers), output in the sector was still down 44% compared to February. Economic activity in the sector recovered further in August 2020, boosted by the Government's Eat Out to Help Out Scheme alongside easing lockdown restrictions and the summer holiday period.²⁸ The industry saw 71% growth in August 2020 compared to July, driven by increased output in the food and beverage service sector.²⁹ However, output was still down 14% in August 2020 compared to February 2020.

After a peak in August 2020 output in the sector declined as restrictions were gradually re-imposed before the full nationwide lockdown at the end of December 2020. The impact of restrictions on hospitality output in winter 2020 was not as severe as the first lockdown, as many businesses had adjusted to lockdown trading, for example by expanding their online takeaway services.

Output strongly recovered from April 2021 which saw the start of restrictions lifting. The summer of 2021 saw hospitality output rise above pre-pandemic levels between August and November. This corresponds to high customer numbers during the summer of 2021.

Output declined in December 2021 due to the emergence of the Omicron variant which saw work from home guidance and customer caution return. However, the impact on output was significantly less severe compared to earlier peaks in the virus. Hospitality output was 6% below pre-pandemic levels in December 2021 and 3% below in January 2022.

By February 2022, monthly output for the hospitality sector had risen above pre-pandemic levels again (4.9% above February 2020). Early estimates of economic performance in March 2022 showed the service sector growth being fuelled by the hospitality and leisure industries with customer demand returning.

Business trading status and resilience

Hospitality businesses reported higher than average proportions of businesses with low profits, cash reserves and business confidence throughout the pandemic. It isn't possible to say exactly how many hospitality businesses closed during the pandemic. Between January 2020 and 2021 there was a 10% fall in the total number of hospitality businesses in the UK. This compares with a 7% fall in businesses across all sectors. Looking only at hospitality employers however, there was a 3% increase in the number of businesses.

Support for the sector during the pandemic

The hospitality industry benefited from business support schemes available to all industries, such as the CJRS and business loans. Hospitality, leisure and retail businesses were also eligible for business rates relief and a series of Hospitality industry and Covid-19 7 Commons Library Research Briefing, 11 May 2022 business grants. Support schemes specifically targeted to the hospitality industry included the Eat Out to Help Out scheme and a temporary cut to VAT.

Other support included temporary changes to alcohol licensing and planning law for pavement licences, to make it easier for restaurants and pubs in England and Wales to seat and serve customers outdoors. The Government has said that its forthcoming Levelling up and Regeneration Bill would make the temporary changes to pavement licences permanent^[1].

Government departments have published strategies relevant to the recovery of the hospitality sector, including:

- The Department for Digital Culture Media and Sport's Tourism Recovery Plan (June 2021)
- The Department for Business Energy and Industrial Strategy's Hospitality Strategy (July 2021) and
- The Department for Levelling Up, Housing and Communities' (DLUHC) Build Back Better High Streets Strategy (July 2021)

Outlook for 2022

All coronavirus restrictions were lifted from early 2022 and the hospitality sector continues its recovery, particularly as international tourists return. Consultancy firm Oxford Economics forecast that the hospitality and leisure sectors are

expected to be the fastest growing parts of the economy over the next five years. In part this reflects that the industry saw greater falls during the pandemic and has more scope to recover. Oxford economics predicted that hospitality's share of the economy in 2026 to be similar to that in 2019.

Key issues for the hospitality sector going forward are labour market shortages, concerns about the impact of inflation on consumer confidence and high debt-levels in the sector.

Kate Nicholls of UK Hospitality told the House of Commons Digital Culture Media and Sport Select Committee that hospitality businesses that had survived the pandemic are in "a very precarious state" and would remain fragile for another two years. She said that UK Hospitality estimated the sector had "around

£10 billion of covid-related debt" outstanding and noted that businesses in the sector have low profit margins in general (even before the pandemic). She said the sector would "undoubtedly see business failures over the next two years" and called for support to not taper off too soon.

On top of this, businesses in the hospitality industry are, like all businesses, facing rising input costs, both for goods and energy. The ONS reported that in late February to early April 2022, energy prices and inflation of goods and services prices were most highly cited as the main concerns facing businesses in general. The industry is concerned about rising prices for customers just at the time that demand is returning and the sector needs to continue to entice customers back to eating out and traveling.

The ONS reported that in March, 37% of hospitality businesses reported having to absorb price increases and 37% reported having to pass on costs to customers. 14% of hospitality businesses reported having to reduce staff work hours (compared to 4% across all businesses) and 9% reported making redundancies (compared to 2% across all businesses)[2].

Much of the last remaining coronavirus business support ended at the end of March 2022, which the industry described as a "cliff edge".⁷¹ VAT returned to the full 20% rate and the moratorium on eviction for non-payment of commercial rent also ended. Business rates remain reduced, but relief is now 50% (compared to 66% up to end of March 2022) and subject to a £110,000 per-business cap. ⁷² The Hospitality Strategy, High Streets Strategy and Tourism Recovery Plan are the Government's policy plans for supporting the industry with these challenges

Evaluating & discussing major challenges faced by hotel industry

A. Economy Influx (Fluctuations in Economy)

When a nation's economy is high, business travel generally increases. Hotel's occupancy percentage and rack rate increases, which results in higher profit levels. Vice-Versa, the business travel slows when the economy is low which results in decreased occupancy percentage and rack rate. Discounts to increase occupancy are offered, which yield lower revenues and profit decreases. For hotels and restaurants, the economy always plays a role in determining the level of both personal and business spending. For tourism-heavy locations, this is even truer. In the travel and hotel sectors, the ups and downs of global events have an obvious impact on international spending making it one of the greatest challenges facing the hospitality industry and restaurants. As demand for lodging and plane travel goes down, both total revenue and profit decrease. Prices are slashed to try to fill empty rooms and flights, and raising rates to recover lost profits later is a tricky business. But the impact of globalization is also being felt in the food service sector. Restaurants now have a greater variety of vendor options to make their menus more appealing while obtaining ingredients and supplies at a lower cost. At the same time, importing from other countries has its own set of risks especially if there is a well publicized incident regarding contamination, unfair labor practices, toxic materials used in manufacturing, and other issues that media-savvy consumers may find troubling. While cheaper sourcing may be easier in a global economy, customers are more and more selective about spending in alignment with their shifting values. As far as sourcing talent is concerned, stricter immigration regulations since 2001 have made it more difficult for the hospitality sector to supplement the shrinking local labour pool with workers from other countries.

The governments of all the countries are being urged to make changes in immigration and work visa laws to help the hospitality sector better fill vacant job openings with foreign employees. However, these changes are sure to happen slowly. In the meantime, employers should ensure they are complying with existing laws for hiring documented workers. Failure to comply with all documentation requirements, such as I-9 processing, continues to be a challenge but it can be readily mitigated with the implementation of on boarding that integrates with e-verify.

B. Labour Shortage & Retaining Quality Personnel

Labour shortage is one of the greatest challenges facing the hospitality industry and restaurants. The restaurant industry in the UK alone employs about 14 million workers. Shortages are becoming an issue as the talent pool of suitable candidates shrinks. Since the quality of employees hired has a direct impact on brand reputation, revenue, and overall labour costs, simply lowering standards is not an acceptable solution for savvy hotel owners. It's essential to access a larger volume of talent in order to be able to pick and choose the best options. Businesses in this sector must also be willing to make changes in how they operate to support workers in giving their best effort on an ongoing basis. Right now, the demographics of the available candidates are skewing older. Boomers who had their retirement plans put on hold due to the recession are looking for ongoing work even in physically demanding roles that they may not be equipped to fulfill while younger workers are aggressively seeking jobs with a reputation for higher wages and better working conditions. Paying increasing attention to creating an excellent workplace culture, being competitive with wages and benefits, and improving working conditions to place less stress on employees will ease the burden on an aging service industry population and help attract younger talent. As an example of one way to make benefits better, even organizations with fewer than 50 employees are able to offer health coverage now by leveraging the power of group plans and blending them with supplemental coverage that helps fill in the gaps. Insurance brokers and advisors are getting creative (within the bounds of the law) in helping smaller businesses negotiate for better insurance for their employees. Employers may also want to consider seeking out more Work Opportunity Tax Credit (WOTC) - eligible job candidates to fill out their workforce. These candidates typically face significant barriers to hiring due to income, veteran status, disability, or history of incarceration. But they can bring a lot of motivation and dedication to the job, especially if adequate training is provided. This labour pool is always available, and businesses can capture thousands of dollars in tax credits for hiring eligible individuals. Using automated WOTC processing makes it simple to capture the necessary information and submit documentation to qualify for these tax credits. One of the greatest challenges faced by the hospitality industry is the unavailability of quality workforce in different skill levels. The hotel industry has failed to retain good professionals. Retention of the workforce through training and development in the hotel industry is a problem and attrition levels are too high. One of the reasons for this is unattractive wage packages. Though there is boom in the service sector, most of the hotel management graduates are joining other sectors like retail and aviationp[3].

C. Rising Technological Demand

Technology is an integral part of everyday life. Whilst we use our holiday to take a break from certain aspects of our lives, it seems we never want a break from technology. Hotel guests demand a basic right to be connected in any hotel, in any location, around the world. Technology is a constant travel companion, wherever we go. Innovative use of technology that benefits customers and not just hotel operations helps hotel to stand out from the competition and attract new customers. The Oracle Hotel 2025 survey, conducted in February 2017, discovered that guests are willing to engage brands that offer new technologies if they feel they're in control of their experience. It started with the demand for free wi-fi connection but this is very much a basic need now. Hotels have started to install robotics and voice control technology, smart mini bars and golf simulators. The Wynn hotel in Vegas already uses Amazon Echo and Marriott is exploring Amazon Alexa and Google Home to use in their bedrooms. Whilst technology provides endless opportunities to improve hotel efficiencies, hoteliers must strike the right balance between automation and the human touch. Investment in technology is critical to long-term business success but it must not come at the cost of personal service. The demanding nature of the average consumer is skyrocketing in an era of instant gratification. People want what they want and they want it now. That's always been true to a certain extent in the hospitality industry. After all, customers are paying for service and they expect to get it. But they are now doing more than just comparing your organization to direct competitors. A customer comparing you to his/her experience in general particularly when it comes to digital interaction and speedy service is one of the major challenge faced by the hospitality industry today. In March 2017, Amazon launched its first public demo of drone delivery. Customers expect to receive prompt responses no matter how they make contact with your organization. As an example of this shift towards reliance on technology, statistics suggest almost 60% of hotel reservations are made online, with 65% of same day reservations being made via smart phone. Customers now, even

complain about the number of keyboard strokes or mouse clicks required to complete an online booking. The restaurant industry is also feeling increased pressure to go digital and change their business model by starting food delivery services for locations that were previously dine-in only. Hotels and restaurants should look for ways to use technology to improve the overall digital customer experience from on-site kiosks to their website and social presence. To start with, it's essential to have someone monitoring all digital channels from review websites to twitter, facebook, email, and beyond. Reputation management is a best practice for keeping customer satisfaction high and a valuable source of data and insights for future improvement. Internal customers (job candidates and employees) also have higher expectations towards their employer organization. A mobile-friendly online application process, web-based onboarding, virtual training, and self-service tech in general will undoubtedly help attract savvy employees & will help make them ready to work faster, and help keep them engaged and satisfied over the long run.

D. Increasing Competition

Hotel industry is an ever blooming business. Travel and tourism is enormously growing every year. Travelers always look for the perfect accommodation. Due to very high demand in accommodation, the competition is also high in this business. In the crowded travel spots, you can see hotels at each and every locality. High competition is a major challenge in this sector. To reap the high profits, new or existing competitors could significantly reduce rates or provide greater conveniences, services or amenities, or significantly expand, improve or introduce new facilities in the markets. Hotels everywhere indicate that their community is overbuilt; there are too many available hospitality rooms relative to the guests desiring to rent them. The resulting competition, which often involves price cutting in efforts to provide greater value to guests, reduces the profits generated. A steep fall in occupancy ratio in the wake of the global slowdown and tight competition among hospitality operators in a shrinking market have brought down hospitality room rents drastically across the globe. The competition in Europe has resulted in low occupancies and as a result, the average room rate has taken a beating of almost 30 percent in all major leisure markets. Rooms are now sold not only for less but also bundled with packages, like breakfast, airport transfers or a day's sightseeing[4].

E. Providing & Maintaining Excellent & Exceptional Guest Service Standards

Every hotel guest expects good customer service but today's hoteliers must exceed expectations by being more than just good & there is a need to be excellent. A hotel is judged by the quality of the service delivered. Highly skilled and attentive staff, a personal touch, respect, and the ability to make a guest's stay as comfortable and as relaxing as possible are all equally important to succeed. If hotels can provide that extra level of service, they can generate brand loyalty and repeat custom. The phrase "The customer is always right" may have been coined in the retail sector, but it is highly relevant to the hotel

sector. To win repeat business and ensure long-term growth, hotels must develop a deep understanding of the types of customers they want to attract and provide services and facilities that cater to the needs of their target customer base. There is now a growing demand to employ data scientists in the hospitality sector, to provide insights into hotel guests — their likes, dislikes and interests to ensure unexpected and highly appreciated personal touches during a guest's stay.

III. SUMMARY

The UK hospitality sector is comprised of approximately 143,000 businesses, employs around 1.8 million people and, in 2019, generated £40.4 billion in Gross Value Added. As well as providing jobs and contributing to the economy, hospitality plays a vital role at the heart of communities up and down the country, giving a welcoming space for people to come together.

Challenges facing the sector

Though many hospitality businesses were thriving and expanding before the COVID-19 pandemic, the sector faced some underlying challenges. Growth was fuelled by an influx of investment, but against a backdrop of a general decline in high street footfall. Businesses tended to operate on very small margins and with low cash holdings, partly due to a high level of fixed costs. As a result, hospitality businesses were, and remain, more vulnerable to income disruption than other parts of the UK economy.

The impact of the COVID-19 pandemic

The nature of COVID-19, and the measures needed to reduce transmission, has invariably had a disproportionate impact on businesses that exist to support social interactions. Despite £352bn in government support, much of it targeted at hospitality, leisure and retail businesses, hospitality businesses operated at a loss and some, for example nightclubs, were unable to operate at all. Targeted support included grants, business rates relief, a VAT cut and the Eat Out To Help Out scheme, along with cutting red tape to make it easier for hospitality businesses to operate outdoors.

Opportunities for the hospitality sector

While structural issues and the unprecedented circumstances posed by the pandemic left the sector facing many challenges, they also highlighted its adaptability. Hospitality businesses have proven to be incredibly resilient and have adapted their operations in a range of different ways. This adaptability gives hope that the businesses that have survived the pandemic, and those that follow, will emerge stronger than before.

Vision for the future of the hospitality sector

In recent months, we have worked closely with sector partners and businesses to develop an ambitious vision for the sector that reflects the aims of not only returning the sector to its pre-pandemic health, but which also sets the conditions for a resilient and dynamic sector for years to come[5].

IV. CONCLUSION

The hotel industry undoubtedly is facing several major challenges globally such as economy influx (fluctuations in economy), labour shortage & retaining quality personnel, rising technological demand, providing & maintaining absolute cleanliness & hygiene, providing & maintaining excellent & exceptional guest service standards, providing meaningful & memorable personal experiences, sustainability, increasing competition, lack of latest & sophisticated marketing techniques, difficulties in managing energy & resources, providing impeccable safety & security & providing nutshell cyber security & data privacy etc. The global hotel industry & therein working hoteliers need to sort, resolve, find & implement appropriate solutions to all the above mentioned major challenges by formulating efficient & effective strategies henceforth with immediate effect in order to ensure smooth functioning of hotels & winning confidence, trust & faith of hotel guests worldwide.

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