

# **The effect of the Covid-19 pandemic on hotel supply chains in Vienna**

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International Management

Submitted to MBA. David Osho

Lukas Kriegler

1821036

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## **Affidavit**

I hereby affirm that this Bachelor's Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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## Abstract

When the world was flung into a global health crisis in March 2020, no industry was left untouched. Due to the introduction of travel restrictions and lockdowns, European tourism came to a complete stop. In the capital of Austria, Vienna - known for its flourishing tourism sector - the hotel industry suffered significant losses in revenue. In response to this sudden shift in guest numbers, management of hotel supply chains had to be rethought and adjusted. This paper aims to identify how Vienna's hotel industry handled the impact of the Covid-19 pandemic on their supply chains, with specific interest in supply chain resilience and agility as well as the concept and importance of service supply chains. While supply chains are a well-established research topic, not a lot of academic attention has been paid to the specific makeup of hotel supply chains and their management in times of a crisis. To better evaluate these concepts, the following main research question was formed: How did the Covid-19 pandemic impact hotel supply chains in Vienna? Additionally, the thesis will investigate what the Viennese hotel industry can learn from their response to the pandemic in the management of their supply chains in the event of future global economic disasters. Thus, this paper aims to identify what kind of mistakes were made, which approaches were successful and how supply chain management can be improved in the future. For the purpose of answering these questions a qualitative research design was selected. Interviews with experts and employees working within the hospitality industry were conducted, transcribed and analyzed. The research showed that hotel supply chains were negatively affected by the pandemic, since the sudden decrease of guests due to lockdowns, travel restrictions and other safety regulations led to a dramatic drop in demand. The industry had not been prepared for such a sudden disappearance of their core revenue. Furthermore, the concepts of supply chain resilience and agility played an important part in the management of hotel supply chains, which will only expand in the future.

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## List of Abbreviations

AMS – Arbeitsmarktservice (Austrian unemployment agency)

Covid-19 – Coronavirus Disease 2019

GDP – Gross domestic product

WHO – World Health Organization

WKO – Wirtschaftskammer Österreich (Chamber of Commerce Austria)

# 1 Introduction

## 1.1 Problem statement

In early 2020 the world experienced the outbreak of its first global pandemic in the 21<sup>st</sup> century. Due to the nature of an ever more globalized and connected society, efforts to geographically contain the virus were largely rendered futile. It spread into every corner of the world, becoming a transnational problem which required nations to cooperate and unite in the fight against this novel disease. The first Covid-19 case was officially identified in late 2019 in Wuhan, China (Singhai, 2020). A mere three months later, on the 11th of March, 2020, the disease was declared a pandemic by the World Health Organization (WHO) (Singhai, 2020). Covid-19 became an international crisis, prompting many countries to introduce restrictions to public life. In Austria, the first case of the Covid-19 disease was detected in late February of 2020 (Pollak et al., 2020a). It did not take long until travel restrictions were put in place, shortly before the first Austrian lockdown started in mid-March of the same year (Pollak et al., 2020a). The Austrian economy suffered greatly under these and the numerous following regulations, which forced businesses in many sectors to rapidly slow their operations which, in-turn, slowed the growth of the Austrian economy.

Since the beginning of the Covid-19 pandemic, the Austrian government had called for multiple lockdowns and other social distancing measures in an attempt to limit the spread of the virus (Pollak et al., 2021a). These restrictions to public and private life caused a steep decline in both international and domestic tourism (Pollak et al., 2021a). Thus, the hospitality industry was amongst the most severely affected economic sectors, since hotels suffered dramatic losses in the number of overnight stays, as well as being forced to temporarily shut down operations completely during the multiple strict lockdowns imposed by the national government (Fritz, 2020c). As the hospitality sector is a service-based industry, it is impossible for them to make up for lost income as a hotel can never exceed its revenue beyond a fully booked hotel with all rooms occupied (Ozdemir et al., 2022). This makes economic losses more severe for a service-based sector, compared to a production-based industry, which has the option to increase production externally through outsourcing or internally through extending production hours per day in order to mitigate previous losses.

Thus, the impact of the pandemic put a lot of pressure on hotel management since hotels had limited means of generating income or making up for lost revenue, but still had to cover costs such as employee salaries and property leases.

To understand the significance of these losses, it is important to understand the important role tourism plays in the Austrian economy. The Austrian tourism sector made up 7.3% of the Austrian GDP in 2019 (Tourism Federal Ministry, 2020). There are certain regions in Austria which rely on the income from tourism, and have thus built their local economies and much of the local infrastructure around it. Since there was a drastic decline in demand for accommodation following the Covid-19 pandemic, it can be assumed that there was a similarly dramatic drop in demand for other supplies required in the smooth running of a hotel (Fritz, 2020c). An example would be the change in demand for breakfast food, which would have come to a complete stop during times when hotels were forced to shut down. It can thus be further assumed that supply chains were likely affected vertically far beyond singular hotel properties. Demand for certain products came to a complete stop, presumably leading to a chain-reaction of mismatched supply and demand, impacting the suppliers of the hotel's suppliers as well. As an example, if hotels do not host guests, their rooms do not need to be cleaned, leading to a decline in required cleaning products for the cleaning service provider.

It can thus be assumed that the management of hotels' supply chains during the pandemic had implications for many other economic sectors which - while not directly visible to the guest - are still essential for the successful running of a hotel. This paper aims to identify how supply chains connected to the hospitality industry were affected by the Covid-19 pandemic and how the crisis forced hotel management to rethink their supply chain management approaches.

Supply chains have been a topic of academic interest for more than thirty years (Globaltranz, 2015). In the beginning, supply chain research and the term's initial definition focused on its relevance and use in the manufacturing sector (Beamon, 1998). In recent years, however, the definition was broadened to be more inclusive and thus more applicable to the service industry. A modern definition of the supply chain is "all functions involved in receiving and filling a customer request" (Chopra & Meindl, 2016, p. 13). Within the hotel industry, supply chains have varied functions

and fluctuate in scope, as they can be divided into internal and external processes (Chopra & Meindl, 2016). The literature review of this thesis attempts to give an overview of the key concepts of supply chain research as well as supply chain management research. Of particular interest in that regard are concepts connected to the planning and flexibility of existing supply chains, since this plays an important role in understanding management choices in response to the Covid-19 pandemic. In addition, the thesis gives a breakdown of how the Covid-19 pandemic developed and spread throughout the world. This includes an explanation of the most prominent variants of the virus, which were directly linked to the continued need for measures limiting the spread of the virus. Furthermore, the thesis will provide a detailed timeline of regulations and restrictions to travel and public life that were implemented in Austria from March 2020 up until March 2022, and how these regulations affected the Austrian economy in general, and the Austrian tourism sector in particular.

## **1.2 Purpose of the thesis**

The aim of this paper is to investigate how Covid-19 affected and still affects supply chains within the Viennese hotel industry. The Austrian tourism sector makes up a significant part of the country's economy as it has close to equally strong winter and summer tourist seasons. However, the pandemic had a devastating impact on guest numbers and forced hotels and other tourist establishments to shut down temporarily. Due to the unknown duration of these closures, it became more and more difficult for hotels to maintain their established supply chains. By interviewing twelve experts responsible for the management of hotels with a three or higher star ranking as well as their supply chains during the pandemic, insights and new perspectives can be gathered into how prepared Vienna's hotel industry was for a situation of this scale and how successful they were at mitigating its impact.

Although there have been academic papers researching how Covid-19 impacted supply chains in general, as well as the effect of the pandemic on specific economies, no research has taken a more specific look at the impact of the crisis on hotel supply chains in Vienna. Thus, the purpose and aim of this thesis is to close this gap in the research. Additionally, the aim is to help supply chain management in the instance of future global crises by examining mistakes and successes in how hotel management

in Vienna responded to the Covid-19 pandemic. These findings aim to be applicable to other tourist regions, which face crises of such severity.

### 1.3 Research Question

For the purpose of an in-depth interrogation of this particular subject matter, research questions were formulated. The main research question and its sub questions are:

- **Main question:** How did Covid-19 impact hotel supply chains in Vienna?
  - **Sub-question 1:** How did hotel staff have to adapt supply chain management techniques in response to the pandemic?
  - **Sub-question 2:** How will this response impact supply chain management in the hotel industry in future moments of crises?

The author's key hypothesis was that the Covid-19 pandemic affected hotel supply chains in a negative way. Due to unpredictable demand, hotels lost their ability to make independent decisions about their supply chains, which was caused by travel bans and other government regulations. The concepts of resilience, agility and flexibility played key roles in hotels' responses to the crisis, which will impact how these hotels handle similar situations in the future.

### 1.4 Structure of the paper

This thesis opens with an introduction that outlines its key concepts, main concerns and aims of the research. A general introduction to the topics of the Covid-19 pandemic and its impact on the global economy overall, and the Austrian tourism sector more specifically is given. Furthermore the gaps in existing research are highlighted to better understand why this research is necessary. In addition, the research question and the structure of the thesis are given to ease the navigation of this paper.

Following the introduction is the literature review, which focuses on supply chains, Covid-19 and finally the hospitality industry in Vienna. Examining existing research into supply chains serves the purpose of deepening the understanding of complex supply chain dynamics within the hospitality sector. The sub-chapter exploring the

global pandemic will pay particular attention to its effect on the global economy, a timeline of the crisis and its impact on the Austrian tourism industry.

The knowledge gathered throughout the literature review is used in the Methodology section for the formation of research questions that aim to connect empirical findings with established research. Hypotheses regarding the outcome of the research are introduced. In addition, the chosen methodology is explained, justified and limitations are highlighted. Furthermore, a qualitative approach is introduced.

The Methodology section is followed by the Data analysis section, which consists of a detailed analysis of the twelve interviews with high ranked hotel employees for the purpose of answering the research questions. The next section is a discussion of this research, featuring an interpretation of the data in light of the knowledge fathered in the Literature Review. Finally, the conclusion highlights the paper's key findings as well as their implications and recommendations for the future of the supply chain industry and research in this field.

## **2 Literature review**

Supply chains surround us on a daily basis, often without noticing them. Therefore, it is necessary to understand what they are and how they function. The first part of the literature review focuses on the academic concepts of supply chains and how they influence decisions in the business world and shape company operations. The second part will look at supply chains with an emphasis on their significance within the hotel industry, and highlight how some of them function. The final part of the literature review will examine the effect of Covid-19 on the global economy in general, as well as Austria and Vienna in particular.

### **2.1 The importance of supply chains**

As mentioned previously, supply chains are in every business. They are often overlooked by people, as supply chains are in the background meaning that customers often do not get to see or notice them. However, they are required for smooth operations, and without them no business could function. As supply chains are necessary for a business to operate, management staff try to streamline supply chains and keep improving them to optimize the flow of goods and services. It is important to note that the concept of the supply chains differs from logistics, since logistics is an internal function of a single business whilst supply chains connect multiple companies together for the purpose of distributing a complex product to an end customer (Hugos, 2011).

#### **2.1.1 Definition**

According to Beamon supply chains are defined as “an integrated process wherein a number of various business entities (...) work together in an effort to: (1) acquire raw materials, (2) convert these raw materials into specified final products, and (3) deliver these final products to retailers” (Beamon, 1998, p. 281). This definition is dated, as it is very narrow and only includes the manufacturing process as well as over-emphasizing the importance of raw materials. This excludes the service industries which rarely work with raw materials and provides services instead. Thus, the definition has since broadened over time. Chopra and Meindl, for example, define supply chains to include “all functions involved in receiving and filling a customer request” (Chopra & Meindl, 2016, p. 13). This definition widens the applicability of

supply chains to include “new product development, marketing, operations, distribution, finance, and customer service” (Chopra & Meindl, 2016, p. 12). This more inclusive view can be applied to a variety of industries that do not work with raw materials, such as the hospitality industry, due to its reliance on customer service as a main part of the supply chain. However, the goal of the supply chain “is to add value to a product”, which can occur in a hotel room by, for example, offering premium hygiene products or investing money in thicker windows to ensure a quieter, more comfortable stay for the guest (Janvier-James, 2012, p.195).

### **2.1.2 History of supply chains**

Initially logistics research was concerned with the concept of mechanization which used at that time new inventions like pallets and pallet lifts (Globaltranz, 2015). Back then the focus was on mass production “with little product or process flexibility” (Shukla et al., 2011, p. 2060). The next developed was the introduction of containers which would fit on trucks, ships and trains which made transportation more simple as it was more uniform (Globaltranz, 2015). In the 1960s the concept of distribution management was developed which had a higher focus on time-critical deliveries, which required the collaboration of “warehousing, material handling, and freight transportation” (Globaltranz, 2015). This made it necessary to develop better inventory management and better delivery routes. In the 1980s these concepts were further developed with the help of personal computers (Globaltranz, 2015). Due to the high competition of the global market companies had to “offer low-cost, high-quality, and reliable products with greater design flexibility” (Shukla et al., 2011, p. 2060). In the 1990s Enterprise Resource Planning systems had initial problems with installing and working correctly, but by the 2000s most of the large companies had successfully implemented this new system (Globaltranz, 2015). All of these developments helped streamline global as well as small-scale supply chains, which allowed the simultaneous flow of larger quantities of goods (Globaltranz, 2015).



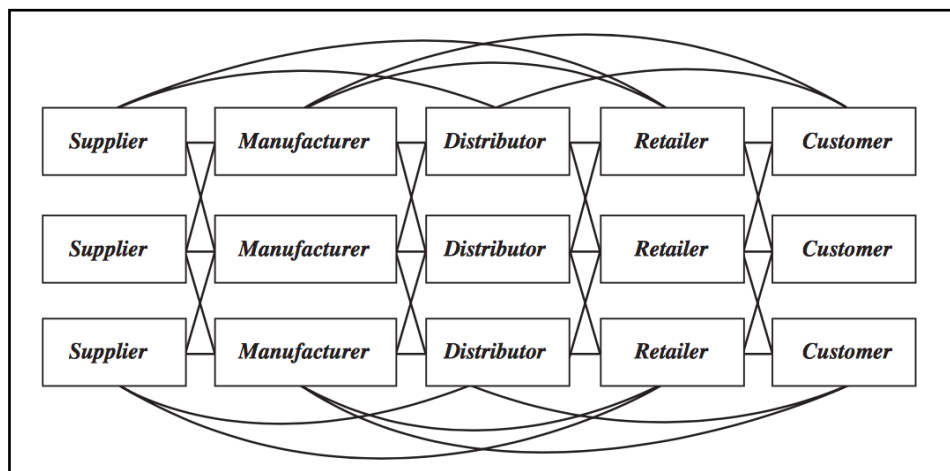
### 2.1.3 Stages of supply chains

A singular supply chain can have up to five different interconnected stages allowing the transaction of goods and information. These stages are supplier, manufacturer, distributor, retailer and, finally, the customer (Chopra & Meindl, 2016). The simplest form of the supply chain is “a company and the suppliers and customers of that company” (Hugos, 2011, p. 22). The more advanced model, as described by Hugos, is the “Extended supply chain” (Hugos, 2011, p. 22), which includes a combination of all five stages, as well as additional supportive service providers that help the supply chain run as smoothly as possible. The five stages can be broken down and defined as follows:

- **Supplier:** The first stage is the supplier, whose main objective is to gather and distribute raw materials or components (Chopra & Meindl, 2016).
- **Manufacturer:** The second stage is the manufacturer who transforms raw material into finished goods (Chopra & Meindl, 2016). Hugos widens this definition, by including the provision of intangible services in this stage (Hugos, 2011). Since this stage is extremely labor intensive, manufacturers in more economically developed countries in North America or the EU, for example, have come to rely on “intangible items and services” as their main products (Hugos, 2011, p. 24).
- **Distributor:** The third stage is the distributor, who acts as an intermediary storing the finished goods and providing the logistical network by assigning the finished goods to where they are required (Chopra & Meindl, 2016). They fulfill the purpose of providing a buffer by stocking larger quantities of goods, and thus mitigating the risk of volatile demand changes (Hugos, 2011).
- **Retailer:** The fourth stage is the retailer whose objective is to offer the finished goods to the customer (Chopra & Meindl, 2016). Their responsibilities are to advertise to increase sales and manage customer demands (Hugos, 2011).
- **Customer:** The last stage is the customer whose main objective is to buy the finished goods (Chopra & Meindl, 2016). The customer can either be an

individual or a company, which can then decide whether to use the product themselves or move it further down their supply chain (Hugos, 2011).

It is important to note that the supply chain network is not a linear process, as there is a constant multidirectional flow of goods and services (Chopra & Meindl, 2016). Supply chains usually develop as a result of a certain demand for a product. The beginning of a supply chain lies with the customer and their needs. However, the different supply chain stages leading up to the customer interact continuously through the “flow of information, products and funds” (Chopra & Meindl, 2016, p. 14).



*Fig. 1 Basic structure of a supply chain network (Chopra & Meindl, 2016, p.15)*

Even though there can be five stages to a supply chain, the process can be more complex as each stage can represent the involvement of more than one business (Chopra & Meindl, 2016). As an example, manufacturers can have multiple suppliers, which in turn can supply multiple manufacturers. Similarly, the distributor can also supply multiple retailers and even deliver goods to the end-customer directly (Hugos, 2011). This shows that not every supply chain uses all five stages and that some consist of multiple players at the same stage. Every industry and business utilizes the stages in ways most suitable to their needs. An example of this is the service supply chain which rarely includes the manufacturing stage in the traditional sense (Kazemi & Sanaei, 2014). Since many supply chain stages are connected in a variety of ways, supply chains can be thought of as supply networks or supply webs forming an

interconnected system (Chopra & Meindl, 2016). Not all supply chains follow this structure as supply chains only facilitate the stages they require in order to deliver the product to its customers. With that in mind, supply chains are ideally continuously being improved, as the more efficient they are at fulfilling consumer requests the greater their success will be in the market as well as in terms of their own profit (Hugos, 2011).

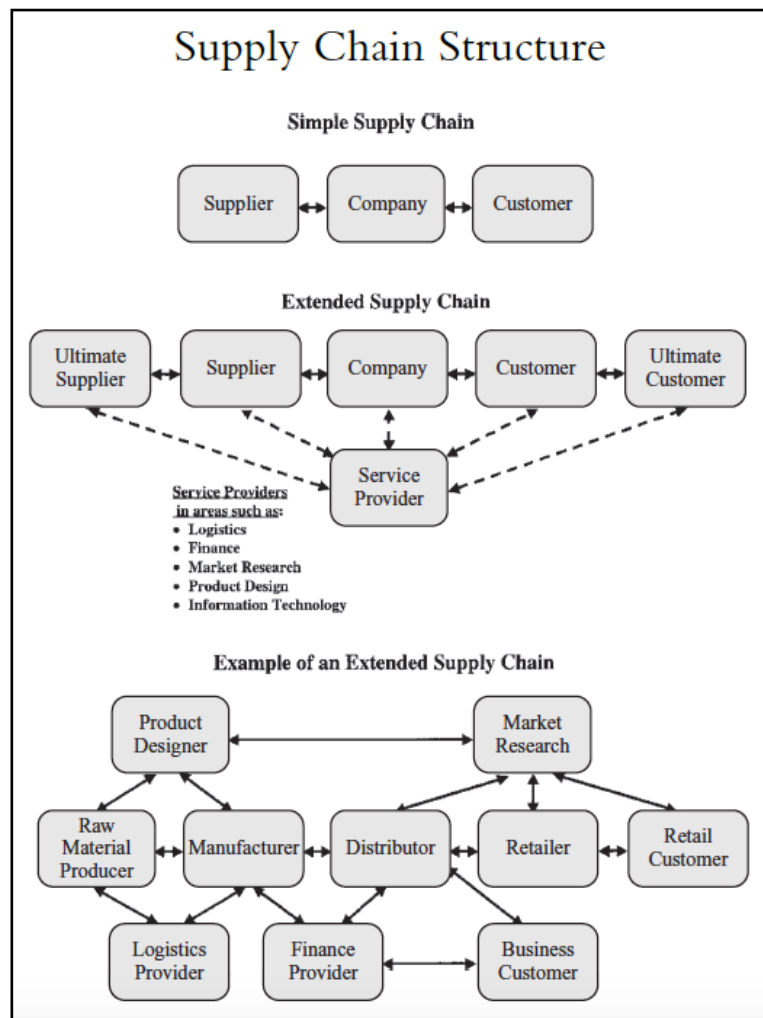


Fig. 2 The interconnectedness of multiple supply chain stages (Hugos, 2011, p. 27)

#### 2.1.4 The customer and retailer relationship: the cycle view

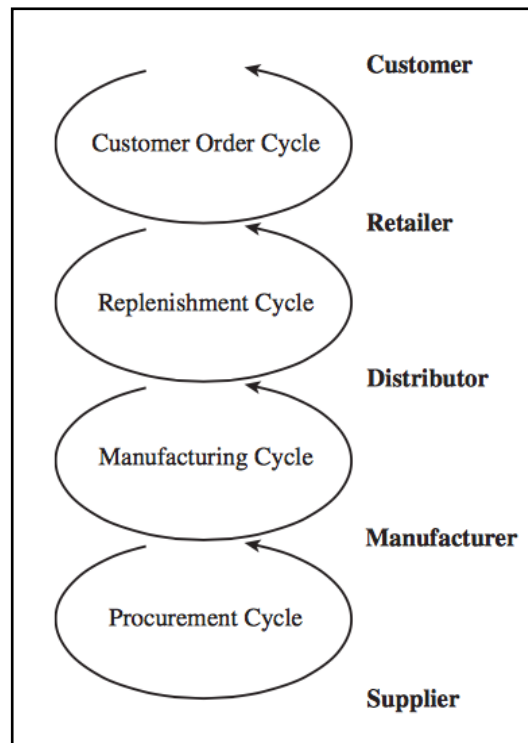
How these five stages interact can further be described through the cycle and the push/pull views (Chopra & Meindl, 2016). The push/pull model divides the processes into two distinct categories that can either be proactive or reactive. A pull process is

reactive and thus acts in response to a specific customer order or a general customer demand (Basodan, 2016). Push processes are proactive in that they attempt to predict demand of customer orders and prepare their supply chains accordingly (Chopra & Meindl, 2016). The pull side of this model is not useful for the analysis of hotel supply chains, because hotels have limited capacity. When hotels are fully booked, they have no method of increasing the number of rooms regardless of how much demand (pull) exists from customers. The push-side of this model, however, is more useful for the hospitality industry, when considering that they prepare their supply according to the popularity of peak seasons and the respective predicted demand of customer demand (Al-Aomar & Hussain, 2018).

In the cycle model, the stages of the supply chain are connected in a set of continuous processes (Chopra & Meindl, 2016). These cycles are:

- **Customer order cycle:** this cycle happens at the customer/retailer interface, involving all practices that concern the actual fulfillment of customer orders.
- **Replenishment cycle:** this cycle happens at the retailer/distributor intersection and is concerned with all matters pertaining to the restocking of retailer goods.
- **Manufacturing cycle:** this cycle is situated at the intersection of manufacturer/retailer or manufacturer/distributor and is concerned with the restocking of the distributor/retailer inventory.
- **Procurement cycle:** located at the intersection of manufacturer/supplier, this cycle's purpose is to ensure that all necessary goods are available that are needed in the manufacturing process.

(Basodan, 2016)



*Fig. 3 The cycle view (Chopra & Meindl, 2016, p.20)*

An example of these processes would be the retailer providing a product for a customer and in return the customer paying the retailer. This is a simplified example of the customer order cycle, where each participant of the exchange depends on the other in a circular process (Basodan, 2016).

### **2.1.5 Supplier and retailer relationship**

While the push/pull and the cycle models look at the relationship between businesses and their customers, the social exchange and resource dependence theories examine the relationship between businesses and their suppliers (Shi & Liao, 2013). If the relationship between a company and its suppliers is good, trust and loyalty between them will grow. According to Shi and Liao (2013), social exchange theory states that companies expect financial gains from collaboration with economic partners. The overall goal of any business transaction is a mutual benefit. When companies work together they need to evaluate the potential risks and rewards involved in the collaboration. Therefore, it is important the companies build “mutual trust and establish interdependent relations” (Shi & Liao, 2013, p. 113). The goal of coordinating

the supply chain amongst multiple companies is to be able to handle the increased demands of customers who expect more and more specified goods and services (Pohja, 2004).

In contrast to the social exchange theory there is the resource dependence theory. This theory states that companies need to work together, since no company has access to all the resources needed to perform at its highest standard (Shi & Liao, 2013). Therefore, collaboration is a necessity for businesses to be able to operate, since businesses acting on their own are unable to rise to their full potential (Pohja, 2004). Their interconnectedness is “an inherent factor behind the establishment of inter-organizational relationship(s)” (Shi & Liao, 2013, p. 113).

### **2.1.6 Supply chain management**

As the following research suggests, supply chains are only as good as they are being managed. Efficient supply chain management is therefore essential for a smooth operation within any business. SCM includes “all programs, initiatives, and management activities that aim at effectively running, controlling and improving supply chain operations.” (Al-Aomar & Hussain, 2015, p. 42) Its purpose is to reduce spending by developing “sustainable competitive advantage” while still avoiding a decrease in customer happiness (Shukla et al., 2011, p. 2063). Lee and Billington state that the overall aim of supply chain management is to streamline “performance of the chain to add as much value as possible for the least cost possible” (Lee & Billington, 1995, p.43). There are three different supply chain macro processes. These macro processes are important as they “manage the flow of information, product, and funds required to generate, receive, and fulfill customer requests.” (Chopra & Meindl, 2016, p. 24) The first of these macro processes is Customer Relationship Management (CRM), which encompasses the processes between a business and its customers (Kazemi & Sanaei, 2014). The overall goal of CRM is the generation of demand, and it facilitates placing and overseeing customer orders. Internal Supply Chain Management (ISCM) focuses - as the name suggests - on the internal processes of a business (Chopra & Meindl, 2016). The objective is to manage the orders which were generated through CRM in a fast and cost-efficient way. Supplier Relationship Management (SRM) looks at the processes between the suppliers and the businesses (Chopra & Meindl, 2016; Kazemi & Sanaei, 2014). The goal is the arrangement and the

management of the supplied resources for different final goods or services (Chopra & Meindl, 2016).

### **2.1.7 Supply chain objectives**

Supply chains exist for the purpose of increased efficiency and reliability in the delivery of products to fulfill customers' demands while simultaneously aiming to lower costs of production and operations (Hugos, 2011). Each customer values a product at a different price, meaning products are more valuable to some than to others. This is directly related to customer surplus, which is determined by calculating the difference between the customer's evaluation of a specific product and its retail price (Chopra & Meindl, 2016). The higher a customer values a product compared to its retail price the higher the consumer surplus, which is important since the higher the consumer surplus, the higher the perceived value, resulting in customers being more inclined to purchase the product (Chopra & Meindl, 2016). According to Waters, "logistics can improve the perceived value of products" by easing the access or speeding up delivery (Waters, 2003, p. 22). The difference between the retail price of a product and its supply chain cost is known as supply chain profitability (Chopra & Meindl, 2016). Supply chain profitability ensures that companies have at least self-sufficient, but ideally even lucrative supply chains. When discussing supply chains, it is important to understand their objective, which is to "maximize the overall value generated" (Chopra & Meindl, 2016, p. 15). Supply chain surplus is calculated by taking the customer value and subtracting the supply chain costs (Chopra & Meindl, 2016).

As the goal of supply chains is supply chain surplus, decisions affecting the supply chains need to be made carefully. The decision-making process can be split up into three different stages which are strategy, planning and operation (Chopra & Meindl, 2016). The supply chain strategy focuses on long-term decisions, which span a duration of several years where the objective is to decide how the supply chain will be structured (Chopra & Meindl, 2016). This phase includes decisions on various topics like chain configuration, resource allocation and on the specific processes for each stage (Chopra & Meindl, 2016). However, short term goals are helpful in delivering "tangible benefits (...) in a relatively short period of time" (Hugos, 2011, p. 247). An example of short-term decisions would be a temporary reduction of prices to push a

specific product, while a long-term decision could be a company deciding whether to produce locally or to outsource in the future.

Outsourcing can be advantageous as it often provides the possibility of lower costs, for example, due to cheap labor and looser regulations (Hugos, 2011). Similarly, producing locally can increase trust between a producing company and the customer (Hugos, 2011). Such decisions will take their time to implement and cannot be rushed. This decision phase requires companies to predict future market conditions as this drastically impacts the decision outcome. The second decision phase is supply stage planning (Chopra & Meindl, 2016). This stage has a time span of three to twelve months, which means that this phase of the supply chain strategy is less flexible (Chopra & Meindl, 2016). The planning period looks at forecasts for the next year, such as predicted demand and costs (Waters, 2003). This phase makes businesses decide on “operating policies”, such as marketing strategies that overlook the “short term operations” (Chopra & Meindl, 2016, p. 18-19). The last decision phase is supply chain operations which focuses on the short term, this can be on a daily or weekly basis (Chopra & Meindl, 2016). This decision stage focuses on customer order fulfillment. The aim of this stage is “to exploit the reduction of uncertainty and optimize performance” (Chopra & Meindl, 2016, p. 19), for example by setting the delivery schedules for transports.

#### **2.1.8 Resilience and agility**

Since all businesses operate in an unpredictable world it is important for them to develop some level of resilience to uphold the smooth running of their operations, and “carry on providing goods and services to the customers” (Aslam et al., 2019, p. 4). Belhadi et al. define supply chain resilience as “the supply chain’s ability to prevent and absorb changes and regain initial performance level after an unexpected disturbance” (Belhadi et al., 2021, p. 4). These disturbances could be financial crises, natural disasters or global health crises like the Covid-19 pandemic. The key concepts of resilience are to prepare for potential disasters, as well as predict “and understand the impact of a disruption” (Belhadi et al., 2021, p. 4) on the supply chain. The objective is to ensure the quickest possible response time in the event of a supply chain disruption, and to implement flexibility into existing supply chains (Belhadi et al., 2021). This aspect of supply chain management is called a supply chain’s agility



which can be defined as “the organizational ability of quickly modifying the operations and tactics with its SC, in order to react to environmental threats, opportunities, and changes” (Prianto & Jermisittiparsert, 2019, p. 696). The overall goal of cultivating supply chain resilience is to help operations run as smoothly as possible even in unpredictable times. To achieve this, a business has to go through continuous and rigorous risk assessment where all the weaknesses of a supply chain are identified, evaluated and contingency plans put in place (Prianto & Jermisittiparsert). Further strategies include “enhancing supply chain agility, improving visibility, enhancing flexibility, redundancy, and collaboration among partners” (Belhadi et al., 2021, p. 4). A resilient supply chain requires one of four different principles. The first option is that resilience should be integrated into a system before disaster strikes (Pettit, 2010). The second option is to use partners and collaborate to understand and mitigate risk (Pettit, 2010). Thirdly, the concept of agility allows fast reaction time in regards to unpredictable circumstances, and forth, risk management culture is a vital part of flexibility and resilience (Pettit, 2010). Supply chain agility is a company’s capacity to stay “flexible and responsive to the changes in the market” (Aslam et al., 2019, p. 5) by continuously searching for alternative suppliers and customers (Aslam et al., 2019). It is important for businesses to be efficient and responsive. However, when a business becomes more responsive it means there is a shift of resources away from efficiency. The same happens if it becomes more efficient, then it becomes less responsive, therefore businesses’ need to find the right balance between efficiency and responsiveness which is when businesses are “flexible enough to reposition themselves (...) when markets shift” (Hugos, 2011, p. 36).

### **2.1.9 Outsourcing**

The key characteristic of outsourcing is that an external third party that has specialized on a certain job is hired instead of performing the job within the initial business itself (Hugos, 2011). Outsourcing is a collaboration between companies which can be characterized as a “strategic alliance” with the end goal of benefiting both parties (Waters, 2003, p. 90). However, before the shareholders of a company decide to outsource a specific task, they first need to consider whether outsourcing will have a positive impact on the supply chain surplus. Whether there are increased risks like a possible drop in quality and, whether there are any other strategic benefits to

outsourcing like an improvement in logistics compared to completing the task in-house are further considerations (Hugos, 2011). According to Chopra & Meindl (2016), some of these benefits include potentially greater quality at a decreased cost, improved forecasting and planning and more evenly distributed risks and benefits. After gathering the required knowledge and assessing the associated pros and cons, companies should consider outsourcing if the supply chain surplus can be increased with limited risk (Chopra & Meindl, 2016). The supply chain surplus will increase when the task that is being outsourced decreases the overall costs of a product or when they increase the customer's value (Chopra & Meindl, 2016).

However, it is important to acknowledge that outsourcing comes with the side effect of potential miscommunication, "conflicting objectives", as well as loss of control, which could lead to problems like a delay in delivery schedules (Waters, 2003, p. 91). The increase of supply chain surplus from outsourcing depends on three factors, "scale, uncertainty and specificity of the assets" (Chopra & Meindl, 2016, p. 450). Scale refers to the size of a company. If a company is larger, they have more economies of scale, which allows lower costs due to strategies like bulk buying. Thus, it is unlikely that an external company can improve these economies of scale since these profit from a more centralized logistics approach, meaning they will struggle to increase the supply chain surplus when parts of the supply chain are outsourced (Hugos, 2011). If the needs of a company are unpredictable, outsourcing often makes sense, since it allows the source company to be more flexible, adapt more quickly to demand changes and thus mitigate risk (Chopra & Meindl, 2016). If highly specific assets are required, outsourcing is less useful as the outsourcing company will have difficulties to increase the supply chain surplus, since it "has no opportunity to aggregate across other customers" (Chopra & Meindl, 2016, p. 451).

There is an exception when outsourcing still is viable even when the aforementioned criteria do not suggest outsourcing. This exception is "a shortage of capital" or when the outsourcing company has a "much lower cost of capital" (Chopra & Meindl, 2016, p. 451), which results in lower costs for the initial company. Some of the risks involved in outsourcing as mentioned in Chopra and Meindl are "underestimated cost of coordination", "reducing customer/supplier contact", "leakage of sensitive data and information", "ineffective contracts" and "negative reputational impact" (2016, p.

452-452). Factors affecting strategy also need to be considered. One strategic factor is improved firm focus. This means that firms should focus on their core function and outsource as much work as required to put the saved resources towards their core product (Chopra & Meindl, 2016). If a company decides to do everything in-house there is a chance they lose focus of their core product which can harm the company overall. In the hotel industry, for example, the focus lies on providing accommodation, thus it is viable that a large number of tasks are commonly outsourced to third parties.

## **2.2 The importance of supply chains in the hospitality industry**

In terms of supply chains, hotels are similar to other businesses as they need supply chains to operate. However, a defining feature of the hotel sector is that it is a service based industry, therefore hotels heavily rely on service supply chains as a cornerstone of their operations. In terms of academic interest, a lot of research has focused on supply chains and general supply chain management in the past, but the research into hotel supply chains has thus far seen limited attention. In addition, it is difficult to discuss hotel supply chains as a unified model, since hotels can be of different sizes and standards which results in varying supply chain structures.

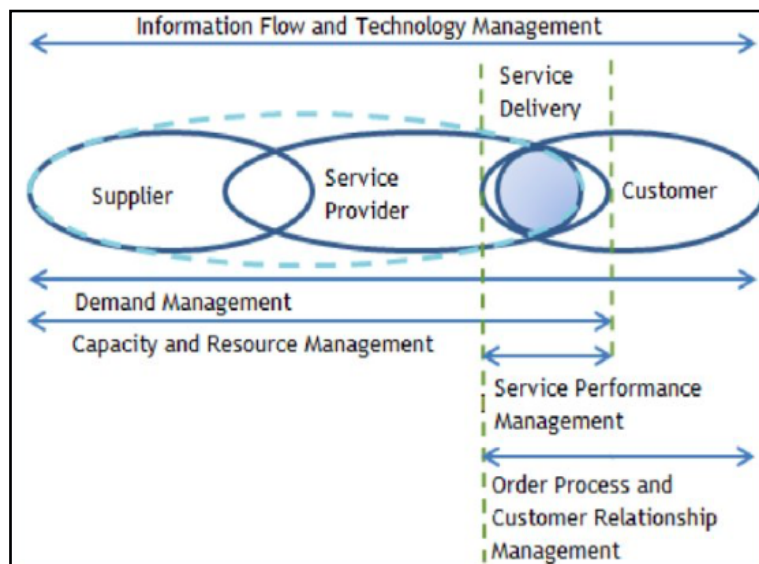
### **2.2.1 Supply chains in the service industry**

Hotel supply chains differ from others, as their major focus is on providing a service to its customers rather than a physical good (Veronneau et al., 2015). Thus, hotels can be categorized as service based businesses, which draw the perceived value for the customer from the service they offer rather than from a product they offer (Kazemi & Sanaei, 2014). The main aim of the service industry is to fulfill customers' needs as effective and efficient as possible, with the lowest cost possible (Kazemi & Sanaei, 2014). A large part of the workforce works in the service industry, due to technological advancements making manufacturing business less labor intensive for example through automation (Kazemi & Sanaei, 2014). A difference between the manufacturing and service industry is the way they use their inventory (Kazemi & Sanaei, 2014). As output is intangible in the service industry, services cannot be stored meaning in the peak times services can lose some quality and waiting time for the service might increase (Kazemi & Sanaei, 2014).

Due to the reliance on human resources, service supply chains struggle to utilize existing approaches to supply chain management. Service supply chains have certain traits in common, which Karadayi-Usta and Serdarasan (2014) define as:

- “Service is intangible.
- Service happens when the customer and provider are found simultaneously at the same place
- Service is employee oriented
- Standardization in generating the service is difficult” (Karadayi-Usta & Serdarasan, 2014, p. 575)

As these characteristics show, when service is the product there is increased unpredictability, as there is human capital involved which depends on training to complete the job as intended.



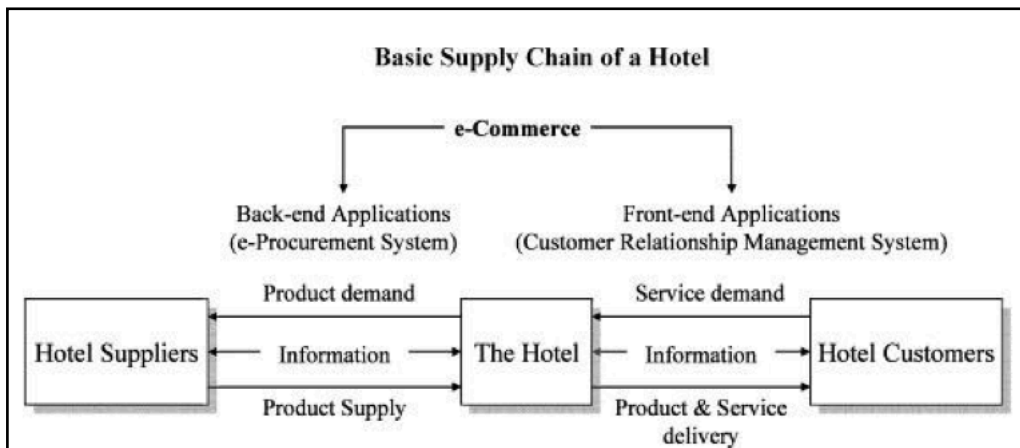
*Fig. 4 Structure of a basic service supply chain (Karadayi-Usta & Serdarasan, 2014, p. 577)*

The IUE service supply chain model (fig. 4) depicts how they function. The service is in the center of the chain as it is the main focus. They have suppliers which allow the service to function as intended by contributing to the customer indirectly. While the service is being delivered, the service provider and the customer are in direct contact. There is a continuous flow and exchange of information and technology across all

involved parties. Demand management also spans across the entire chain. Capacity and resource management are used only until the service is delivered to the end-customer. From the beginning of service delivery there is service performance management, order process and customer relationship management.

### **2.2.2 Supply chains in the hotel industry**

Only limited amount of research has been conducted in the field of hotel supply chains. Cho et al. assert that “very little has been learned where hotel industry stands in the context of supply chain management” (2012, p. 812). The limited research that does exist, suggests that supply chains in hotels can be defined as an organizational network which consists of “suppliers, logistics partners, and stakeholders” (Al-Aomar & Hussain, 2018, p. 554) which have the aim to deliver a variety of hotel services to its guests. Al-Aomar and Hussain (2018) split this network into three transaction categories: “Flow of information (e.g. reservations), monetary transactions (e.g., payments and charges) and physical items (e.g. food and drink)” (Al-Aomar & Hussain, 2018, p. 554). In terms of specific services, a hotel’s offers can be split up into four different categories: accommodation, food services, hotel amenities and events (Al-Aomar & Hussain, 2018.). The main service offered by the hotel industry, however, is accomadation which – in turn – consists of multiple services offered at various times and by different suppliers. In addition, the service is created and consumed at the same time (Kazemi & Sanaei, 2014). The way supplies are managed in the hotel industry has changed over time. Hotels used to store large number of required resource, like food and other necessary materials (Kazemi & Sanaei, 2014). Hotels were forced to change this approach, as it was inefficient and wasteful which was a problem due to high competition in the hotel industry (Kazemi & Sanaei, 2014). Hotels changed from “inventory-driven systems to system-driven ones” this means that hotels reacted to “customer demand rather than supply streams” (Kazemi & Sanaei, 2014, p. 9). However, the system-driven inventory management needs to be accompanied by “forecasting the future turn-over based on” data gathered in the past (Kazemi & Sanaei, 2014, p. 9).



*Fig. 5 Basic supply chain of a hotel (Kothari et al., 2005, p.371)*

Figure 5 is a diagram which represents a basic hotel supply chain. The term basic does not refer to that the supply chain is simple, rather that this is a simplified model which can be used to see how hotel supply chains work in general. This diagram shows the flow of information and goods between hotel suppliers, hotels and the hotel customers. It is vital for the supply chain that information is continuously exchanged as this allows the hotel to find out the demands of its customers and what products the hotel needs from its suppliers. It facilitates that the product is then supplied to the hotel and finally it reaches the customer as a good or as a service. E-commerce helps to ensure that hotel operations run smoothly by allowing e-procurement systems to ease the exchange of information and front-end applications which can improve the customer experiences at a hotel.

Since the hotel industry is wholly reliant on its services as the main product it had difficulties adapting to the Covid-19 pandemic unlike other businesses, as many companies were able to switch operations to home office and were able to at least keep some form of business operations running, whilst Covid-19 measures such as lockdowns and crowd size restrictions in closed public spaces were in place. Hotels were not able to do that as the service based industry requires face-to-face interactions and a service's "consumption and creation (...) usually happen at the same time" (Kazemi & Sanaei, 2014, p. 9). Additionally, physical presence at the hotel is the main requirement for consuming a hotel's services.

Hotel supply chains are split into internal and external processes. The external supply chains cover any process which moves products to the hotel facilities. As the location

of a hotel is permanent and a key ingredient in their identity, supply chains have to be built around that specific location, instead of other businesses where the supply chains can be located for efficiency. There are three hotel business models which are defined by ownership (Atkinson, 2006). The first model is the owned property model, where the hotel belongs to the people who operate the hotel (Atkinson, 2006). This allows increased control of spending and supply chain management. The second model considers “company operated or managed properties” (Atkinson, 2006, p. 19). This model gives the hotel management less control of spending and less control about the supply chain decision as more stakeholders are involved in the decision-making process, where each person involved may have a different objective. However, Atkinson (2006) states that company owned properties can still influence their operations through purchasing. Lastly, the franchise model offers the least control of spending and supply chain decisions to the hotel management (Atkinson, 2006). As most of their decisions are franchise wide. However, this does not have to be viewed negatively, as this model lowers risk for individual branches.

While the location of the hotel limits the available supply chains, e-procurement systems can help in making supply chains more accessible and diverse. To better understand e-procurement it is essential to know what it does and how it functions within the hotel industry. It “includes a company’s requisitioning, purchasing, transportation, warehousing and in-bound receiving processes” (Kazemi & Sanaei, 2014, p.16). This means that the e-procurement system allows clear and fast communication between all departments relevant for ordering supplies. Furthermore, e-procurement helps businesses with “real time information about the availability and requirements of the product, level of inventory and the delivery status” for a business (Kazemi & Sanaei, 2014, p.16). Therefore, it is an essential tool for business operations, as e-procurement gives businesses an overview of all the necessary information about inventory and makes this information a lot more accessible. In addition, there are other benefits for businesses. Kazemi and Sanaei state that e-procurement can lower the “purchasing costs by 10 to 20 percent”, but the main benefit is lower “transactional and operational costs” which can be up to 70 percent lower (Kazemi & Sanaei, 2014, p.16). E-procurement is essential for businesses as lower operating costs mean increased profit for the business.

To better understand hotel supply chains, it is important to note that the main focus of hotels is to provide lodging and accommodation, and that all other services, for example, “maintenance, hospitality, catering, cleaning and laundry” (Cho et al., 2012, p. 812) are sub-categories supporting the main service. As the supporting services are not directly the main focus for hotels it is common that some of these secondary services get outsourced to external providers (Cho et al., 2012). As is the case in any supply chain of scale, outsourcing is sometimes more financially viable in the hotel industry as it can significantly reduce costs. In most cases a hotel and the outsourcing company will combine their finite resources whilst fully utilizing “their strengths and power to” achieve a mutually beneficial outcome (Kazemi & Sanaei, 2014, p.12). In addition to this positive relationship there are also disadvantages like “redundancies and layoffs of personnel” in the hotel which can have negative effects like “employee resistance, internal fear and disturbance of organizational culture” (Kazemi & Sanaei, 2014, p. 12). Even though outsourcing has positive and negative effects it is important to note that the end goal of outsourcing is to grow the “perceived value” for customers by being more “effective and efficient” (Kazemi & Sanaei, 2014, p. 12).

Increasing the efficiency of internal supply chains in hotels is one of the most reliable paths to raising quality while lowering cost. Strategies such as aiming for smooth internal communication between staff have the goal of raising overall quality of services offered (Kazemi & Sanaei, 2014). The objective of the hotel is to match the services it provides to the demand for accommodations. Therefore, it requires accurate predictions of demand, otherwise the company risks losing potential profit by underestimating demand and not being able to match it in supply, or losing money if demand is overestimated (Cho et al., 2012). This is significant particularly because hotels have fixed assets, like the hotel building itself, which means they are limited in how quickly they can adapt to change. Just like in any business, resource management plays a vital part in hotels and alternatives should be available if there are changes in demand. These resources can include “staff (...), rooms, restaurants and facilities” (Cho et al., 2012, p. 813). Most of the hotel services, such as restaurants, require physical goods. However, there are some which do not require tangible inputs like customer service. They still require “internal and external support and inputs” (Al-Aomar & Hussain, 2018, p. 556). Furthermore, departments in hotels which receive “its outputs” should be viewed and treated as “internal customers” and aim to



“provide high quality output” to increase efficiency and effectiveness (Kazemi & Sanaei, 2014, p. 19).

### **2.2.3 Customer Relationship Management**

Most of the hotel services are built to address the guests’ needs. Thus, customer relationship management is highly important for the purpose of addressing the expectations and wishes guests bring to the hotel (Cho et al., 2012). These expectations can be influenced through the hotel’s star rating; for example, it can be assumed that in a hostel the expectations of a customer are to experience a cheap and affordable stay. Thus, low room costs, for example, through room sharing would be the customers’ priority and therefore this need should be met and equally prioritized by the hostel. In contrast, guests of a five-star hotel likely have high expectations of overall quality and are thus willing to pay higher prices for the rooms. Therefore, five star hotels need to ensure that every department has a high-quality standard because if one department fails it can negatively impact the experience of a guest’s stay. However, while the customer’s specific expectations should be met it is not economically smart to aim to “achieve(ing) customer satisfaction at any costs” (Kazemi & Sanaei, 2014, p.24). It is important for hotel staff to understand what kind of needs the guests have so they can successfully assess which of their demands are most important, which can be met in a timely manner and which have to be disregarded in order to focus energy and resources accordingly (Kazemi & Sanaei, 2014). Successful customer relationship management can be used to create customer loyalty (Kazemi & Sanaei, 2014). This is done by “obtaining information about the guests, communication relevant and timely information to them, and tracking results” (Cho et al., 2012, p. 813). To that end, supplier relationship management is very important in hotels as it can directly affect the guests and their experience. This is because guests often come in direct contact with the suppliers who “may provide food and drink, (and) offer supporting services such as cleaning, laundry, facilities and maintenance” (Cho et al., 2012, p. 813).

## **2.3 The impact of the Covid-19 pandemic on the Austrian hotel industry**

The Covid-19 pandemic and the safety precautions many governments took affected nearly every business, also hotels. Thus, it can be said that the pandemic “had severe implications that are not limited to direct health effects” (Moshammer et al., 2022, p.1). However, businesses keep struggling with the Covid-19 pandemic because the virus is evolving into new variants which keeps uncertainty high as it is difficult to predict how the different variants will affect government regulations. In the following chapter a brief global history of Covid-19 as well as an outline of how the Austrian Covid-19 regulations developed over time will be explained. The impact on the Austrian tourism industry will be examined, and government aid options for businesses introduced, which will be a key point in the empirical research done for the purpose of answering the research questions.

### **2.3.1 A brief history of Covid-19**

Covid-19 (corona virus disease) is an acute respiratory syndrome which originated in Wuhan, China in late 2019 (Singhai, 2020). It is suspected that the disease was first transmitted from a bat to a human being, and can travel from human to human via saliva droplets and aerosols (Singhai, 2020). Following the epidemic in Wuhan, the virus spread rapidly throughout the world and was classified a pandemic by the WHO on the 11th of March, 2020 (Singhai, 2020). At first the virus spread to countries in close proximity to China, taking longer to reach the rest of the world. Since Covid-19 has become a health crisis in so many places at once, the virus has had the chance to mutate, allowing many different variants to appear around the world (Singhai, 2020).

The World Health Organization (WHO) has established three different classifications for the severity and level of concern of newly-discovered variants. Initially when new variants are detected, they are labeled Variants Under Monitoring (VUM) which “may pose a future risk” as the extent of their epidemiological danger is yet uncertain (WHO, 2022a). Once more knowledge about the epidemiological makeup of the variant has been gathered and the variant has spread across geographical borders, its classification will be adjusted to Variant of Interest (VOI) (WHO, 2022a). If the variant is confirmed to be more easily transmittable, cause a more severe disease or is proven

to be more resistant to current vaccines than previous strands of the virus as well as less responsive to other preventative or treatment measures, the new variant is classified as a Variant of Concern (VOC) (WHO, 2022a). The first three VOCs, known as Alpha, Beta and Gamma shaped the first year of the global pandemic. The first major adjustment to treatment approaches occurred in response to the Delta variant. The Delta variant was first reported to the WHO in May, 2021 (WHO, 2021). It quickly became clear that this new variant was more infectious than previous strands, which led to a new wave of lockdowns and travel restrictions around the world which had a disastrous impact on the already suffering hospitality industry (WHO, 2022a). The most current mutation of Covid-19 is the OMICRON variant which was identified and classified with the help of data gathered in South Africa in November, 2021 (WHO, 2021). It took only two days from being classified as a VUM to become a VOC, which highlights the severity of this strand of the Corona virus (WHO, 2022a). Even though it is more infectious than previous variants, it bears fewer serious health risks and is therefore less lethal (WHO, 2022a). Due to the even higher transmission rate, the world was flung into another wave of Covid-19 related travel restrictions and lockdowns in early 2022. The following figure represents the distribution of the different Covid-19 variants in percentage of cases in Austria from January 2021 until January 2022. The figure shows how quickly the different variants became the prevalent strands in Austria. Thus, the heightened unpredictability of the Covid-19 pandemic had a significant impact on how quickly regulations had to change in order to ensure public safety. However, businesses suffered severely under the constant uncertainty of how or when operations had to pause or could resume.

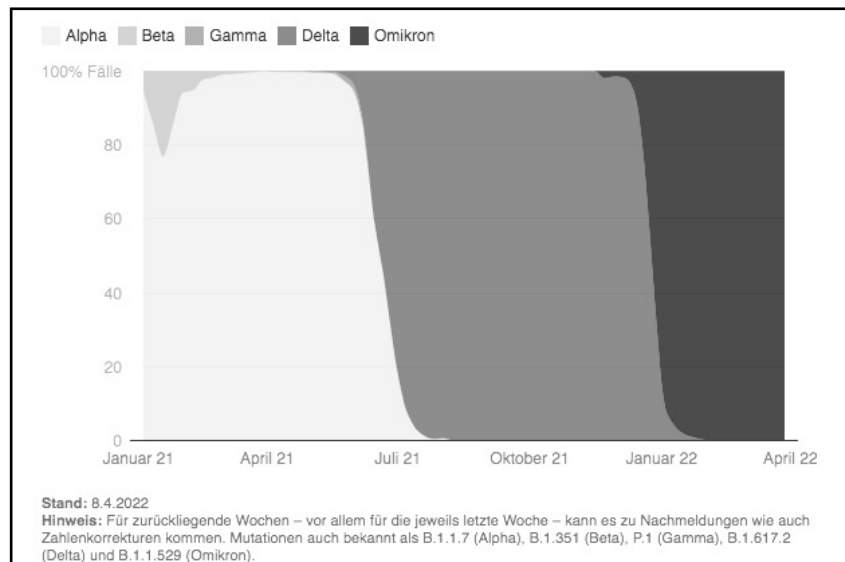


Fig. 6 Covid-19 variant prevalence in Austria over time (Der Standard, April 13th, 2022)

### 2.3.2 The pandemic in Austria

The first official Covid-19 case in Austria was detected on the 25th of February, 2020 (Pollak et al., 2020a). On the 12th of March, Austria announced its first Covid-related death (Pollak et al., 2020a). A few days later Austria went into its first lockdown, which is a state mandated stay-at-home order (Pollak et al., 2020a). Throughout the lockdown more measures were put in place such as strict social distancing regulations and the mandatory wearing of face masks in essential businesses (Pollak et al., 2020a). This had a grave impact on the Austrian economy, as the AMS (Austrian unemployment agency) reported a staggering 504.345 unemployed people in April, 2020, which was an increase of 199.934 people compared to the month prior (AMS, 2020). The first Austrian lockdown lasted until the 14th of April, when restrictions were gradually lifted (Pollak et al., 2020b). The end of the lockdown meant that small businesses were able to open. To limit the spread of the virus, the mandatory wearing of face masks was extended to public transports and to newly reopened businesses (Pollak et al., 2020b). However, gastronomy businesses such as restaurants and bars had to remain closed until the mid-May (Pollak et al., 2020b). This highlights how severe the economic impact was for certain businesses. As the lockdown was successful, Austria had a low number of daily Covid-19 cases, and measures were eased (Pollak et al., 2020c). As an example, mandatory mask wearing was lifted in all

areas of public life. However, in July, 2020 wearing masks in essential businesses became mandatory again in response to rising Covid-19 cases (Pollak et al., 2020c).

The second lockdown in Austria started on the 3rd of November, 2020 (Pollak et al., 2021a). However, this lockdown was classified a “light lockdown” by the Austrian government, meaning that commerce stayed open, while schools and universities had to go into distance learning, and a mandatory curfew from was introduced (Pollak et al., 2021a). The light lockdown did not succeed to lower the Covid-19 case numbers as expected which led to a second “hard lockdown” that was put in place two weeks after the start of the light lockdown (Pollak et al., 2021a). The second hard lockdown ended mid-December, when it was replaced by a light lockdown meaning that businesses, museums and schools could open again, while events and large gatherings were still prohibited (Pollak et al., 2021a). Towards the end of 2020, the first new major variant of the virus, Delta, was discovered and began spreading through Europe (Pollak et al., 2021a). In response to that development, in December, 2020, travel restrictions for the UK were put in place by the Austrian government which meant flights starting from the UK were not allowed to land in Austria (Pollak et al., 2021a). In addition to restricted travel, a third hard lockdown was announced to start after the Christmas holidays in 2020 (Pollak et al., 2021a). In the following days the first dose of the BioNTech/Pfizer vaccine was administered in Austria, which had been approved for use in the EU shortly before (Pollak et al., 2021a). On the 25th of January, 2021, the mask mandate was expanded to the use of FFP2-masks, but it was not until mid-February, 2021, that the third hard lockdown in Austria ended (Pollak et al., 2021a).

From the beginning of March, 2021, Covid-19 rapid antigen tests were offered for free in pharmacies (Pollak et al., 2021b). Just three months after the first dose, one million vaccine doses had already been administered to people Austria (Pollak et al., 2021b). In late-March a new system of free PCR test distribution was introduced to Vienna as part of a program called “Alles gurgelt!” (Pollak et al., 2021b). The “Alles gurgelt!” program offers the tests to be done at home, and with the use of a camera, such as the frontal cameras of a smartphone, identification can be ensured, which leads to legitimate results. On the 1st of April, 2021, the eastern provinces of Austria went into another hard lockdown which lasted just over a month (Pollak et al., 2021b). On the

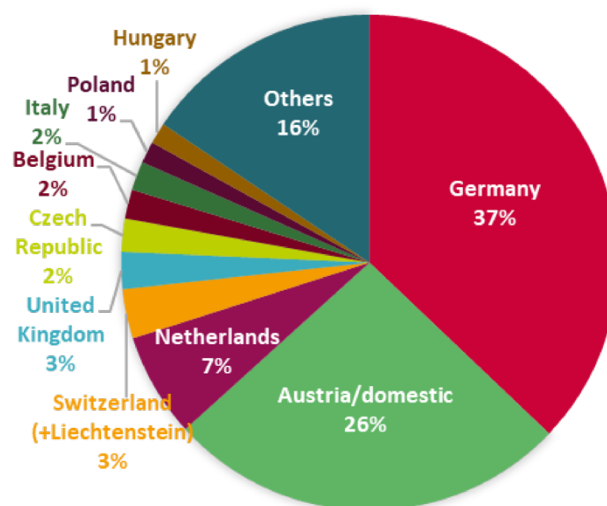
19th of May, the restaurant and tourism sector could re-open again nationwide allowing the tourism industry a chance for a profitable summer season (Pollak et al., 2021b).

In late-July, 2021, the Delta variant replaced the Alpha variant as the most common variant in Austrian Covid-19 patients (Pollak et al., 2021c). This happened a few weeks after the EU introduced a digital Covid-19 certificate (“Grüner Pass”) which is an internationally accepted vaccination passport (Pollak et al., 2021c). By the 10th of July around five million people had already received their first dose of one of the eligible Covid-19 vaccines, which was followed by a drop in numbers of first vaccines administered (Pollak et al., 2021c). As cases were quickly on the rise again, in October, 2021, Vienna made 2G mandatory for nightclubs and big events, meaning that only vaccinated people (“Geimpft”) or people who had previously recovered from Covid-19 (“Genesen”) could participate in these events (Pollak et al., 2021c). One month later this regulation was extended to 3G meaning individuals could be vaccinated, recovered from Covid-19 or have a negative Covid-19 test result (“Getestet”) that was no older than 48 hours (Pollak et al., 2021c). On the 8th of November, 2021, 2G was expanded to all non-essential businesses, which was soon followed by a lockdown for unvaccinated people was introduced in an attempt to decrease Covid-19 related hospitalizations as well as incentivize further vaccinations (Pollak et al., 2021c). This lockdown was expanded to all people as a hard lockdown a few weeks later (Pollak et al., 2021c). On the 29th of November, the first Omicron case was discovered in Austria (Pollak et al., 2021c). As of February 7th, 2022, there have been more than 2.06 million cases of Covid-19 in Austria, which resulted in 13 719 deaths since the start of the pandemic (WHO, 2022b). In addition, over 17 million vaccine doses have been administered (WHO, 2022b). Over 75% of the Austrian population are fully vaccinated (Covidvax, 2022).

### **2.3.3 Effects on the Austrian tourism industry**

With its unique geographic makeup, and rich culture and history Austria has become a popular destination for domestic and foreign tourists, which is reflected in the monetary value it generates. In 2019 the Austrian tourism sector contributed 7.3% to the Austrian GDP (Tourism Federal Ministry, 2020). The two main seasons of Austrian tourism are the summer and the winter season. The summer season lasts from May

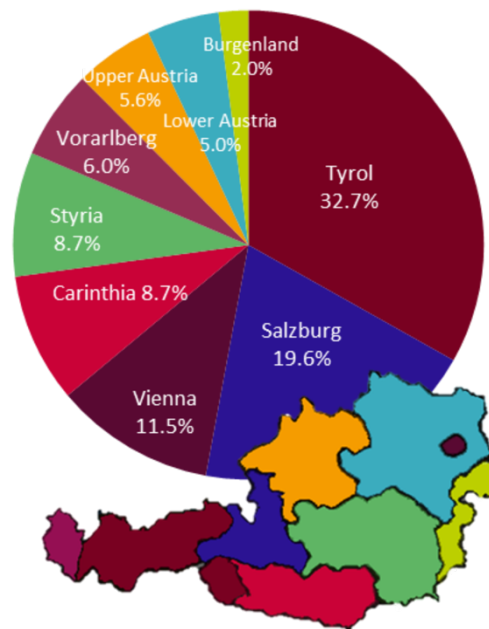
to October and the winter season lasts from November until April (Tourism Federal Ministry, 2020). In 2019 the summer and then winter season were nearly equal in terms of overnight stays (Tourism Federal Ministry, 2020). In summer, there were 79 million and in winter there were 73 million (Tourism Federal Ministry, 2020). Overall the winter season is dominated by longer stays, whilst it is more common in the summer season that tourists stay for a shorter time (Tourism Federal Ministry, 2020). The reason why the winter season is able to attract so many tourist is due to the geography of Austria and the vast winter sport infrastructure (Tourism Federal Ministry, 2020). Austria has 695 mountain peaks with close to 3.000 ski lifts and ropeways (Tourism Federal Ministry, 2020). There are 237 square kilometers of ski slopes, 70% of which can be covered by snow artificially (Tourism Federal Ministry, 2020).



*Fig. 7 Nationality of tourists in Austria in 2019(Tourism Federal Ministry, 2020).*

In comparison, the summer season relies more on lake holidays as well as cultural tourism. Austria has ten UNESCO world heritage sites, as well as almost 13.000 plays and concerts being performed every year, offering a great cultural variety to tourists (Tourism Federal Ministry, 2020). In addition, there are other segments of the tourism industry which are not affected by the seasonal flux of tourists. These segments include thermal baths, health resorts and MICE (meetings, incentives, congresses and

events) (Tourism Federal Ministry, 2020). The thermal baths and health resorts are not dependent on weather or temperature, and many domestic tourists choose these facilities for shorter holidays and weekend getaways. The other big segment is MICE tourism, which is particularly important in and around Vienna. Austria's capital city is one of the most important cities for transnational exchange in the world, housing the seats of many international organizations such as the International Atomic Energy Agency (Tourism Federal Ministry, 2020).



*Fig. 8 Tourism in Austria per region in 2019 (Tourism Federal Ministry, 2020)*

The summer season of 2018 was a record season for Austrian tourism which generated an income of approximately 13.27 billion euros (Fritz, 2018). In 2018 the trend towards shorter holidays was already well underway. Of the 76.74 million overnight stays in the 2018 summer season more than 70% were international guests (Fritz, 2018). The 2019-2020 winter season in Austria was initially performing as expected, but due to the Covid-19 pandemic the last third of the season experienced a shock, with a great decline in customer numbers and revenue (Fritz, 2020a). On the 29th of May, 2020, the summer season of the tourism sector began, when hotels and other tourism businesses were allowed to reopen (Fritz, 2020b). The summer season started very slowly due to a limited number of tourists. There were significantly fewer tourists as the number of guest arrivals was 43.2% lower than the previous year, as



well as the number of overnight stays dropping by 33.0% (Fritz, 2020c). Between the months of May and August 2020 the revenue generated from tourism declined by 31.7% compared to the previous year, to a value of 7.22 billion Euros (Fritz, 2020c). The pandemic did not affect all Austrian tourism regions to the same extent. City tourism was affected most negatively. Throughout the first four summer months of 2020, Vienna registered 85.6% fewer international guests than the previous year (Fritz, 2020c).

#### **2.3.4 Governmental regulations and support for Austrian businesses**

Austria introduced the option of short-time work (Kurzarbeit) with the aim of allowing companies to reduce labor costs while still retaining their employees (WKO, 2022a). Short-time work is the temporary reduction of normal working hours and pay implemented in response to economic, environmental or other large-scale crises (WKO, 2022a). The employer receives a short-time work allowance from the Public Employment Service (AMS) to compensate for retaining their employees (WKO, 2022a). This measure was taken to prevent a dramatic increase in unemployment. Due to the lockdowns many businesses had to close temporarily. As an example, most hotels were impacted by these measures which meant they were not able to generate revenue. To avoid a complete economic collapse, the government offered deficit compensation schemes (“Verlustersatz”) (WKO, 2021b). These schemes allowed businesses that registered a >40% drop in revenue compared to the same month of the previous year (2019) to apply for a replacement of 70-90% of that same revenue (WKO, 2021b). Additionally, the Austrian government introduced alternatives to the revenue replacement scheme, such as fixed cost subsidies (“Fixkostenzuschuss”), default bonuses (“Ausfallsbonus”) and revenue replacement schemes (“Umsatzersatz”)(WKO, 2021a; WKO, 2022c). However, businesses had to choose which one was the best fit for their financial needs as these programs were mutually exclusive (WKO, 2022c).

To counteract the spread of Covid-19, the Austrian government introduced behavioral regulations for public life. To illustrate how deeply Covid-19 impacted everyday life, the following section aims to examine the extent and severity of regulations as they were implemented in February, 2022. At that time government regulations mandated that, at the workplace, employees were required to provide evidence of their 3G

status, which means that they needed a negative Covid-19 test result no older than 48 hours, or they had to be vaccinated or had to have recovered from the virus in the previous six months (BMSGPK, 2022). In addition, FFP2-masks had to be worn in service-based work environments unless other measures, such as Plexiglas partitions, were put in place (WKO, 2022b). Furthermore, home office was strongly encouraged and recommended, though this proved mostly unrealistic to implement in service-based work environments (WKO, 2022b). Outside of the workplace, general safety regulations for public spaces and businesses were introduced. Upon entering businesses and cultural institutions, with the exception of essential businesses like supermarkets, every individual had to provide evidence of their 2G status (WKO, 2022b). This meant everyone had to be vaccinated or had to have recovered from Covid-19 in the last six months to be eligible for entry (BMSGPK, 2022). All businesses had to close by 10 PM until the 5th of February 2022 when this regulation was extended to midnight (WKO, 2022b). The FFP2-mask-mandate was expanded to include indoor facilities, as well as outdoor gatherings, whenever a 2-meter safety distance could not be kept (WKO, 2022b). In the tourism industry, hotels were required to assign a Covid-19 officer and prepare and implement a Covid-19 prevention concept (WKO, 2022b). They also had to record contact details from everyone who spent more than 15 minutes within the hotel for the purpose of contact tracing (WKO, 2022b). This shows how the virus continued to be unpredictable and required constant adaptations of regulations to ensure public safety and limit the spread of the virus. However, none of the regulations could prevent “multiple waves of increased case incidence” (Moshammer et al., 2022, p.1).

### **3 Methodology**

The goal of the methodology is to give a scientific basis for the exploration of this complex topic. It is important to create a study that is transparent and repeatable, following specific methodological approaches in order to satisfyingly answer the research questions and test the hypotheses (Golafshani, 2003). This thesis takes an empirical approach, which means primary data is collected from real life events and people's experiences (Mohajan, 2018). The gathered data is then organized, analyzed and compared in order to identify common trends, with the overall goal of facilitating a deeper understanding of real world processes (Mohajan, 2018). Before decisions can be made about the nature of the data gathering process it is first important to identify the research questions.

#### **3.1 Research Questions**

Developing an appropriate main research question alongside supplementary questions to help answer the main topics of investigation is one of the most important parts of writing a thesis, as it determines the focus of the research that will be conducted. Therefore, it is necessary that these questions are precise and open-ended, while still defining clear boundaries of the chosen subject, so that they are not too vague or too broad (Mohajan, 2018). Nevertheless, it is important that the research questions are conceived with the resources available to the researcher in mind. Questions should not intend to cover ground that is beyond the researcher's access to information, which would compromise the ability to satisfyingly answer the research questions (Mohajan, 2018).

Since Covid-19 is such a prevalent topic in current times it is interesting to investigate how specific industries were affected by such an unprecedented and unpredictable global event. The hotel industry was chosen as the tourism sector is a significant part of the Austrian economy (Tourism Federal Ministry, 2020). To even further narrow the scope of the study, supply chains were chosen as the main focus, since they are a necessary component for smooth operations in any business and are easily affected by such a unique event (Belhadi et al., 2021). There is a gap in supply chain research connecting Covid-19 to hotel supply chains in Vienna, allowing the researcher to break new ground, while still using knowledge gathered from previous explorations of

similar topics as well as supply chain research as a whole. With all of these aspects in mind, research questions were formed.

- **Main question:** How did Covid-19 impact hotel supply chains in Vienna?

**Explanation:** The purpose of using the word “impact” in the main research question is to see the connection between Covid-19 and hotel supply chains. The word-choice is important as it emphasizes the possibility for a variety of impacts, whether positive or negative for the income and general operations of the businesses in question. In addition, some supply chains might have changed completely, though these changes might not be viewed as positive or negative at all, but rather as different. It is an attempt to remove pre-conceived biases and subjectivity from the question, allowing the empirical data to speak for itself (Golafshani, 2003). Furthermore, it is the aim to present a comprehensive account of changes in hotel supply chains, while consciously excluding changes that preceded the Covid-19 pandemic and were thus unrelated.

- **Sub-question 1:** How did hotel staff have to adapt supply chain management techniques in response to the pandemic?

**Explanation:** Since there were lockdowns and other health related measures put in place by the government, hotels faced the challenge of unpredictable demand and temporarily decreased overnight stays (Fritz, 2020c). These circumstances forced hotels to adapt their supply chains in order to align them with constant fluctuations in demand. Therefore, this supplementary research question interrogates how supply chain management techniques changed and developed since the outbreak of the Covid-19 pandemic.

- **Sub-question 2:** How important were the concepts of resilience, flexibility and agility in hotel supply chain management throughout the Covid-19 pandemic?

**Explanation:** This supplementary question encourages the researcher to take a deeper look at the key role resilience, flexibility and agility played in the adaptation of hotel supply chains (Aigbedo, 2021). As the Covid-19 pandemic developed at a rapid pace, there was no time for planning. Thus, the three aforementioned concepts were very important, as they determine the speed and ability of the people in charge to make necessary changes to the supply chains. This sub-question may give new insights

for future supply chain management strategies, with a clearer focus on speed and flexibility as strategies to handle unpredictable events more successfully in the future.

### **3.2 Hypothesis**

“A research hypothesis is the statement created by researchers when they speculate upon the outcome of a research or experiment” (Mourougan & Sethuraman, 2017, p. 34). It is the purpose of the study to test the truth value of the hypothesis which was initially formed on the basis of limited evidence (Mourougan & Sethuraman, 2017). However, it is important to note that when doing the research, the hypothesis is the point of departure for deeper research.

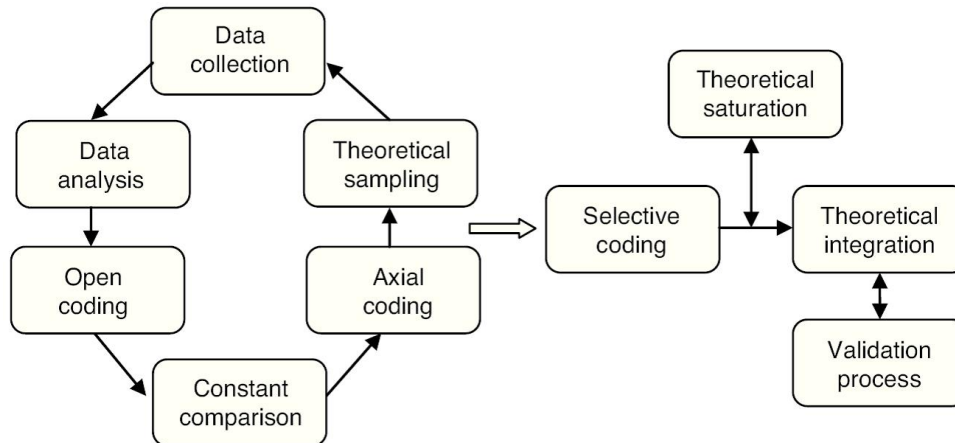
The author’s key hypothesis regarding the outcome of the research project is that the Covid-19 pandemic affected hotel supply chains in an overwhelmingly negative way. Due to unpredictable demand, hotels lost their ability to make independent decisions about their supply chains, caused by travel bans and other government regulations. Furthermore, it is expected that the concepts of resilience, agility and flexibility played key roles in hotels’ responses to the crisis, which will impact how these hotels handle similar situations in the future.

### **3.3 Research Design**

For this thesis, a qualitative research approach was chosen. The qualitative research approach aims to give meaning to subjective personal experiences and link them to existing research and theoretical concepts (Blackstone, 2012). Questions like “why”, “how” and “in what way” form the backbone of such a research design, as they allow a more differentiated look at the subject matter (Palmer & Bolderston, 2006, p.16). Qualitative research is defined by in-depth descriptions and interpretations of the data gathered (Mohajan, 2018). The objective of qualitative research is to distill a collection of human experiences down to their commonalities whilst still allowing complexity and unrestricted diversity in its analysis (Blackstone, 2012). There are multiple theoretical frameworks that can be employed in qualitative research.

For the purpose of this thesis Grounded Theory was chosen as the main research approach. Grounded Theory as developed by Glaser and Strauss in 1967 in their book *The Discovery of Grounded Theory* (1967) (Roman et al., 2016). The main concept of

this theory is that data is used to generate a theory. Therefore, the “theory is grounded in the data” (Merriam, 2002, p. 7). Grounded theory relies on observing the world and repeating these observations for the purpose of verification (Merriam, 2002). This builds a substantive theory which is localized and deals with real-world situations (Merriam, 2002). Grounded theory thus fits with the research questions of this thesis, as they look at a specific region, which is in this case Vienna, and it deals with a real-world problem, the Covid-19 pandemic and its impact on the local hotel industry. The gathered data is being analyzed through “the constant comparative method of data analysis” (Merriam, 2002, p. 8). The comparisons between units of data are being used to establish a hypothesis that is grounded in observable experiences (Merriam, 2002). In addition, the hypothesis was established after reviewing literature in order to ground it in theory. Furthermore, there are three interlinked concepts in grounded theory, which are categories and properties as well as hypotheses that connect them (Roman et al., 2016).



*Fig. 9 The research process of Grounded Theory (Roman et al., 2016)*

Figure 9 is a visual representation of the data gathering and data processing methods involved in grounded theory. The process begins with the collection of data, for example through interviews. After each interview, or group of interviews they will be analyzed. Firstly, open coding consists of splitting data into smaller parts in order to establish common concepts within the text of the interviews (Scott & Medaugh, 2017). The data is then compared for the purpose of enabling axial coding which develops the “open coded data into more abstract conceptual categories” (Scott &

Medaugh, 2017, p.1). Theoretical sampling involves determining which coded categories are the most significant for the chosen research topic (Conlon et al., 2020). The collected and organized data can be used to evaluate whether it is necessary to adapt the interviewing process, such as change questions or search for additional interviewees (Roman et al., 2016). These steps will be repeated in a circular pattern until theoretical saturation is achieved, which is when enough data has been collected as new data does not give new insights; rather it just reinforces what has been already discovered (Roman et al., 2016). Selective coding can help in recognizing the point of theoretical saturation, and consists of identifying and defining key categories that will form the core of the research (Harris, 2014). Once these categories are established, theoretical integration should begin, wherein established scientific knowledge is brought into the empirical data analysis in order to draw comparisons and link the research to pre-existing theory (Roman et al., 2016). Finally, the validation process of grounded theory entails returning to the raw data and determining the validity of new theories by comparing them to the original text of the interviews (Roman et al., 2016).

A qualitative research approach was chosen because the main concern of this thesis is how hotel supply chains were affected and what can be learned for the future of supply chain management. This thesis does not look at supply chains through a quantitative lens, as the main research focus is the 'why?' and 'how?' of the pandemic's effect on hotel supply chains and what conclusions can be drawn from the experiences of multiple supply chain experts' responses to the pandemic, rather than the numerical impact on supply chain performance. For that purpose, the research method of semi-structured interviews was chosen as they allow questions to be asked of people directly involved in the subject matter. In addition, the close proximity between interviewee and interviewer gives the possibility of reading nonverbal cues, such as distinct body language (Palmer & Bolderston, 2006). Furthermore, interviews allow the researcher to be more reactive by using follow-up questions, which help to draw better comparisons between the different experts and their individual experiences (Olsen, 2011). Interviews give the possibility to ask the same general questions to all participants which facilitates the researcher to find similarities and differences in their responses and connect common themes with knowledge gathered in the literature review (Palmer & Bolderston, 2006). However, it is very important to

be aware of the possibility of researcher bias, for example in the form of leading questions, as this could skew the entire research result (Palmer & Bolderston, 2006).

There are also other data gathering techniques in qualitative research, such as focus groups, chart reviews and observational studies (Palmer & Bolderston, 2006). Interviews were chosen for this study, since it is most suitable for the purpose of answering the research questions of this thesis by allowing a one-to-one exchange with experts. This will help in finding similarities and differences in their experiences while not overburdening the researcher with too much data, muddying the clear focus of the study. The other methods mentioned above each had significant disadvantages for this particular subject matter. One of the drawbacks of focus groups, for example, is that they take a lot of planning, and it is difficult to find a time that works for all participants (Palmer & Bolderston, 2006). Chart reviews, on the other hand, can lead to an overload of data meaning that the analysis can be difficult to manage and state clearly (Palmer & Bolderston, 2006). Observational studies have the drawback of a high chance of researcher bias, meaning that if two different researchers do the same observational study they might arrive at vastly different conclusions (Palmer & Bolderston, 2006).

For these reasons the method of formal semi-structured interviews was chosen. In this context formal refers to the fact that the interviews are planned and both parties are aware of the nature of the conversation (Olson, 2011). In addition, the questions are written before the interview, and they are anchored in literature and are formed specifically to answer the research questions and test the hypothesis (Olson, 2011). This style of interviewing is more flexible as it allows for additional questions to be asked if something is unclear or to follow new threads of inquiry which were not initially planned and it allows to skip questions if an interviewee has covered it in a previous answer (Olson, 2011). For the purpose of this thesis, such flexibility is an advantage as this is an exploratory study meaning that throughout the interviewing process new information can be collected and used for future interviews. There is a possibility that this line of questioning makes comparisons harder to draw, since not all participants will be asked the exact same set of questions (Olson, 2011). With this drawback in mind it is necessary to balance the amount of preplanned and improvised questions.



The interview process started by determining who would be considered an expert. According to Döringer, experts are highly-skilled workers in a particular field and are characterized by “virtue of their specific knowledge, their community position, or their status” (Döringer, 2020, p.1). In response to that, it was decided that an expert is someone who worked in the hotel industry for at least two years in a managerial position, and needed to be involved in the supply chain management decision process. Experts were found through personal connections and through research on the internet. In addition, some were recommended from other participants. After appropriate experts were identified, an e-mail was sent to them asking if they would be willing and able to participating in the thesis, and whether they would consent to being recorded. The overall subject and research questions of the thesis were disclosed. If they agreed to participate, an appointment for the interview was arranged. Due to the ongoing Covid-19 pandemic the interviews were conducted via video calls. To ease the process of transcription, the interviews were recorded.

Throughout the acquisition process of the interview partners it quickly became clear that many potential candidates were hesitant to participate, as the topic of Covid-19 was still a source of extreme stress and concern for them. While it originally had been the plan to compare hotels of various star-ratings, this approach had to be abandoned in favor of gathering a sufficient number of expert interviews to facilitate a strong analysis of the subject matter.

All interviews were conducted in German and had a duration of 10-30 minutes. In the following table (table 1) the conducted interviews are presented:

Interviewee ID	Date	Type of hotel
M1	May 5 <sup>th</sup> , 2022	Hotel chain
F1	May 9 <sup>th</sup> , 2022	Standalone hotel
M2	May 9 <sup>th</sup> , 2022	Hotel chain
M3	May 13 <sup>th</sup> , 2022	Hotel chain
F2	May 15 <sup>th</sup> , 2022	Hotel chain
F3	May 15 <sup>th</sup> , 2022	Standalone hotel
M4	May 16 <sup>th</sup> , 2022	Standalone hotel
M5	May 18 <sup>th</sup> , 2022	Hotel chain
M6	May 19 <sup>th</sup> , 2022	Hotel chain
F4	May 19 <sup>th</sup> , 2022	Boutique hotel
F5	May 30 <sup>th</sup> , 2022	Boutique hotel
M7	May 31 <sup>st</sup> , 2022	Large-scale hotel chain

*Table 1 Interview participant breakdown*

The difference between boutique hotel and standalone hotel in the given table was chosen as some experts described their hotels as “boutique”. This can be summarized to refer to a hotel that is smaller in scale, yet offering a unique and stylish experience to its guests.

Moving forward all interviewees will be referred to by their individual designation as presented in the above table, with M referring to male interviewees and F referring to female interviewees.

### **3.3.1 Interview questions**

Interviews require open ended questions as they allow the experts to talk freely about their personal experiences and opinions (Olsen, 2011). For that purpose, questions like `how` and `why` help to get deeper insights and keep the interview going, compared to yes and no questions which tend to lack a flow. The interview questionnaire development started with an open-ended brainstorming session in order to explore different concepts from the reviewed literature. After developing many question, they were compared to the research question and supplementary question to ensure that all areas of research are represented in the interviews. Finally, the number of questions was reduced, were only the most important and relevant questions remained. Since the interviews are semi-structured potential sub-questions were developed, in order to allow the interviewer to remain flexible and responsive to whichever direction the interview takes (Olsen, 2011). The final step of the development was to ensure that all thematic blocks were covered, they were:

- General information about the hotel and the interviewee
- Covid-19 regulations in the hotel industry
- Changes in supply chain management
- Impact on the future

These thematic blocks were created in order to ease the analysis process, as the data is initially organized and split into more manageable segments.

### 3.3.2 Data analysis process

The data analysis process started with the transcription and translation of the interviews. It is important to note that due to data protection regulations the names of the interviewees as well as any identifying information about the respective hotels were removed and/or replaced by placeholders. Each of the interviewees were assigned an individual designator, such as M1 (male number 1) or F1 (female number 1).

For the analysis process the software Quirkos was used to help code and categories the data. After the interviews were transcribed and translated to English, they were uploaded to Quirkos (see Fig. 10). A combination approach of deductive and inductive coding was chosen to ensure that no important topics are overlooked. Through a deductive coding process, the initial codes were created. These codes were gathered from the literature review and included topics such as supply chain resilience, travel regulations, government aids and more. However, not every code was chosen from the literature review, as some new topics arose throughout the interview process, such as the various takeaways for the future mentioned by the experts. These topics were chosen through an inductive coding process.



Fig. 10 Screenshot of the Quirkos software, example of coding process of interviews

## 4 Data analysis and interpretation

In the following chapter the general findings of the interview process are introduced and described. First, the expert level of the interviewees is evaluated. Then the general supply chain management within their respective hotels is described. This is followed by an in-depth analysis of the experts' descriptions of the pandemic's impact on their hotels with regard to guest occupancy and finances. It was then investigated which hotels had to temporarily close down and what reasons were given for their decision to remain open or stop operations. This topic led many of the experts to talk about the heavy psychological impact the pandemic had on employees and general staff morale. This was further complicated by the level of unpredictability of the Austrian government's Covid-19 response that changed frequently, both in its severity and speed of implementing new regulations. Following a discussion of the issue of uncertainty, government aid will be discussed, which was mentioned favorably by most experts, as most took advantage of a wide variety of programs offered. The next section will examine how experts assessed the impact of Covid-19 on their hotel's supply chains. This will be done by looking at several aspects of supply chain management, such as outsourcing, newly established supply chains, as well as disruptions of existing supply chains. These more specific findings are then put in a more abstract setting by determining whether the experts relied more on flexibility, agility or resilience in the supply chain management styles they employed in response to the pandemic. Lastly, this chapter will highlight some interesting responses by the experts regarding their own evaluation of how they handled their supply chains throughout the pandemic, and what they have learned from this experience for the future.

Individual quotes will be presented to illustrate the knowledge gathered in the interviews. Furthermore, where applicable, graphs will be used for the purpose of easing the understanding of certain thematic blocks. However, as this is a qualitative research paper, more emphasis will be placed on analyzing the interviewees' individual responses rather than attempting to create a statistical evaluation of the subject.

The following word cloud shows the most frequently used words in the interview data collected. Its aim is to give a visual representation of the main concepts discussed by the experts. The shape of a star was chosen in reference to the star system that is globally used to classify hotels according to their quality and amenities offered.

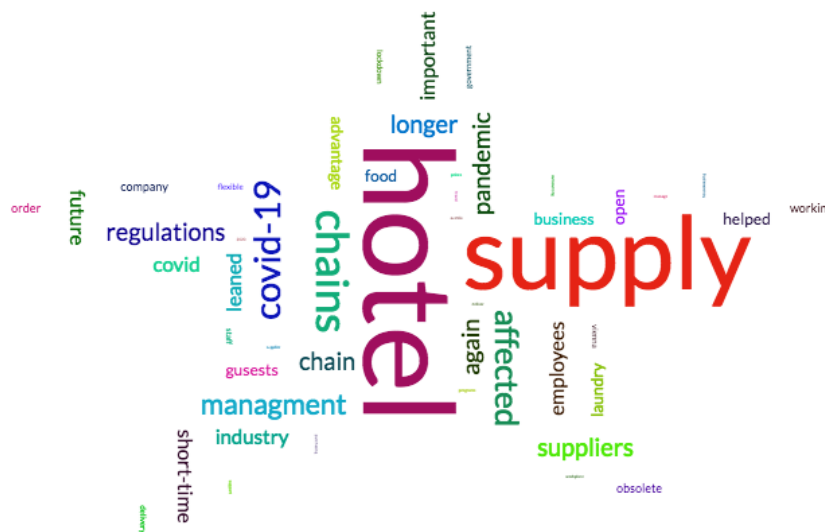


Fig. 11 Word cloud (author's own)

## 4.1 Background information

### 4.1.1 Experts

Mainly, the experts identified themselves as general managers or deputy general managers of their respective hotels, in addition three of them are also partial owners of the hotels. One expert explained that he is in charge of strategic purchasing for a large-scale hotel chain. All interviewees have worked in the hotel industry for at least five years, with six of them having worked in the industry for more than twenty years. Their responsibilities varied. However, most of them play significant roles in the daily

management of the hotel and are responsible for staff, purchasing and general finances:

*“My tasks are quite broad, from reception to reservations, guest care, accounting, everything, purchasing, sales, online bookings.” (F1)*

*“Everything to do with planning, capacity utilization, profitability, income, expenses. These are my areas of responsibility.” (F2)*

The following graphs aim to show the make-up of the pool of interviewees, such as the gender of the interviewees as well as the type of hotel they are employed at.

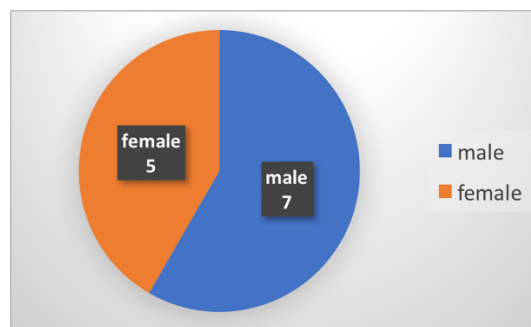


Fig. 12 Gender distribution of interviewees (author's own)

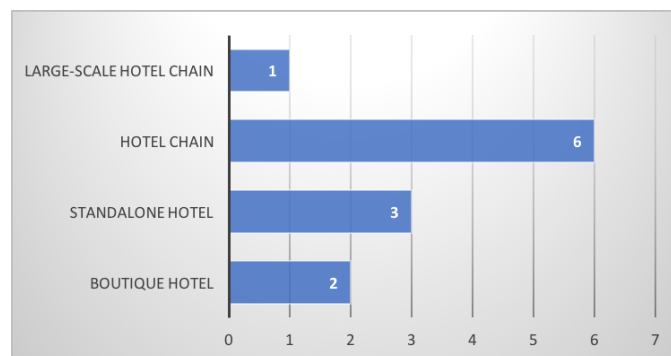


Fig. 13 Bar chart representing the distribution of hotel types (author's own)

#### 4.1.2 Supply chains

When asked about what supply chains are present in the hotel, the most common examples given were the food and laundry supply chains, as they were required on a regular basis in all hotels. Additionally, food supply chains were mentioned frequently

in response to the question about the most important supply chain within the hotel. This is likely due to the fact that most of the hotels offer at least some kind of breakfast service to their guests, thus daily food deliveries are required. However, it is also important to note that a few hotels offer other food services, such as half-board or access to an in-house restaurant, further expanding the need for frequent food deliveries:

*“The simplest supply chain is we order every day milk, vegetables, fruit, meat and other so to say basic food or raw materials that are processed or passed on in direct or indirect form” (M1)*

Laundry stood out in the responses to this topic as well, as it forms the backbone of room service and fresh laundry is required for every guest.

*“The most important thing for us is the laundry, because the bed linen and table linen must always be available on time. That is very important.” (M4)*

One interviewee noted that no specific supply chain is the most important within a hotel, since everything has to be available at all times to ensure guest satisfaction.

*“The most important thing in a hotel is always hard to say, because somehow everything always has to be there for it to work.” (M2)*

Although everything is required, food was mentioned most frequently as the most important as well as the most difficult supply chain to manage. However, not everyone expert agreed on this. Additionally, technical facility supply chains as well as laundry were mentioned as the most difficult supply chains to manage.

*“Food is essential. Yes, actually, especially food because you can only store it to a limited extent.” (M2)*

## **4.2 Impact of Covid-19 on the hotels**

### **4.2.1 Guest occupancy and financial impact**

The expert Interviewees were asked to explain how the hotels were impacted by the Covid-19 pandemic. There were two impacts of Covid-19 which were interdependent.

Hotels saw a drop in overnight stays, which is linked to a drop in financial income, as fewer guests in a hotel lead to less revenue generated. Due to the strict travel restrictions during the Covid-19 pandemic many potential guests were not able to come to Austria – most notably for the purpose of city tourism - which led to the decrease in overnight stays:

*“On the whole one can say that the effects of the restrictions on people's freedom of movement, both nationally and internationally, have led to a dramatic drop in the number of overnight stay” (M1)*

The impact of the Covid-19 on the hotel industry in Vienna can thus be summed up as having a dramatic effect on overnight stays, which, in turn, led to a drop in revenue, as the following quotes highlight:

*“We had to digest three lockdowns - if I counted correctly - of varying length and with guests breaking away. We then started with around 70% fewer guests and fewer sales.” (M4)*

*“Now, of course, you can say: economically a disaster, so that can no longer be described in any other way.” (M6)*

#### **4.2.2 Hotel closures**

In addition, when asked whether the hotel had to close at any point during the pandemic many experts responded affirmatively. Hotels temporarily closed down for a number of reasons, for example (and most prominently) due to government regulations such as lockdowns:

*“We were closed by the authorities for a year during the pandemic.” (M3)*

However, it is important to note that 3 of the interviewees mentioned that their hotels remained open throughout the lockdowns. These hotels were on the smaller side of all the hotels studied for this thesis. The big caveat of this was that only specific types of people were legally allowed to occupy hotel beds. Thus, hotels had to face extremely low occupancy rates, as only a small fracture of their usual customer base was allowed to stay there. The following quote gives an example of how this limited occupancy worked in practice:



*“No, no, we have never stopped or closed. No, no, we have always worked on, but only with patients or doctors, very few customers, very little.” (F1)*

Another reason why some smaller hotels decided to accept guests during the lockdowns was due to essential staff having to remain on-site at all times anyways to prevent damages of any kind:

*“We were actually open even during the worst times, that is, we were open for business trips that could not be postponed. Then, for example, you have ten guests a day, but we had to staff the hotel 24 hours a day anyway to protect it from vandalism, damage or anything else, and then you accepted the ten guests anyways.” (M6)*

#### **4.2.3 Psychological impact**

Around half of the experts stated that the pandemic had some sort of psychological impacts on staff morale. As Covid-19 has been such a prevalent topic for such a long time without a clear end in sight, and regulations have remained unsteady and unpredictable throughout, it is understandable that the crisis has affected employees in a negative way:

*“It's simply a catastrophe, and it's also not so easy from a human point of view, because there was also a lot of emotionality involved, because no one knew: when will it start again? How will it start again? And what are the consequences? And two years later, you can say that it's not really over yet.” (M6)*

*“But it is also reflected in soft factors such as employee motivation, staff turnover, so all these perhaps people-related topics are also a very big issue for us.” (M2)*

As mentioned previously, some of the experts - as well as potential interviewees who ended up turning down the request for an interview - also mentioned that talking about the Covid-19 pandemic was difficult for them, as it was a source of extreme stress and had seriously and negatively affected their businesses and livelihoods for such a long time.

## 4.3 Government response

### 4.3.1 Unpredictability of government regulations

In addition to this psychological effect, another problem that arose was an increase in unpredictability and uncertainty in all areas of hotel operations. However, it was not the virus itself that directly caused these issues, but – according to the experts – rather the sub-sequential government regulations that lacked consistency and transparency in how decisions were being made. This, as well as the short notice of these regulations resulted in a decrease of understanding on the part of managers and business owners.

*“Above all, the closures have always come at very, very short notice. That is, you purchased goods, you had the goods in the house, the house was actually full, and then you had to close.” (M3)*

*“Because there were hardly any regulations uniform. That was the biggest challenge.” (M5)*

According to the experts, these inconsistencies in the regulations were not just unclear for hotel owners, but also caused confusion for potential hotel guests, who often had difficulties identifying what they were required to do to be able to travel and cross the border to Austria. This led to a dramatic decrease in international tourists, as other international destinations made their regulations more easily understandable and less volatile.

*“And the tourists were extremely uncertain about what you need to travel: permits, vaccinations, whether yes or no, border controls yes or no, where do they apply.” (M5)*

However, the problem of unpredictability was not just identified by experts as a past issue, but still as a current issue. The problems first caused by the pandemic are now continued by the war in Ukraine, causing increases in prices as well as irregularities in deliveries:

*“Prices are going up immensely right now. First it's Corona's fault and now it's the war's fault.” (F4)*

It is unclear how much of an impact Covid-19 continues to have on unpredictability. However, it can be said that it kick-started an issue that has not been resolved in the past two years.

In order to combat some of the uncertainty, hotels relied on their good relationships with their suppliers to find solutions which worked for everyone.

*“We have been able to pause many contracts.” (F5)*

#### **4.3.2 Government aid programs**

The type of government support that hotels took general advantage of was short term work. In addition, a few experts mentioned that they would have needed to lay off many employees if they had not used short time work to mitigate staff costs, but this was prevented and employees could be kept.

*“Without short-time work, in the form it took, we would have had to lay off 90% of our employees. Fortunately, that was not the case. We were able to keep our core workforce for more than 2 years.” (M5)*

However, it is important to note that some experts also noted some criticism of short term work, as it created new problems affecting employees, because when the employees are in short term work it can be difficult for them to consolidate having to go back to work with their salaries being a portion of their pre-Covid salaries, which is the same salary they received for not being able to work during the Covid-19 lockdowns and hotel closures.

*“The short-time work made sense, it certainly helped. We kept all the employees, but because it takes so long it is insanely difficult for people's morale. And when you're used to getting 80% of your salary for not working, it's difficult when you suddenly have to go back to work and still only get 80%. It was difficult.” (F4)*

Furthermore, one interviewee mentioned that he did not support the short term work due to it creating problems in the labor market down the line.

*“On the one hand, there is short-time work, which I generally did not consider to be a suitable means, and I also do not consider it to be, and we can see the results now, we have created a completely unstable labor market.” (M1)*

Short term work was not the only type of government support hotels took advantage of. Other types that were mentioned repeatedly were turnover subsidies, turnover replacement and loss replacement. Many interviewees mentioned that they took advantage of multiple or all applicable government support available to them.

*“Yes, short-time work, fixed-cost subsidies, downtime bonuses, revenue replacement. We've taken advantage of all of that.” (M6)*

Hotels generally used as many government support programs as possible and in various constellations. They chose programs that made the most sense for their specific economic needs. Some experts reinforced that these government support programs were integral for many hotels to economically survive the pandemic, as they had limited measures for earning revenue.

*“(...) subsidies, loss of sales, loss compensation, which were necessary and will continue to be necessary, somehow made the survival of the industry possible in the first place.” (M5)*

Even though these government support programs were generally positively received by the experts, some criticism was voiced regarding the delays in setting up the programs, their slow implementation and even delays in pay-outs.

*“In the beginning, not only short-time work, but all subsidies have come quite late.” (F1)*

In the following graph the distribution of various government aid programs are listed, which hotels took advantage of and which were specifically mentioned by the experts. Each interviewee was counted once, with the total possible number of mentions being 12. Thus, fixed-cost subsidies was directly mentioned in 4 interviews, representing 33.3% of the total.

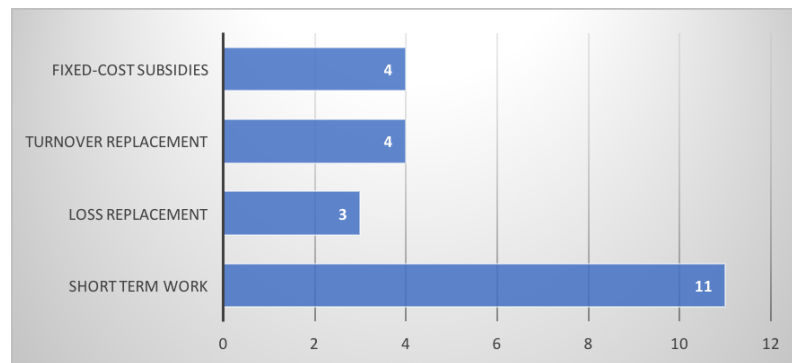


Fig. 14 Bar chart of government aid programs (author's own)

#### 4.4 Impact of Covid-19 on hotel supply chains

When asked about the impact of Covid-19 on the hotels' supply chains, most experts responded that all supply chains were affected, highlighting the severity of the crisis for hotels.

*"They've all been affected. They are affected the moment the human factor and labor is involved, because the short-time work, respectively the lockdowns have simply changed the working environment in such a way that everyone is automatically affected."* (M1)

Another expert added to this statement by including their suppliers, showing that all stages of the supply chains were affected.

*"(...) my suppliers live from the hotel industry and after the entire industry was affected, all suppliers were also affected"* (F4)

*"I would say there is almost no supply chain that is not extremely volatile and extremely affected right now. Be it, you have to imagine the prices of a freight container on a ship have quintupled to tenfold."* (M7)

It is, however, interesting to note that not all experts agreed about the severity of the impact, as multiple experts revealed that their daily supply chains, such as food and laundry, were barely affected. Expert M2 explained the possible cause for this with the following statement:

*“I'd say that supply chain management in hotels is relatively straightforward. This is not a manufacturing industry with a number of parts that you might even need according to a just-in-sequence concept or something.” (M2)*

It is interesting to see hotel supply chains referred to as more “straight-forward” than manufacturing supply chains and most likely is due to hotels mostly requiring finished goods rather than raw materials. This means that many supply chains are independent from each other, allowing for greater flexibility in choosing appropriate suppliers, which in turn means that hotels can more readily respond to supply chain disruptions.

#### **4.4.1 Supply chain delays**

A common problem mentioned by multiple experts were supply chain delays. A common complaining in this matter was the issue of longer international delivery times caused by the pandemic.

*“The thing that is noticeable in my opinion - but is not only related to Covid - is that certain lead times, i.e. the phases from the time you deal with the ordering process to delivery and possibly further processing have simply become longer. In other words, many of those who used to need a week for a delivery of product X now need a week to write you back whether they have it at all or not. Then they need another week until you know what it costs and then they tell you ‘we don't have it’ (...) and then you wait four weeks until they have it.” (M1)*

Some of the most prevalent supply chain delays were in the area of maintenance and technical equipment, resulting in some hotels ordering more of the technical equipment as they likely will need them in the future and the delivery times are not assumed to get shorter in the immediate future.

*“For us, it's the technical area, and if an air-conditioning system becomes defective and we don't have this leftover piece in stock somewhere, because they are somehow manufactured abroad or in China - it's a bit difficult until they find their way across the ocean. So we have noticed it strongly in the technical area.” (F2)*

However, these extended delivery times were not seen by every expert as a major problem, as some hotels were able to adapt to the longer delivery times.

*“(...) everything was delayed a little bit. Here and there were minor quality issues or something along those lines in the food area, but nothing dramatic. All large-scale equipment, i.e. in the kitchen when it needs something bigger or for air-conditioning technology and so on, you can see that it takes weeks longer, but even now it's not in the dramatic range.” (M2)*

#### **4.4.2 Supply chain disruptions**

In addition to the supply chain delays were other supply chain disruptions. One expert revealed that their suppliers were lacking employees, meaning that their supply chains did not function as intended. This issue of workforce-shortage then resulted – among other problems - in a drop in quality of the service provided.

*“Right now everyone is difficult because everyone is whining that they don't have employees themselves. It's unreliable, they are late, the laundry comes with stains, half of the laundry does not come back, they say it's always our fault, they are all actually totally overwhelmed.” (F4)*

In addition to these issues, F4 revealed that there were difficulties finding new suppliers, which further complicated the quality assurance of certain services, since limited alternatives were available and hotels were stuck with the suppliers they had.

*“You also don't have the choice because you can hardly find suppliers anymore” (F4)*

On the other hand, another expert mentioned that their hotel lost supply partners which had to be replaced.

*“The only thing that has changed is that we have lost some supply partners. They had to be replaced by others.” (M1)*

Overall it can be said that supply chains were disrupted in multiple ways due to the Covid-19 pandemic. Longer delivery times led to supply shortages, which was further

complicated by a workforce-shortage that made the search for alternative suppliers more difficult.

#### **4.4.3 Unpredictability in supply chains**

As mentioned previously in reference to government regulations, the concept of uncertainty was mentioned frequently by the experts. The rapidly changing situation made it very difficult for the experts to plan ahead as there was a high level of uncertainty. This further impacted the functionality of certain supply chains.

*“What we have learned above all is that actually nothing is fixed and everything can change in a very short time. Planning ahead has definitely become more difficult, and we have also become more cautious in that respect.” (M4)*

This uncertainty remains a prevalent topic to this day, and will most likely stay so in the near future.

*“At the moment the mood is bad and I assume it will stay that way in the future. First it was Corona and now it's the war.” (F4)*

Thus, it can be concluded that the uncertainty of the pandemic's development negatively impacted supply chain management in the hotel industry.

#### **4.4.4 Outsourcing**

The majority of the experts stated that no supply chains were outsourced during the Covid-19 pandemic, as it did not appear to solve any of the supply chain issues they were experiencing. Most experts dismissed the idea of outsourcing supply chains on the whole, as their main strategy was more focused on retaining control over their supplies, rather than relinquishing it.

*“We didn't outsource anything because it wouldn't make sense, for us at least.” (M4)*

*“No, actually almost nothing was done externally. Anything you do yourself you are more often on the safe side, actually.” (M6)*



Even though there was only a very limited amount of outsourcing going on in the hotels throughout the pandemic, the ones that did take advantage of outsourcing did so because it mitigated risk and simplified certain processes.

#### **4.4.5 New supply chains**

When the experts were asked whether new supply chains were created in response to Covid-19 almost all of them responded in the negative, as most of the experts and their hotels relied on pre-existing supply chains that could cover their needs, even as the pandemic impacted the hotels daily operations:

*“We haven't created any new supply chains because, thank God, we've been able to reactivate the existing one” (M4)*

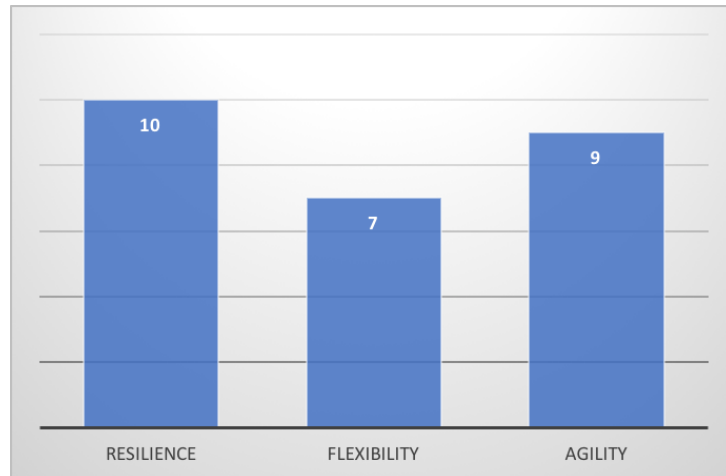
#### **4.5 Supply chain management approaches**

The following three themes were first identified in the literature review as key concepts of supply chain management responses in times of economic instability. Even though the experts did not always use these specific words to refer to these concepts directly, they described their management styles by giving examples and using descriptive language to convey their specific point of view. An example of this would be that many experts used the word “flexible” to describe their management style, when they referred to being fast and responsive. However, increased speed of change was identified in the literature review as a key concept of agility. Thus, the following findings take on a more interpretive nature, and quotes will be chosen to illustrate how these techniques were used by the experts. The following quote is an example of how an expert referred to the concept of resilience without mentioning it outright. The description was still strong, thus making it possible to confidently assign it to the respective thematic block.

*“We have become stronger and ready. We are better prepared from all sides for a fight or for heavy winter Covid time.” (F1)*

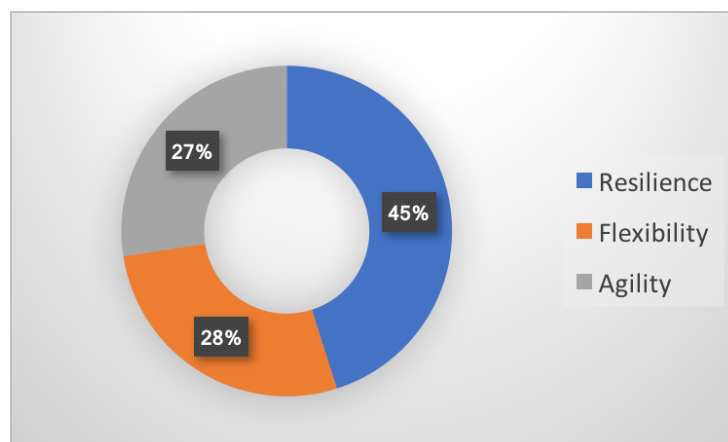
Since F1 mentions preparedness, which is one of the key concepts of resilience, it is fair to categorize this statement as proof that resilience was used in F1's supply chain management approach in general.

The following graph (Fig. 15) shows the total number of interviewees who mentioned each of the thematic blocks in reference to their own management styles during the pandemic. It can be said that the topic of resilience was the topic that was most important for the experts in general as it was mentioned by the most experts.



*Fig. 15 Number of interviewees who mentioned the thematic blocks in relation to their management styles (author's own)*

Additionally, the management style of resilience was mentioned multiple times by multiple experts, meaning it was mentioned most often in total across all interviews. As can be seen in Figure 16, resilience (45%) was mentioned almost as many times as the topics of flexibility (28%) and agility (27%) combined.



*Fig. 16 Percentage of instances of interviewees referring to supply chain techniques (author's own)*

#### 4.5.1 Resilience

As the previous two graphs show, resilience was a key topic of interest for the experts in the way they managed their supply chains during the pandemic. There were multiple examples of management strategies that implied the use of resilience. The first of these strategies is the increase of stock levels to avoid running low on certain supplies and thus be less likely impacted by supply chain disruptions.

*“We have - where we can - expanded our inventory levels. That means we are now for some time more able to supply ourselves, but that only goes so far.”*  
(M4)

This indicates that while resilience became more important to their supply chain management, this did not change the operations as a whole, but rather highlighted where disruptions were expected. These possible disruptions also caused some experts to strengthen their relationships with other businesses within the hospitality industry, which is another key concept of resilience.

*“Each of us is somewhere in a network and we have also written to other hotels and then made exchanges and the same goes for our partners, because we knew that at some point we will all face the crisis and we then also did not want to exchange the partners, because we have been working with them for 8 to 9 to 10 years.”* (F2)

In addition to strengthening the bonds with existing suppliers and other hotels, some managers resorted to bulk buying of certain goods in an attempt to mitigate the risk of supply chain disruptions down the line. The following quotes illustrates this behavior:

*“What we do is that we try to think a little bit ahead, if I know that I will need another pump in a month or two, then we have to take the risk and order one or two right away, so that I have them available.”* (M6)

*“So if you have the opportunity to buy more, then the stocks are replenished, so that you can then also manage a little longer and where spare parts were*

*then available in the field of technology from a supplier, we have also put something in stock.” (F2)*

As can be seen in these quotes, technological goods, in particular, posed a problem for the managers as they suffered frequent supply disruptions and thus were mostly ordered in bulk. This purchasing approach was often used in response to global or national developments throughout the pandemic, which forced hotel managers to adopt a general level of preparedness to be able to adapt to these developments swiftly.

#### **4.5.2 Flexibility**

Some experts revealed that during the Covid-19 pandemic it became necessary to switch suppliers for various reasons. Being able to switch suppliers quickly and successfully is a key characteristic of a flexible supply chain. Increasing the level of their supply chains flexibility thus became a major concern for the experts throughout the pandemic, when supply chain disruptions rose in frequency. In addition, a great importance was placed for having multiple suppliers for the same goods with the goal of increasing flexible and mitigating the risk of supply chain breakdowns. For that reason, some hotels have been on an active lookout for alternative suppliers.

*“(...) perhaps also make sure that you have several suppliers for such different things. in other words, expand your horizons a little here as well and see if there are other suppliers or procurement options.” (M2)*

*“Of course, we look for alternatives” (M6)*

One expert explained that it is a lot easier for a comparatively smaller hotel to change a specific supply. As the products are standardized it is necessary to change them in all rooms to ensure that same standard of quality of each room. This is far easier to achieve for smaller hotels as they have fewer rooms, meaning it can be done faster, and could possibly be used as a short-term solution. This allows smaller hotels to be much more flexible than bigger hotels, where more money is involved in current supply chain contracts, making it financially difficult to change suppliers.

*“I would say for us small houses: I can react relatively quickly and flexibly to the whole thing. That's just the good thing about the small hotel business. I'd say it's different if I have 200 rooms, as I said, and I need the same thing in the 200 rooms because it's standardized, as is often the case in chains, so it's naturally difficult to say, ‘Now I'm switching over,’ because do I switch over forever, or do I only switch over if I can't get the other product. It's easy for me with 40 rooms. I can always say ‘I'll take something else’ and that's it.” (M3)*

*“We were able to shut down in an optimal way, and we were able to open up again very quickly because with our size, it doesn't take much. To ramp up a hotel with 400 rooms is a completely different process than ramping up a hotel with 64 rooms. Where I can even subdivide the areas, because at the end of the day, we had Hotel X, which is two buildings, which means I only opened up one building, 32 rooms, which was relatively easy.” (F5)*

Another advantage of smaller hotels in relation to flexibility is their ability to open and close the hotel on short notice, since fewer moving parts are required for operations to run smoothly.

Some experts revealed the importance of staying flexible as they are reluctant to sign contracts, especially long term contracts as this would limit their flexibility in the future.

(in response to the question of what the expert has learned for the future)

*“Not to sign contracts so we are not bound. Always as needed, so no big contracts. That for sure.” (F1)*

### **4.5.3 Agility**

From the literature review it was gathered that the concept of agility is most closely linked to the speed at which change can be implemented in a supply chain. The main points in which the experts referred to agility were shorter supply routes as well as their own response times to the quickly evolving situation of the pandemic, both in terms of case numbers as well as the continuously shifting government regulations.

Fast and confident decision making became a main priority of the strategies hotel managers developed in order to maintain the standard of their supply chains. The following four quotes are examples of these strategies linked to agility:

*“Observe media reporting, and perhaps order again a little earlier if such warning signals were present.” (M2)*

*“Regional suppliers, of course (...), because the supply routes are shorter, plain and simple.” (F2)*

*“Regional alternatives were better as a short-term emergency solutions, because naturally one had them faster” (M7)*

*“(...) make quick decisions, but not over-quickly, but to simply approach this with a certain self-confidence and with a certain seriousness, knowing that it's the same for everyone.” (M6)*

#### **4.6 Takeaways for the future**

With the level of knowledge that they had at the beginning of the crisis most of the experts stated that they could not have done anything differently in response to the pandemic. They stand by the decisions they made and how they acted in response. If they would have done something differently, these decisions would have been based on knowledge they did not have at the time:

*“And in the management of the hotel in the sense of Corona we could not have done much more now. Yes, I think we have done everything possible.” (M3)*

(in response to what they would have done differently) *“Probably nothing, because it was never predictable how things would go.” (F3)*

Regarding a look to the future, most experts said they would be more careful with processes such as ordering goods and hiring new staff, especially in response to rising Covid-19 case numbers or other potential catalysts for harsh regulations.

## 5 Discussion

The following chapter gives answers to the research question as well as the two supplementary questions as posed in the methodology chapter. The aim of these answers is to link the empirical findings described in the data analysis chapter with existing literature in order to draw meaningful conclusions about the effect of Covid-19 on supply chains in Viennese hotels. A brief discussion of government aid programs precedes the research questions, as this topic proved to be essential in order to understand the economic hardships hotels faced throughout the pandemic. This context should facilitate a deeper understanding of hotel operations at the time.

As the experts mentioned that without government support many would not have survived through the pandemic or would have needed to take dramatic actions, it is important to understand what government regulations hotels took advantage of. As mentioned by the WKO (2022a) short term work intended to ensure lower layoff rates, which was a success as most of the experts revealed that without short term work they would have needed to lay off employees, which was mostly prevented by this measure. However, this was not the only support offered by the Austrian government as other financial programs were also necessary to ensure the survival of the hotel industry and the Austrian economy in general. The most useful (after short term work) of these measures were – as explained with the help of the WKO (2021a, 2022c) in the literature review - loss compensation schemes, fixed cost subsidies, default bonuses and revenue replacement schemes. These measures were taken advantage of by the experts. A common trend was that the experts revealed that they took advantage of all government aid programs they were able to apply for and which were applicable to them. Overall, the experts expressed that the government aid schemes were vital for the survival of their businesses. Thus, it can be said that they were a key factor in ensuring the successful continuation of their supply chains.

The following section discusses the findings in relation to the research questions.

### **Main research question: How did Covid-19 impact hotel supply chains in Vienna?**

The Covid-19 pandemic had a visible negative impact on hotel operations in general. As supply chains are an essential part of hotel operations, it can be determined that Covid-19 had a severe impact on hotel supply chains and their management.

The steep decline of overnight stays given by Fritz (2020a) was directly reflected in the responses of the experts, many of whom spoke about the impact of government regulations which led to a decline in the hotel's revenue. Additionally, the first lockdown, as described by Pollak et al. (2020a), led to hotels having to close or – at the very least - drastically decrease operations, which often led to a decrease in supplies required. At times, regulations required hotels to halt some of their supply chains completely, as a closed hotel does not need supplies.

Regarding the four different categories of hotel services - accommodation, food services, hotel amenities and events - as mentioned by Al-Aomar & Hussain (2018), the pandemic caused a dramatic reduction of services that could be offered by hotels. Luxury hotels had a hard time to claim their space next to hotels of lower standards, as the lockdowns and other public safety regulations at times prohibited food services as well as spa amenities. Additionally, the prohibition of large gatherings (Pollak et al., 2021a) rendered the service of events impossible. However, as regulations were loosened, hotels could return to their usual pre-Covid-19 services.

### **Sub-question 1: How did hotel staff have to adapt supply chain management techniques in response to the pandemic?**

The frequent shutting down and resuming of operations caused by the ebb and flow of Covid-19 case numbers resulted in a greater need for quick decision making and attempts to foresee the hotel's future supply needs. Managers had to adapt quickly and reliably, while fostering mutual trust between them and their supply partners.

As was mentioned in Shi and Liao (2013), mutual trust is a key factor in establishing working supply chains. This was put to the test during Covid-19, when suppliers and hotels had to work closely with each other and rely on their pre-existing relationships when businesses had to shut down for weeks at a time. Whilst discussing the topic of outsourcing, it was identified that very few took advantage of any outsourcing



options. However, when outsourcing was done, it was done so to mitigate risk. As explained by Chopra & Meindl (2016) it is important to distribute the risks and benefits when deciding to outsource part of a supply chain. In the case of outsourcing in response to the pandemic, most hotels did not see the benefits as they would lose control over their supply chains.

The importance of understanding disruptions and their impacts mentioned by Belhadi et al. (2021) was also an important topic for the experts, as supply chains had to face many disruptions due to some goods being unavailable, and others having high demand and low supply which led to unprecedented long delivery times for certain goods.

**Sub-question 2: How important were the concepts of resilience, flexibility and agility in hotel supply chain management throughout the Covid-19 pandemic?**

All three topics of resilience, flexibility and agility played a vital role for hotels during the Covid-19 pandemic in general and in their supply chains more specifically. During the interview process, it was noted that not all of them were weighed equally in their respective importance by the experts.

Resilience was the most frequently mentioned topic, and as mentioned by Belhadi et al. (2021), its goal is the prevention and absorption of negative changes to a business' supply chains. The hotels often did not have a chance to prevent changes, as many problems arose due to government regulations. However, hotels had to absorb the changes and learn how to adapt to them. Belhadi et al. (2021) also connect resilience to being prepared and being able to make some predictions for the future. The experts had difficulties making precise predictions during the Covid-19 pandemic and still face this issue today. Therefore, in order to increase their resilience, hotels used techniques such as stocking up or bulk buying to better themselves in the area of preparedness.

Even though resilience was the most prominent concept discussed by the experts, others were also vital to hotels for their supply chain management. Following resilience, the concept of agility was the second-most frequently mentioned theme. Prianto & Jermisittiparsert (2019) emphasize the importance of quickness in agility,

which was reinforced by some experts who favored geographically close supply chains during the Covid-19 pandemic in order to have faster supply chains. In addition, smaller hotels could take advantage of their ability to be more agile, as they were able to stop and restart operations a lot faster due to their smaller size. Thus, increasing agility within their supply chains was an easily implemented change to their management style.

Last but not least, Belhadi et al. (2021) mention the importance of having flexibility in supply chains, and the experts agreed. The main way hotels ensured their flexibility was by looking for multiple suppliers for the same or similar goods in order to be independent in case of a severe supply chain disruption. Furthermore, it was mentioned by some experts that they will no longer sign long term contracts, at least for the foreseeable future, as this would limit their flexibility.

Overall it can be said that resilience, agility and flexibility each played a vital role in ensuring the successful continuation of hotel supply chains throughout the Covid-19 pandemic.

## 6 Conclusion

Covid-19 was a global event that affected the economies of many countries. Due to safety precautions instated for the purpose of fighting the pandemic such as lockdowns and travel restrictions many economic sectors in Austria experienced extreme difficulties. One sector, which was strongly affected, was the hospitality sector as domestic and especially international tourism came to a temporary complete stop. With this background in mind, it was the aim of this thesis to investigate how Covid-19 affected and still affects hotel supply chains in Vienna to this day.

The literature review accumulates the existing research that has been done on the subject of supply chain management in times of crises, such as resilience, flexibility and agility, which are strategies used to support the survivability of a supply chain. Furthermore, the literature review served the purpose of giving additional information on the severity of Covid-19 and providing a timeline of the development of government regulations and support in Austria.

The methodology section states the research questions and explains them in order to understand the scope of this thesis. These questions were formed in order to investigate the effect of Covid-19 on supply chains in hotels, how staff had to adapt supply chain management techniques in response, and how important the concepts of resilience, flexibility and agility were in hotel supply chain management during the pandemic. In addition, the research design is explained and a more detailed description of the interview process is given in order to provide transparency of how the data was collected. Twelve semi-structured expert interviews were conducted in May 2022 and then subsequently coded with the use of the qualitative data analysis software Quirkos according to common Grounded Theory techniques. The coded excerpts of the interviews were then rigorously analyzed.

The data analysis chapter presents discoveries made throughout the empirical data analysis process and common trends are highlighted. The section organizes the answers given by experts into specific thematic blocks in order to present the findings in a logical and more easily comparable manner. Some of the most interesting findings included the connection of the decline in hotel revenue with the fluctuating Covid-19

regulations implemented by the Austrian government, as well as the importance of resilience as a management strategy for supply chains in hotels in times of a global crisis.

These findings were then put into context of the reviewed literature in the discussion chapter, in order to connect common knowledge on the topic of supply chains with the lived reality of hotel supply chain management during the Covid-19 pandemic. Additionally, the discussion chapter provided answers to the research question and sub-questions first posed in the methodology section. Overall it can be said that the Covid-19 pandemic had a negative effect on hotels in Vienna in general. Additionally, it was discovered that the hotels' supply chains were severely affected and that staff had to adapt their management techniques in order to counteract the problems which arose during the pandemic. While many issues first arose in this time, another global crisis followed in early 2022 that had a similarly severe impact on hotel supply chains, prohibiting them from ever fully recovering from the issues that first arose in March 2020. To this day, Covid-19 remains a global health crisis, meaning that hotel supply chain management is currently suffering the effects of not only one, but two major international disasters. With the ever-increasing chance for severe supply chain disruptions, many hotel managers have had to adapt their strategies by increasing the resilience of their respective supply chains, which was done by strengthening existing relationships to suppliers, as well as engaging in bulk buying and stockpiling goods whenever possible to mitigate the risk of suffering shortages.

Thus, it can be said that Covid-19 affected hotel supply chains in Vienna in a negative way, since the pandemic impacted both the number of overnight stays, i.e. the number of guests that had to be served, as well as the effectiveness of existing supply chains. The extreme supply chain disruptions paired with the unpredictability of Covid-19 made it difficult to plan ahead and consolidate demand with supply.

## **7 Limitations, recommendations and implications**

### **7.1 Limitations**

Even though any research aims to represent the real world as accurately as possible there are limitations one has to be aware of in order to identify how well the real world is represented (Mohajan, 2018).

The research conducted for this paper also had limitations, primarily in the scope of the research. As this is a bachelor thesis it is only possible to look at a segment of the population in order to find answers to the research questions. In addition, there are limitations from the method chosen, for example sample size, difficulty repeating the study, the observer's paradox and more (Mohajan, 2018). This means that the research only shows a snapshot of reality, meaning it does not fully represent the real world. Furthermore, the Covid-19 pandemic is still ongoing meaning that the outcomes are still in development and may vary or change in the future. Furthermore, the data gathering and analysis process is subjective, as a different researcher may find that other interview questions may be more important or they might weigh the importance of answers differently, meaning that two researchers may derive varying answers to the same research questions (Mohajan, 2018). Additionally, it is important that researchers are aware of their own potential biases which can affect the outcome of the study (Mohajan, 2018). Some of these biases might be held unconsciously, which may make it difficult to exclude all of them from the research.

This thesis was written with the above-mentioned limitations in mind.

### **7.2 Recommendations**

Since any research is limited by its scope, it is important to note that any research project can always be expanded in order to gain further knowledge on the subject in question. Therefore, some research recommendations are given in order to expand the field of hotel supply chains in the face of crisis.

This research could be repeated in multiple countries in order to compare where hotel supply chain management was conducted most successfully, and where additional

issues arose. This could help to study the extensiveness of regional differences in hotel supply chain management.

As the research in multiple countries could bring its own difficulties it would also be interesting to compare different cities within Austria, especially in the state capitals and major tourism hotspots. This could be accompanied with sequential interviews in order to study the long-term effects. A research project of that kind would examine hotel supply chain management in Austria and could provide important knowledge for the Austrian government and affect their policy making decisions, since tourism is such a significant part of Austria's GDP.

A suggestion for expanding the research of this thesis would be to add a quantitative aspect to the research and take a mixed-methods approach in order to compare the perceived impact of the pandemic on supply chains with the numerical values. This could represent statistically how Covid-19 impacted hotel supply chains, and add another layer of understanding to the research. However, this would require large-scale cooperation from the hotel which would have to allow access to data sets such as their financial statements and supplier contracts.

The research conducted as part of this thesis could also be repeated from the side of the suppliers and how they perceived the pandemic and their partnerships with the hotels, since their customers (the hotels) often shut down operations temporarily throughout the pandemic, meaning their revenue and supply chains were affected.

Additionally, it would be interesting to take a deeper dive into the psychological impact of the pandemic on hotel staff, as this was a topic frequently mentioned by the experts. The pandemic seemed to have a negative effect on staff morale, which – in turn - can have negative implications for many hotels. However, this thesis did not have the necessary scope in order to further expand on this issue.

It would be interesting to see how this research could be expanded upon and how it could provide a baseline for further research on hotel supply chains in times of crises in the future.

### **7.3 Implications of the research**

This thesis adds to existing research in the field of supply chain management as well as the Viennese hotel industry. Various topics of crisis management in supply chains were discussed, allowing this paper to be used in multiple fields for further research. In addition, the findings of this paper could be useful for hotels in Vienna in order for them to see which management strategies were useful for other hotels. This could facilitate a deeper understanding of how to manage supply chains in times of global unrest.

The thesis could be published in a variety of academic journals. It would be an appropriate addition to existing research in the Journal of Supply Chain Management, as it presents a case study about the Viennese hotel industry. This would lend an international perspective to the paper and would facilitate other researchers to study, compare and contrast the findings of this thesis with similar existing research conducted in other regions. Furthermore, this thesis would fit well into publications dealing with the local hotel industry such as the European Journal of Tourism Research.

An issue that came up multiple times throughout the interview process and the literature review was the importance of trust between suppliers and hotels. By exploring the specific hardships hotels faced throughout the pandemic, suppliers could benefit from the findings presented in this thesis, as they would gain a more nuanced understanding of their supply chain partner's operational problems.

Not only the suppliers could benefit from the knowledge gathered in this thesis; hotel staff outside of Vienna, too, could profit from it. By investigating how Vienna's hotel managers dealt with the impact of Covid-19 on their supply chains, the findings of this thesis highlight the importance of establishing contingency plans to prepare for supply chain disruptions. Thus, hotel managers could use this knowledge to strengthen their own supply chain emergency protocols.

Overall, the knowledge presented in this thesis has many potential uses and expands on existing literature in the field of hotel supply chain management research.

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## Appendix

I = Interviewer

F = Female

M = Male

### 7.4 Appendix 1 – Interviews (Translated original German version to English by Author)

#### Interview M1

I: Could you give a description of your job and what responsibilities this entails?

M1: The workplace is a separate office with a desk, a meeting table. Fortunately, in my case a lot of bright light and as you can see with a classic ambience. I am a self-employed entrepreneur, I run several companies and I have to make sure that these companies function in such a way that they are not only economically but also qualitatively and on a cultural basis for the employees a well-functioning company.

I: How long have you been working in this position and in the hotel industry in general?

M1: In general, I have been working since, physically working and drawing pay slips since I was fifteen that is now 37 years. And position I said before, I am quite simply an entrepreneur. In the hotel industry, itself in the last 37 years I have worked and also managed every department in a hotel, every division in a hotel except engineering.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M1: It has to be said that in our case there are several hotels, not just one, but on the whole one can say that the effects of the restrictions on people's freedom of movement, both nationally and internationally, have led to a dramatic drop in the number of overnight stays on the one hand, and due to the corresponding national measures of the health authorities, entry bans have also been imposed, i.e. the hotels have been completely closed for a longer period of time during the various lock-down phases.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?



→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M1: Well, made easier, that is difficult. So all the regulations have made it more difficult for me. If the regulations that have made life more difficult or almost impossible for us had been chosen in a more differentiated and intelligent way, then the regulations that have helped us, i.e. those that have provided us with appropriate economic aid and support, would have had to be less drastic, the biggest problem is the unpredictability and a not sufficiently recognizable management structure to deal with this issue in general but one has very seher differently each time reacted with very different means and also very different strength and thus the entrepreneur at the end of the day can not adjust, and if he does not have the chance to adjust then he is always automatically one step behind. Any entrepreneur who is one step behind will not do his business well.

There are and have been a lot of proposals to approach the issue differently, the most vicious proposal that was rejected was that everything should be done on the economic side, not on the health side, which I don't dare to judge, at least not an overall one, but personally I have. The biggest economic disadvantage was that one did not make the effort to differentiate the support for the economy not only locally and regionally, one did not do that, but also branch specifically and above all within the branches again subdivided into who needs which help for what. In my opinion, this is a total political failure. Above all, the biggest failure is that of the interest representation corresponds to the Chamber of Commerce, which theoretically should have brought the technical competence to submit proposals to the government that are also feasible, which seems not to have succeeded.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M1: yes, we have used all subsidy programs that were available and that were applicable and usable for us. On the one hand, there is short-time work, which I generally did not consider to be a suitable means, and I also do not consider it to be, and we can see the results now, we have created a completely unstable labor market. We have taken advantage of all subsidies of fixed cost subsidy 1 and 2 as far as they were for us, we have then taken advantage of the resulting turnover replacement and we have taken advantage of the subsequent measures of loss replacement which have existed in various forms and variants.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M1: The simplest supply chain is we order every day milk, vegetables, fruit, meat and other so to say basic food or raw materials that are processed or passed on in direct or indirect form, and these are the one supply chains the other supply chains are supply chains of the infrastructure or the, let's say in accounting terms the circulating assets that starts with bed linen, on the one hand to buy the other hand of course also the supply chain of maintenance, corresponding to the washing, deliver, deliver, etc., and leads up to as mentioned before infrastructural things like packaging, paper bags, and replacement TV sets. And culminating in infrastructural things like packaging, paper bags, and replacement televisions because they break down, so everything you can imagine in a hotel has to do directly or indirectly with a supply chain.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M1: We haven't outsourced anything, we haven't made any changes in procurement as well as processing.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M1: The only thing that has changed is that we have lost some supply partners, they had to be replaced by others and the thing that is noticeable in my opinion but is not only related to Covid is that certain lead times, i.e. the phases from the time you deal with the ordering process to delivery and possibly further processing have simply become longer. In other words, many of those who used to need a week for a delivery of product X now need a week to write you back whether they have it at all or not, then they need another week until you know what it costs and then they tell you yes, we don't have it, you'll get it first, and then you wait four weeks until they have it.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M1: None. They've all been affected. They are affected the moment the human factor and labor is involved, because the short-time work, respectively the lockdowns have simply changed the working environment in such a way that everyone is automatically affected.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M1: The ones that don't exist yes, obsolete not. They then have to be replaced by others.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M1: None that we had before.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M1: The only thing I would have done differently from today's perspective would imply that I would have known what was coming, I would simply have used the factor of time and the duration that it lasts differently for a different assessment for basic economic decisions, so to speak.

That's impossible to answer because a future crisis will certainly look different again. So the flexibility that we have learned to develop now must be retained and at the same time this will be the appropriate means to be able to face new crises that arise accordingly.

### **Interview F1**

I: Could you give a description of your job and what responsibilities this entails?

F1: I am a hotel manager, also the leaseholder from the hotel, therefore my tasks are quite broad, from reception to reservations, guest care, accounting, everything, purchasing, sales, online bookings. Yes, pretty much everything.

I: How long have you been working in this position and in the hotel industry in general?

F1: Well, I've been in tourism since about '95, maybe '96, first I worked in the travel agency at Mondial, with Mr. Kadanka, in the income department, and then I always helped my mom on the side because it's a family business and since then I've actually been working in the hotel and permanently employed with salary since 2006 or so.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

F1: Well, what can I say, it was a shock, let's say it was a totally depressing and difficult time, of course there are emotions but everything together when from one day to the next no more money flows in, but the bills remain, so especially the first 6 months from March 2020 to mid-June was a disaster, those were pure cancellations, no money, no impact, but the bills remain so tough, very tough and uncertain. Above all, everything was also psychologically very difficult.

No, no, we have never stopped or closed. No, no, we have always worked on, but only with patients or doctors, very few customers, very little.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

F1: Regulations, the constant travel regulations have completely ruined the business. That also annoyed us very, very much because of the EU regulations, that actually - let's say in 2020 in the summer, in the summer months - the situation was not bad and yet the travel regulations were very tough. So exactly the same was in 2021 in the spring also actually. If some other European countries have already had open, so the borders were more or less open, but Austria was still closed down, that has really annoyed us.

Hard to say but perhaps it would be to not close down that strictly. So from today's perspective, since we already have the vaccine, and all of these possibilities, everyone in the government knows a lot more, then it might be good not to close down all businesses completely. You have to be able to live with Covid, because it is not gone, it will always come every year, and please it does not have to be so hard, you have to be able to deal with it, and the governments must finally get that. That you really have to work with restrictions, but not close everything. Hotels and restaurants, as well.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

F1: Of course, so that has helped us insanely well, short-time work, you know we were since first April 2020 in short-time work until the end of March 2022, we have of course taken advantage of that, that has helped us very much. In the beginning, not only short-time work, but all subsidies have come quite late.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

F1: Yes, we don't have that much so we have Metro deliveries all the time, i.e. we pick them up ourselves because we are a small business, if we have time we pick them up ourselves, if not then Metro delivers to us. We also have the Edna baked goods, a very great thing also the bread rolls, croissants and so on for breakfast. And, of course, we did not take advantage of that during covid.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

F1: No, we don't have anything like that.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

F1: Not at all, so we have delivery as needed, it's always been like that. We used to get the big deliveries almost 2 times a month, so from Metro and during Covid once in three to four months or so, because otherwise everything spoils. The strategy has not changed, but the orders became less.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

F1: So as I said Edna Baked goods and Metro, they were certainly affected quite a bit just like us hotel managers.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

F1: No, everything works, all exist where we order. Ah, I forgot the Adner cosmetics stuff. We order that too. Adner cosmetics has their seat in Tyrol and the products are from Germany or so, we order that, too, of course, and we haven't ordered anything within 2 years, I think, so sometimes they send advertisements.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

F1: No, not, no, no new. New web designer, new website, of course. That's all.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

Not to sign contracts so we are not bound. Always as needed, so no big contracts, that for sure.

Apropos, at the very beginning when Covid started we switched on the maximum saving mode, so didn't buy anything that is really not vital. So we had to terminate a few staff members, but that was just before Covid. Otherwise we would not have survived, because the personnel costs are the biggest costs, you have to save that, so we are very careful about the personnel costs or the absorption of other staff.

We have become stronger and ready. We are better prepared from all sides for a fight or for heavy winter Covid times, we will prepare differently, I guess. We already know when we need to react faster, stop with all the bookings. We will certainly not order a big order from Metro if we know that the numbers of infections will be high in November, we will empty refrigerators and we will try to save energy to the maximum. We will send staff on vacation, should Covid numbers rise again, of course, all will then accordingly use up vacation and then reduce staff costs through potential dismissals and so on. The problem is the whole uncertainty what could come to us in the fall. As far as the price policy is concerned, we don't know how this is going to go on. It's very hard.

## **Interview M2**

I: Could you give a description of your job and what responsibilities this entails?

M2: i'm the hotel director at parkhotel schönbrunn. it's an austria trend hotel and the directly adjacent hotel maximilian. and as the hotel director, i'm responsible as the managing director under commercial law for all operational and administrative matters of the hotel, the orientation, the daily processes. in other words, everything that happens around and in the hotel.

I: How long have you been working in this position and in the hotel industry in general?

M2: I've been in the position since February 2020 so a little over two years now. and in hotel management I've been working since 2003.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M2: so we've been dramatically impacted by the Covid pandemic. on the one hand, of course, by the lockdowns, i.e. the measures that were taken to contain the pandemic, and of course this is reflected primarily in the lack of sales. But it is also reflected in soft factors such as employee motivation, staff turnover, so all these perhaps people-related topics are also a very big issue for us.

Yes, we had to close several times since march 2020.

Correct, whereby we have also the lockdowns in which business trips would have been theoretically possible, we have at least for the very largest part nevertheless completely closed. Because then 'house of this size itself with 4 to 5 business travelers. That is not worthwhile.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M2: So, EU-wide, I'm not so sure. In Austria, short-time work definitely helped a lot. Without it, it would not have been possible to keep the number of employees, which we have managed to do. Of course, without getting into the discussion about the sensibility from a virological point of view, any measure that has reduced demand for us has had negative consequences from a purely economic point of view.

I think it would be sensible to prepare for such crises in the future by working out possible scenarios in crisis committees. this can only ever be a very theoretical exercise, but I believe that the more scenarios you deal with, the more mechanisms you develop that can be applied universally to different problem situations. This often concerns simple things like communication management, and I would like to see a crisis team that constantly deals with such scenarios and extracts the lessons learned from them and prepares them now.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M2: Exactly, short-time work, of course. Then we were also able to take advantage of the loss compensation. we took advantage of the kofa loan and, exactly, I don't think I could think of any more at this point. Which is not to say that there wasn't more.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M2: the most important thing in a hotel is always hard to say, because somehow everything always has to be there for it to work. on the other hand, of course, food is essential. yes, actually especially food because you can only store it to a limited extent. So i'd say paper goods and things like chemicals for cleaning, i can have a completely different kind of storage.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M2: None at all

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M2: I almost don't dare to use the term management in this context, but we try to order things a bit earlier, so not the food now, but other things, which means we maybe fill up the inventories a bit here and there, we expect longer lead times and just try to compensate a bit for the longer delivery times in that respect.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M2: beverages was never an issue. Also everything concerning the food area was actually not very problematic. actually, to be honest, we didn't really have any area that was really dramatically affected. everything was delayed a little bit. Here and there were minor quality issues or something along those lines in the food area, but nothing dramatic. All large-scale equipment, i.e. in the kitchen when it needs something bigger or for air-conditioning technology and so on, you can see that it takes weeks longer, but even now it's not in the dramatic range.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M2: No. Well, i'd say that supply chain management in hotels is relatively straightforward. this is not a manufacturing industry with a number of parts that you might even need according to a just-in-sequence concept or something. it's all a bit



more straightforward here. First, and the second is that, with the exception of food, which is actually delivered every day, and laundry - which is of course also a more complex issue - hotels now don't receive god knows how many deliveries every day. so there aren't so many changes there yet, thank god.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M2: there are none with us either

Yes, so the idea of keeping stock levels as low as possible, this will be implemented again as soon as possible.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M2: Not from the context of Covid, but there is certainly a very great awareness that this is an area that, if it doesn't work, can have very, very critical and dramatic effects. and this awareness has already increased, simply because we perhaps had to deal with a single order more often than we were used to before, and that is perhaps this awareness. that is, if you perhaps take away a learning, then it is this realization that we would perhaps take warning signals seriously earlier than we would have done in the past.

Because we had and still have relatively few problems with the supply chain, thank god, there is nothing I would change now, even in retrospect.

Yes, take warning signals seriously here as well, i.e. observe media reporting, and perhaps order again a little earlier if such warning signals were present, and perhaps also make sure that you have several suppliers for such different things. in other words, expand your horizons a little here as well and see if there are other suppliers or procurement options.

### **Interview M3**

I: Could you give a description of your job and what responsibilities this entails?

M3: My workplace is Hotel X in X street in X district and I am the hotel director here, and I manage the hotel, which means I have staff management. We currently have a total of 16 employees and I look after revenue management. That means that the prices are right. If there is anything that needs to be renovated, I make sure that it works, so I'm responsible for the whole hotel.

I: How long have you been working in this position and in the hotel industry in general?

M3: Now here at Hotel X since November 2020 and in the position as hotel director with a short break since 2012 and in the hotel industry for a very very long time. So I started with tourism at 13 years old as a summer story at a boat rental company.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M3: Very very tragically because we were closed by the authorities for a year during the pandemic. That means we couldn't generate any revenue for a year, and the bottom line is we were all home, and didn't do much except for a little bit of journal duty. In this respect, it was a tragic effect.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M3: The closure was tragic, of course. Above all, the closures have always come at very, very short notice. That is, you bought, you had the goods in the house, the house was actually full, and then you had to close. Then the cancellations came in. We had to write to all the cancellations, so we had to call all those who had not cancelled independently. The goods that were in the house we gave away to the employees, or to do something good to good-to-go, so that is already in the end money that you have spent with which you could not really do anything more.

The first lockdown... it was clear that it was coming in the short term because nobody knew what it was about. But I think the second lockdown could have been much more organized, much more planned. Just as the openings could have been planned much longer in advance. I say: we had it easier because we are not a big house. With 40 double rooms we have it relatively easy, but a large house with 200 beds, or 200 rooms, they need a certain lead time until they are up and running, and that would have been convenient. I also believe that it would have been easier for the booking behavior of the guests if everything had been planned a little longer in advance.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M3: Yes, we have taken advantage of short-time work. That was also an important tool to not terminate employees, so we didn't terminate any employees, if then an employee terminated on his own but from our side nobody was terminated. We even took on employees after the second lockdown, and then we took them on the third lockdown as well, clearly. The hardship fund was used. That's kind of what I know right now.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M3: So basically for us, beverage suppliers and food suppliers or also hygiene products are our main suppliers that we have.

I don't find management difficult at all because you know how much you need. You know how many guests you have in the house, so you have that there. It's certainly easier if you only have a breakfast supply than if you maybe have an evening restaurant with it. There's more planning to do there.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M3: We haven't now so. But we did outsource housekeeping before the pandemic, but that was before the pandemic. That was more in response to the fact that we have to take care of the vacations - the sick leave and so on - that just falls away when you have it externally.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M3: To be honest, not dramatically. On the contrary, we have actually been able to keep all our suppliers. What we are looking at more is whether it is possible to buy in bundles, i.e. there is this HoGast Austria-wide - the purchasing cooperative - and we are trying to bundle and buy much more via this cooperative, because you then get a certain bonus back at the end of the year, and that definitely makes sense for small hotels.

So in the big houses definitely. I would say for us small houses: I can react relatively quickly and flexibly to the whole thing. That's just the good thing about the small hotel business. I'd say it's different if I have 200 rooms, as I said, and I need the same thing in the 200 rooms because it's standardized, as is often the case in chains, so it's naturally difficult to say, "Now I'm switching over," because do I switch over forever,

or do I only switch over if I can't get the other product. It's easy for me with 40 rooms. I can always say "I'll take something else" and that's it.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M3: All of them were affected, it has to be said, because there were always - let's just say - minor breakdowns, for example the salad was not available and an alternative product had to be taken, or the drinks were not available at the time and they arrived two weeks late. These were only small things. It was never the case that a whole delivery was cancelled; not at all. What you do notice is that when it comes to technical matters - we needed a ventilation system for the shower, for example - it takes time.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M3: No, we actually don't. All of our suppliers are still up to date, perhaps because we now buy through a wholesaler, for example, it could be that he now gets the tomatoes not from the supplier, for example, but from someone else, but I don't actually notice that as an end consumer.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M3: Purchasing through the HoGast cooperative has become more. We had the HoGast before that, but it has become more intensified.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M3: That you depend as little as possible, but that you also buy in a centralized way. We are one operation in Vienna and have another 3 operations now currently in Salzburg. We have learned that together with 4 businesses we can act differently in terms of purchasing and so on. We have certainly also learned that, or we are still learning that we can intensify a bit more in this way.

Professionally, I wouldn't have done anything differently. I might not have made the detour.... No, that was actually nice, too. I made a short detour into the restaurant business. That was also great and okay, and I learned a lot. Apart from that, I am a hotel kid whereby my parents have nothing to do with the hotel industry at all. I'm the only one who went into the hotel business.

And in the management of the hotel in the sense of Corona we could not have done much more now. Yes, I think we have done everything possible. We have taken advantage of the support and subsidies that were available from the government and the city of Vienna, and the company is, thank God, family-owned. It has always been well managed. The family has never said "we are so rich and we are doing so well", but they have always looked after the companies because they are now handing them over to the children and in this respect, thank God, things have never gone so badly for us that we were somehow on the brink of collapse. In that respect, I think we have coped quite, quite well.

I think that certainly these cooperatives, these purchasing cooperatives will become more and more. I think that purchasing in general is becoming very standardized, I would say, especially in the hotel industry, and that there are probably more and more purchasing managers in larger companies who really see to it that they buy for everyone, and thus buy more centrally, buy more, and thus can get different prices.

## **Interview F2**

I: Could you give a description of your job and what responsibilities this entails?

F2: Hotel GM. So basically everything that concerns a hotel. So everything from budget planning, capacity utilization, personnel planning. Our hotel group in Vienna is a bit smaller, so to speak, and that's why there aren't so many staff positions, and we take over everything that we can do ourselves. Yes, everything to do with planning, capacity utilization, profitability, income, expenses. These are my areas of responsibility.

I: How long have you been working in this position and in the hotel industry in general?

F2: Ten years as Hotel GM, thirty four years in this industry

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

F2: From 100 to 0 in a very short time. Business, operational, labor standstill. So it was like this: During the time when we had a basic ban on entering by the government, only companies that had a construction contract in Vienna or people who had to be in the hospital or nursing staff or people with special housing needs could stay with us, and so we actually offered very moderate rates on the platforms or also on our own website, because we wanted to generate the income that was allowed to us. We

have but in between also had a closed hotel where a complete ban on entering was. Where we also did not address these groups, that means that really only one person was in the hotel who made quasi rounds, lines had to be flushed and that the whole electricity is shut down and the electricity is shut down to see that just nevertheless the devices do what they should do.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

F2: We have adapted to the measures and the execution of the regulations in such a way that we could meet the guidelines and demonstrate this.

The travel restrictions, closed borders, that was actually the worst, because we always noticed: Was Vienna reachable? Was it possible to reach Austria? Could the hotel experience an upswing in an insanely short time and the worst hit us at that time was in September 2020 where virtually the Germans could no longer travel and the borders were closed and the German market is already a very important market and so that was then really from 80% to 20% occupancy so to speak.

I think what was necessary was taken to protect his country or the foreign country. I think at the borders so much was tried - to check these tests, or you have to prepare, you had to go test, then before you went back you had to go test again, so I think to reduce the effort it was certainly on the one hand also important that the borders were closed, just to be able to limit the pandemic a little bit and on the other hand you had at that time but already experience and so far it has struck me: The hotel was not a carrier, so to speak, so we had no incident in the hotel, so none that we have experienced. If the guest really had something and didn't inform us, that's another thing, but otherwise we weren't a carrier, so to speak. So, it is difficult. You can't point the finger at the government now and say, "That's a bad job you've done" I think everything has been tried to steer it in the right direction.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

F2: Downtime bonus, fixed cost allowance, reduced hours, replacement of benefit payments for employees who took care of cancellations. Compensation for loss of earnings for employees who were in quarantine. Tip replacement for our employees.

Basically, we have taken advantage of all the funding programs that were available and applicable to our operation in consultation with the tax consultant's office.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

F2: Products for rooms, Laundry, Products for daily use, Delivery of non-food products, Technical aids, Advertising material.

For us, it's the basic supply, so to speak. If we offer breakfast or half board, that the things that are needed are here in the house. Well, we are a group, so many hotels are involved. We work with a supplier who is responsible for hygiene articles and toilet paper, which is needed for room furnishings, and of course we were also dependent on him. I have to say that they had quite a lot in stock beforehand, and we didn't have any delivery failures here.

For us, it's the technical area, and if an air-conditioning system becomes defective and we don't have this leftover piece in stock somewhere, because they are somehow manufactured abroad or in China - it's a bit difficult until they find their way across the ocean. So we have noticed it strongly in the technical area.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

F2: The group has used a modern chain supply before.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

F2: Alternative suppliers, Expanded network, Accepted more expensive prices, Relationships with existing suppliers strengthened, Price increases supported and Regional suppliers already a major concern before.

(Regional Suppliers) Of course. That's right, you're right, because the supply routes are shorter, plain and simple. And yet, somewhere you also notice that it's going back again: Where does the product come from? How is it produced? Is it organic? Is it at least produced according to animal welfare? This is becoming more and more important, and we also attach great importance to it.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

F2: Well, it's more general, because I think we - well, I can only speak for our company now - still had... we may have been lucky to get through the crisis and we have always

somehow looked at when, for example, WC paper can actually run out, which is really a very, very good example and we have then - there are alternative suppliers in Austria, which are a bit smaller companies and now perhaps rather supply private hotels or spa hotels and we have also coordinated with them. It may be that we need three boxes, that's about 1000 pieces, they had no problem with the fact that it was a short-term delivery that we paid for, but they knew that we are not the main customer. Each of us is somewhere in a network inside and we have also written to other hotels and then made exchanges and for our partners, because we knew that at some point we will all come the crisis and the partners we then also did not want to exchange, because we have been working with them for 8 to 9 to 10 years, that we just said: You sit down with the partners and you know that the price increase is coming. Personnel costs are going to be higher, generation costs are going to be higher, so we agreed that we would of course get through this together and accept the price increases. Our partners were very important to us. And that naturally strengthens trust and relationships, and it's easier to resolve any minor problems.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

F2: We are using the same supply chains as we did before the pandemic, and we have expanded them. The group has used a modern chain supply before.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

Alternative suppliers for the same supply commodity. There is currently a lot of investment in sustainability.

No, absolutely not. So I have to say that the hotel group has invested a lot in this before, and has also put a lot of experts on it, that this is more likely to be expanded than it is to be reset.

Of course. You also notice that perhaps other companies that were a bit smaller, that didn't make it through the crisis, then you have to switch to alternative suppliers.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?



F2: You simply accept longer delivery times, so to speak, or reduce the number of pieces you need and then focus only on what you really need to keep the distances short. So if you have the opportunity to buy more, then the stocks are replenished, so that you can then also manage a little longer and where spare parts were then available in the field of technology from a supplier, we have also put something in stock.

Stocking up on technical spare parts due to long delivery times.

Just as I said, we have managed relatively well and there has never been a point now where we have said that we need something urgently and it is not there, but everything has always turned out very well.

### **Interview F3**

I: Could you give a description of your job and what responsibilities this entails?

F3: I manage a hotel with 44 rooms and I am responsible for everything concerning maintenance, staff management, duty rosters, but also payments, accounting and such stories and I am also the general manager.

I: How long have you been working in this position and in the hotel industry in general?

F3: I have been in the position since November, 2021, and in the hotel industry in general since 25 years.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

F3: Very extreme, so it was actually nothing for a long time due to the lockdown and now it's slowly recovering, but we didn't even have 10% of the normal turnover partially.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

F3: Well, I found the Austrian regulations very difficult, because it changed every week and we have very old guests who come to Vienna mainly for concerts, culture, opera and so on, and they said at some point they just don't come anymore and literally: "\*\*\*\*\* Austria, because nobody knows anything about it anymore". So we were basically fully booked for New Year's Eve, for example, and then on December 20, I

think, these regulations came in with no more than 1,000 people, testing, and three vaccinations and masks, and then everyone canceled.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

F3: So of course the cancellation bonus, the fixed cost subsidy, the Vienna Hotel subsidy, and the short-time work helped, because that's how everyone kept their job.

we didn't have any great supply difficulties during Covid-19, no.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

F3: What is most important is food and beverage of course, and laundry probably.

We didn't have any great supply difficulties during Covid-19, no.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

F3: No, no we didn't. The hotel was actually always open even in the lockdown because it's so old and so someone was always there and the most necessary things were kept going.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

F3: Yes definitely. So what comes to my mind right now is the hotel supplies, we ordered quite a lot or my predecessor still ordered quite a lot, so these bathroom amenities, from cotton swabs to slippers - so these slippers or whatever it's called - coat hooks, nail files, shower gel and so on, and of course that was also difficult for the supplier because he had it in stock and we didn't call it off because there was nothing going on for so long. And did we have to take all the deliveries now. There's space problems, I understand the supplier also because he's been sitting on the stuff for 2 years now and it's not paid until it's delivered. And that's the stuff you order in bulk because the logo is on it.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

F3: Actually almost everything was affected because just when it's closed then we don't need food or laundry, guest laundry, nothing.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

F3: No, there aren't. Everything has actually been reinstated.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

F3: There are no new supply chains, honestly. So maybe briefly on that: The restaurant is leased externally. They've delivered to Mjam and Lieferando, which they never would have done before, but that doesn't affect us in that sense.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

F3: Probably nothing, because it was never predictable how things would go. We were able to keep all the employees. Things are already going quite well again, so no.

#### **Interview M4**

I: Could you give a description of your job and what responsibilities this entails?

M4: I am the deputy general manager for hotel x. I am responsible for the finances and the organization. I work in the background in the back office, so to speak.

I: How long have you been working in this position and in the hotel industry in general?

M4: Approximately 11 years.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M4: Yes it had a serious impact, as it did on all the other hotels. We had to digest three lockdowns - if I counted correctly - of varying length and with guests breaking away. We then started with around 70% fewer guests and fewer sales. Thank goodness that has now returned to normal. We are a bit afraid of the fall, because we don't know if it will come back.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M4: What was difficult for us, of course, was that in the course of the Covid-19 pandemic, serious entry regulations were imposed. This means that guests could no longer enter Vienna or Austria so easily, which was of course difficult. And overseas guests have completely dropped out due to the flight restrictions. As far as the hotel itself is concerned, we have of course had to struggle with the regulations, such as mandatory masks, mandatory vaccinations, and so on. This often did not go down well with the staff, and we had to explain to them that it might be a good idea to get vaccinated after all. The quarantine regulations and the fact that those who fell ill were of course absent for a certain period of time was very challenging for us.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M4: Yes, of course we took advantage of the government programs. That was the revenue replacement, the shortfall bonus, or the short-time work we all took advantage of because in some cases it would not have been possible otherwise.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M4: We have some supply chains going on, like food supplies. For our breakfast buffet, we have some suppliers that deliver to us on a regular basis. Beverage suppliers we have for our minibar and for the house bar. Laundry supply we have over a laundry which guarantees us daily fresh laundry. And also in the hygiene area we have a fixed supplier who delivers everything from toilet paper to disinfectants.

So the most important thing for us is the laundry, because the bed linen and table linen must always be available on time. That is very important.

The laundry is the most difficult to manage, because the beds have to be made up regularly for every new occupancy, or even for longer stays. And there, of course, everything has to be ready and that has to work.

As far as the other suppliers are concerned, we can help a little bit, because we can store that temporarily. And then we just have the possibility that you stock up a little bit, which is more difficult with the laundry.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M4: We didn't outsource anything because it wouldn't make sense, for us at least.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M4: We have - where we can - expanded our inventory levels. That means we are now some time more able to supply ourselves, but that only goes so far.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M4: Actually, the food or beverage supply was not affected. But since we had to be closed for so long, that was then obsolete for us anyway. That's what happened anyway. They continued to deliver, but they would have liked to deliver more, but they couldn't because we were closed.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M4: We haven't created any new supply chains because, thank God, we've been able to reactivate the existing ones. And that's all going very well again.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M4: What we have learned above all is that actually nothing is fixed and everything can change in a very short time. Planning ahead has definitely become more difficult, and we have also become more cautious in that respect.

In retrospect, there's not much we could have done differently.

Our realization was above all: anything is possible, and what seems quite normal today can be called into question in a short time. And in that regard, we have become very cautious about planning for the future. It is also the case that the booking situation is currently very good and has become much more short-term. That means guests are booking much shorter and at shorter notice. Longer advance planning has become very difficult in the area.

### **Interview M5**

I: Could you give a description of your job and what responsibilities this entails?

M5: I manage hotels. We are a private hotel group. We have 5 hotels and 3 restaurants. Before the pandemic we had over 200 employees, five 4-star hotels, all located in the center.

I: How long have you been working in this position and in the hotel industry in general?

M5: I have been with the company for 29 years. In the position, as overall manager of the company, since 2009.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M5: City tourism is certainly one of the sectors that has been hit the hardest by the pandemic, because of art and culture. We still don't have all five properties open. Currently there are three open. I was going to open the fourth one on June 1. We have already postponed that in two steps to July 1 because we can't find new staff to open the hotel. We have hotel x. That is the parent hotel of our hotel group. (...) It was locked in the first lockdown until the end of May and was then unlocked. And then another month in the last lockdown. Otherwise it was open all the time. The others were only open conditionally. I had to terminate 100 colleagues in one day in October 2020. That was certainly one of the hardest steps. It hit us very, very hard.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M5: Because there were hardly any regulations uniform. That was the biggest challenge. As far as tourism in particular is concerned, insane nationalism has returned. And there has hardly been a country that has had the same conditions with another country. And the tourists were extremely uncertain about what you need to travel: permits, vaccinations, whether yes or no, border controls yes or no, where do they apply, to such absurd situations as we have had in Vienna, that guests were allowed to come and stay with us, but not go to the restaurant if they have not been vaccinated three times.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M5: So across the EU, little or nothing has helped. What helped were the national support programs, without which we would not have been able to survive at all, especially in the area of employees. Without short-time work, in the form it took, we would have had to lay off 90% of our employees. Fortunately, that was not the case. We were able to keep our core workforce for more than 2 years. That was good. And partly beyond the short-time work: subsidies, loss of sales, loss compensation, which were necessary and will continue to be necessary, somehow made the survival of the industry possible in the first place. We ourselves are a very healthy company. Not only are we hotel operators, but we also own all 5 properties with no outside capital. This is a sustainable business, has been for decades, and is not focused on maximizing profits, but on existing for the long term. That has helped us a lot, and that's why we still exist in this form.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M5: We are a company that has been in the market for a very long time, and I myself have been with the company for 29 years. By and large, the pandemic has not changed our supplier structure at all. We have retained all of them. Fortunately, everybody survived, too. Whether it's the laundry, or our suppliers, even in the craft area - plumbing work - there hasn't really been any change at all.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M5: No, I haven't done that at all, no.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M5: I didn't have that challenge. One of the few challenges that passed us by because it was secured throughout. When I'm closed, I don't need it and once we opened a house I wasn't even in that situation. We have supply problems now, which is what it is now; but that is inflation and that a lot of things are becoming extremely more expensive, but the supply chain as such to date has not even been at risk, and has never been changed because of that.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M5: No, we still wash at the same laundry. We have not outsourced housekeeping. We work with the same electrician and plumber. The same food suppliers are there. We've worked with the same bread supplier forever, also a traditional family business. No, there wasn't.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M5: We have learned that it works very well for us.

I'm sorry I can't give you any more information. In terms of suppliers, I don't know what I should have done differently.

I would have kept more employees back then if I had known what was coming. Definitely, yes.

### **Interview M6**

I: Could you give a description of your job and what responsibilities this entails?

M6: Exactly, well everything fits well. I'm sorry that it took a little while. After two years, it's time for us to have a real fight again. And now everything is a bit difficult. So, we have actually little difficulties with supply chains as rather with personnel search at the moment, yes? That's why everything is a bit chaotic and there's always a lot of spontaneity, as always in a hotel, but now on another level.



Okay, so my workplace: I'm the general manager for hotel x. I'm actually responsible for everything. I'm actually responsible for everything. It starts with guest complaints, and goes all the way to the technical area, to the owner, to make sure that the maintenance cycle is adhered to. Because then you also have to prove annually to the owner that you are very careful with that. Of course, also the face to the outside, employee acquisition, yes, actually for everything. For the operational processes, especially in the hotel. I have now also taken care of the issue of short-time work, the financial aid. Of course in cooperation with a tax consultant, but yes. It was a very, very exciting time and now I'm getting more and more back into operations, which means that I'm also in the hotel lobby trying to buzz around as much as possible from the guests, to be a contact person, to be a host. Yeah, it's fun and now it's finally back.... it's starting up again hopefully, and hopefully it stays that way.

I: How long have you been working in this position and in the hotel industry in general?

M6: In the position now 6 years, so with August 1 it will be 6 years. Before that I was five years where and eleven years where else and I also... My school education is a 5-year tourism education with Matura, then I actually wanted to study further, wanted international business administration, but then I didn't like that at all and then I left the hotel industry for a bit and went back. But I've been here for six years now.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

M6: (laughs) It was within two weeks - thinking back - on March 19, 2020, we closed the hotel overnight. On the 19th were still departures and yes. Now, of course, you can say: economically a disaster, so that can no longer be described in any other way. It's simply a catastrophe, and it's also not so easy from a human point of view, because there was also a lot of emotionality involved, because no one knew: when will it start again? How will it start again? And what are the consequences? And two years later, you can say that it's not really over yet. So if you follow the news again right now. So the topic that is coming up again a bit: What will happen in the fall with vaccination, compulsory vaccination - who knows what all - it's just really unpredictable again. But what hasn't happened is, for example, that the - it was then said that everything will only take place digitally, that only the meetings will be hybrid - people want to interact again, live and in person. And yes, we are still nibbling away at these effects, because it is now a matter of returning to a certain normality and a certain profitability and, above all, profitability again for the year as a whole.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M6: That was actually the more complicated one. That's actually still that you say: Okay, you talk about a European Union, but the handling was completely different. I have experienced this personally, so I did an antibody test once a year ago, and I had a lot of antibodies. So I went through a covid history without knowing it, then I also got only one vaccination, but I could then for example go to France - so in France it was so that a vaccination consists of two partial vaccinations - it was crazy that at all somehow then also with entry requirements, which now concerns Austria. So I think it was all difficult, because everything was somehow new. Of course, you try to do as much as possible right but I read all the regulations, I read all of them ... it was somehow not coherent, the whole thing and just difficult to assess. Then for example: We were actually open even during the worst times, that is, we were open for business trips that could not be postponed. Then, for example, you have ten guests a day, but we had to staff the hotel 24 hours a day anyway to protect it from vandalism, damage or anything else, and then you just took the ten people with you. But nothing was easier, I don't think it was actually more difficult, because I think that over time you have learned to simply accept that. Of course, you don't want to make a mistake. What I found very difficult is that the so-called penalties were actually more attached to the hotels, because for example a hotel could get a penalty if it violates the Covid guidelines of up to 30,000 euros and the individual person up to 1500 euros, and basically I assume that people - I think that you have to act so that people are integer, and I can not say whether the now if the sole proprietor is whether he now necessarily has an unpushable business trip or not. One was pushed into the role of the executive. Yes, a certain self-responsibility is important but that was then already a bit (hand gesture). But the regulations themselves were a hodgepodge from many countries. Or, for example, what was really difficult was... That was with the recognition of the vaccines, that for example many were vaccinated with Sputnik, especially from the Balkan region, which were not recognized in Austria. People often traveled and then you had to send them for testing or you have no idea. Some even had themselves vaccinated again here in Vienna with a valid vaccination pot. That was a bit crazy.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M6: The general ban on entering, but that dragged on. And the worst thing was that last year they said: The pandemic is over, and then it came blow by blow and it was closed. All of a sudden, two days in advance, they say: There will be no more lockdown. And then you could already feel what was going to happen. And all of a sudden it was closed again. That was the difficult part, this open, close, open, close.

I can't answer that now as an employee of hotel x, I can only answer that personally and that is that there must be a uniform system for Europe. There must be a regulation, which is exactly the same for everything with entry, with exit and back and forth. So, that one simply defines this clearly and that one does not say: If you are vaccinated once and are tested once or are not tested.... And what my opinion is, I would have been for a vaccination obligation. That's just a blatant step, but I would

have been, because somehow what do we actually do again when the whole circus starts again? I mean, it's always debatable because it's an ethical and moral story. One person may not tolerate it or the other - well, there are always some exceptions - but to say now: Everything is allowed. And then again... I don't know. That's a difficult decision, but it would be good to find a uniform system for the EU. I originally come from the German-Austrian border. The borders... they were REALLY closed. And also the commuters could go back and forth and that's all crazy. And if you look now: I can sit in the guest garden, I can go to the disco but when I go shopping I wear a mask. For me it was more the measures that sometimes were not comprehensible. Starting with masks: Ffp2 masks on normal mouth-nose protection masks, then it said the mouth-nose protection is enough, then FFP2 came back. Then you have it in the buffet, for example, then you have it.... The very funniest was the very last provision: there it was, if you slept in the hotel, you had 3G, so you can sleep tested in the hotel, but could not consume at breakfast or anything at the bar. That's crazy!

And of course we checked. On the cell phone you just downloaded this QR code reader and the health app. But it's ridiculous, and you'll never know what's behind it. Maybe there's a logical reason for it, but it's not being communicated. But it was a mess, in my opinion. And above all, Austria lived up to its reputation again. This subjunctive "would have, would be, if" for votes, I think you have to be more rigorous. And a health crisis is not about votes.

Yes, short-time work, fixed-cost subsidies, downtime bonuses, revenue replacement. We've taken advantage of all of that.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M6: The supply chains in the hotel is quite an interesting story. Because it affects now in an operational area, so if I were to reopen a hotel now, much more, because if I say now.... I know a lot of hotel reopenings. They're waiting for TVs, they're waiting for technical equipment. But so now the supply chains in and of themselves, we place an order. Our suppliers have more of a problem. For example, if we now have to change a pump in the technical room, we have a delivery time of 4-6 weeks, where normally it probably takes a week at the most. I find supply chains at the hotel difficult.

Yes, everything is happening quite normally. So what is already noticeable: on the one hand, there is a price increase or a shortage of resources resulting from the Ukraine crisis. (Example of a company that has to offer an alternative product) For example, a supplier has now sent out a list of resources that will be in short supply in the near future, from grain to frying fat to God knows what. But we haven't had any difficulties with supply chains to date.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M6: No, actually almost nothing was done externally. Anything you do yourself you are more often on the safe side, actually.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M6: Yes, of course. Of course, flexibility is important. That is also our daily business, this flexibility. What we do is that we try to think a little bit ahead, if I know that I will need another pump in a month or two, then we have to take the risk and order one or two right away, so that I have them available. Where you might notice it now are these maintenance companies have no employees in some cases. So, appointments are rescheduled and appointments have been rescheduled in the past because employee can't come because of Covid being sick, and so down. "We come over when we can" But so now from the strategies has now in the end effect - of course you always have a strategy and a vision where you want to go, but it has been limited to now also really cope with the current situation, because at the moment it is still so that you look very much into a crystal ball. It now appears that things are really looking up now, but the question is what happens to the transatlantic market, what happens to the Asian market when you look at: China has a 0-covid strategy. The Americans have canceled almost everything in terms of tour travel, which there is because of the location or the proximity to Ukraine. That's a lot of impacts that you can't influence in that way. So, there has not been a big change in strategy. We have actually taken remedial action because, for example, we have closed outlets. The bar was closed for a long time, the restaurant was closed for a long time, and then we tried to bridge the gap and still offer convenience food, for example, because I can't order a cook, a dishwasher or a waiter to stand on their feet.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M6: When you get right down to it, not really. Everything was available. So from that point of view, there was no real impact. Almost nothing was affected.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M6: No, nothing would occur to me.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M6: We are a member of HoGast, but it is still the individual suppliers, so we had that before. What it does make it easier is the accounting settlement, but if the one can't deliver that doesn't matter. Of course, we look for alternatives, but it does not change anything. The HoGast is only the purchasing cooperative. So, I don't really think so. The only thing that is difficult is not the supply chain, but the ordering process itself. Getting these quantities together, planning even more foresightedly, because otherwise the supplier comes three times a week and he won't deliver anything from a warehouse because of three tomatoes and eight strawberries.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M6: (laughs) I honestly wouldn't have done anything differently, because I think the most important thing is to make decisions. That is usually also in consultation. We are not a stand-alone company, we are part of a chain with 36 hotels, where we exchange information and go through various procedures, there are certain requirements that are specified or order stops, or who knows, but we actually handled it very confidently. I might have allowed the outlets like the bar and the Heuriger to go on a little longer. But it's always this story: You're a four-star hotel, you have a restaurant, you have a wellness area that is provided free of charge, which means you don't generate any revenue, but you have a restaurant, you have a bar, you have to offer something. Because no offer is not a solution either. Example: I come from MotelOne. There, of course, is bed and breakfast. The offer is so limited. But that is the concept. And now you're playing somewhere in the same story, because nothing was allowed and you weren't allowed to have the sauna open, you weren't allowed to have the gym open, you had to enter with tickets, the whole circus, but I wouldn't have done much differently. I think we've really maneuvered our way through this quite well and we've also learned a lot based on the experiences we've made in the last two years: to simply become even more flexible, to make quick decisions, but now not over-quickly, but to simply approach this with a certain self-confidence and with a certain seriousness, knowing that it's the same for everyone. I would have been much more concerned if I was standing there now and I didn't have any guests. At this point in time, I would be much more concerned about it because what's in the past I can't change.

#### **Interview F4**

I: Could you give a description of your job and what responsibilities this entails?

F4: I am co-owner and managing director, and in principle I am everything in my hotel size: I am managing director under trade and commercial law, which means I am responsible for everything. I have a flat structure. We have a housekeeping department, which includes service, and a front office department. The Housekeeping

Department includes breakfast service and also housekeeping, so we have one housekeeping technician and now we're getting a second minor one. Then we have front office: that includes reception, reservations, revenue management, corporate and regular customer care and we are in the management office two, one deputy and me. We are actually responsible for all matters. I personally, because I come from marketing, am responsible for all marketing agendas but also strategic goals, orientation, staff management, so in sum woman for all cases.

I: How long have you been working in this position and in the hotel industry in general?

F4: I attended the tourism college in Kleßheim a long time ago. That lasts two years after the Matura and then I have worked until 1990 for 5 years in the hotel industry at the reception, on the floor, and in marketing at the end, sales and then I left until 2009, so from 1990 to 2009 I no longer worked in the hotel industry, and since 2009 I have a hotel. So for the last 12 years I've been active again.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?

→ How did this affect supply chain management?

F4: So the city hotel industry, of course, was extremely affected. In the last 10 years from 2009 to 2019, we have generally renovated the house, created a boutique hotel, invested a lot and then in 2019, as a final investment, we built a bar on the first floor, which we opened in January 2020 and closed again in March 2020. That means it was a very difficult time. We were then completely closed for 6 weeks. We are actually only through the subsidies - which, I must say, were good. They were higher in Austria than in any other country - we survived the crisis and because the bank deferred the repayments for us, and deferred the repayments for another year, we all hope and pray that there will not be another lockdown. But right now, I have to say, it's completely picking up and we're full, and you get the feeling the whole world is back on full signal.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

F4: That's a complex question. The first lockdown is the only one I understood, in full, then was the summer. For me as an entrepreneur and hotelier, it would have made complete sense if there had been an EU-wide solution to all Covid-19 sanctions, including entry-exit restrictions, length of quarantine, mandatory vaccination, everything. Of course, we live on tourists who mostly come from abroad and from the second lockdown I must say it was very difficult. My group of guests is thankfully a group of guests who are happy to be vaccinated. We have 30+, I say, that was actually

hardly an issue because those who came were happy that we were all vaccinated. But the first lockdown was already difficult, the second was especially forever long. I then had all the others open for business people, then accommodated 2-5 people. The short-time work made sense, it certainly helped. We kept all the employees, but because it takes so long it is insanely difficult for people's morale. And when you're used to getting 80% of your salary for not working, it's difficult when you suddenly have to go back to work and still only get 80%. It was difficult.

It was not one, but immediate of course, e.g. Germany is one of our most important travel markets, and now at the moment the most important travel market, and if political hickhack was between Kurz and the Mrs. Merkel, and then a week later a travel warning were issued - the same with England - then no more guests came. So political wrangling of the governments have of course in the second directly to do with the volume of guests, but these were some situations. (...) The PCR test, except for Vienna where it worked well at all, but in Germany there were hardly any places with PCR tests, and a test costs at least 80 euros, and if you go on vacation with a family and then have to do a test with 80 euros before or when you leave, or go into quarantine 10 days then of course no one comes.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

F4: That was the Covid loan, this 500,000, and the investment premiums, and the short-time work. There was also the guest garden offensive, where we also got a little something. And of course the tax cut helped a lot, to 5%.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

F4: Of course, we have many suppliers. We have linen, we have breakfast, that means we work with different suppliers. Prices are going up immensely right now, first it's Corona's fault and now it's the war's fault.

No, it's all equally important, because in sum, it only works when it's....

the most important is when all the employees are there, because immediately there are always guests in front of you. I think that's the most specific thing in the hotel, that they host people seven days a week, 24 hours, all the problems have to be solved immediately. It's just as terrible if they don't have bread in the morning, or coffee, or if the coffee machine breaks down, as if the laundry isn't delivered, so it's important, I would say, that the work itself functions.

Right now everyone is difficult because everyone is whining that they don't have employees themselves. It's unreliable, they are late, with the laundry stains come, half of the laundry does not come back, they say it's always our fault, they are all actually totally overwhelmed. Groceries, the metro has shopping restrictions. Aside from everything costing more now, those everyday things. The bakery is still functioning normally, now when wheat prices go up like this we will feel it again. It's all equally exhausting right now I would say.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

F4: No, I always stock up my food and guest supply because I don't have more storage capacity. That costs money and now even more money. You also don't have the choice because you can hardly find suppliers anymore, everyone is whining and you have to be happy, so to speak, if you have any at all, so in that respect it's just more stressful. But I haven't changed anything in terms of capacity and the quantities I store.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

F4: No, because my suppliers live from the hotel industry and after the entire industry was affected, all suppliers were also affected. This is a chain that worked, everyone was whining.

The only ones (but they are not suppliers) are the craftsmen we work with because they have.... my air conditioning guy has everything to do with crafts, furnishings, and business and garden, they've all had century results, and still had their employees on short time. That means you waited seven times as long for them when you needed them, and that's still the case.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

F4: Not in my case, no.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?



→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

F4: No, after I kept all of mine it stayed that way.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

F4: I do not need now the masses of supply chains or deliveries insofar as that has for me.... at the moment the mood is bad and I assume it will stay that way in the future, first it was Corona and now it's the war, everything is getting more expensive and everyone is whining, you just have to be flexible. Maybe plan a little more time span. But as I said my baker delivers every day, he has to deliver anyway, he also delivers, and even laundry I have massive problems, but I had in the past. In sum, I have learned nothing from it, except that it is just a bit exhausting and the prices increase. And that actually as a small fish you can't change anything anyway, because I need my food, and basically everyone is fishing in the same pond. And if the wheat becomes more expensive, it also becomes more expensive at the next baker.

No, I hope it doesn't come back. I think I would do it that way again.

#### **Interview F5**

I: Could you give a description of your job and what responsibilities this entails?

F5: So, the company is in the X-group, which is divided into 4 divisions. We have the real estate division, which is also the origin of the company, the company was founded by X 33 years ago and has specialized in real estate development, and over the years the winery X was added, this is the second division, we produce organic vegan wine within Vienna, which is always a challenge. Then the hotels have come to it, the first hotel is the Hotel X, and we have now opened the X in downtown Vienna now a month or so ago. And the fourth business area is the art collection, which we also currently have, so we produce publications, etc. This is probably the smallest area. My tasks, that is always very difficult to describe, I started three years ago in the operations area for the group, have concentrated strongly on the hotels, the current operational but also the new opening, or the development of X (hotel) and have of course also made in the operation in the area of organic winery, development of locations, hotel development in the other provinces, etc. and have in November additionally taken over the marketing and sales area for the whole group, and now also take care of the marketing and sales of all our products. I am strongly involved in the technical product management through the operations area that the operational works well in everyday life, but of course also have on the other side the (inaudible) of marketing and sales.

I: How long have you been working in this position and in the hotel industry in general?

F5: Since 2011, my first job was in the X Hotel so it was called at the time and that was my entry into the industry, since then actually continuously.

I: How did the Covid-19 pandemic affect your hotel?

- How were occupancy rates and general revenue affected?
- Was the hotel forced to completely shut down operations at any point?
- How did this affect supply chain management?

F5: Because they are boutique hotels, we have of course a bit different segment than, they are also smaller, the hotel X has a total of 64 rooms, the X (hotel) had not yet opened at the time. We really threw ourselves into the development, but of course you can say that the guests didn't come. However, we really used the time for the development of the hotels, including the existing ones. Hotel X was then renovated again, we thought about how we wanted it (Inaudible) a few adaptations that you can make strategically but where the daily routine of the operational takes away the time. That means we actually went from an insanely strong year 2019, so the golden year of the hotelier in Vienna with an insane occupancy, insane rates in a year where the guests have failed and we could really focus on the strategic once again, I say once take a breath and think about how we change this pandemic the future, how will affect our guest segment and what is actually the future of the hotelier. Because if you are of course in stress and just process, process, process, there is relatively little time for reflection, I say. We have used this time for the reflection and the development.

In retrospect, we simply realized, ok, our guest segment has of course changed a bit - the boutique guest is a guest who is, let's say, a busy guest because of course he is always looking for new experiences. We have a stakes B2C segment in the hotels and accordingly you have to inspire the guests again and again. You don't have these cooper rates like other hotels that already have a basic occupancy rate. We have noticed that our B2C customers book at much shorter notice than before. This is something that is common throughout the entire industry, regardless of the segment. But we also notice that a completely different enthusiasm and appreciation for travel has arisen. A completely different awareness. We notice that our guests travel much less by plane, you really notice this shift of 5-6 hours travel time. That means our customer segment has changed in terms of radius, I would say in the short to medium term. And yes, there is definitely a different appreciation. I also notice with the new opening, we were really lucky as soon as the hotels opened and it was possible, people really came. So, we always had an above-average occupancy rate compared to the rest of Vienna. I think that has something to do with the fact that the product is smaller and more specialized, and accordingly it is easier to fill 64 rooms than a few 100. And because we of course offer a completely different personal service.

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Yes, during the lockdown in any case, we have had a time very well, I know there were hotels that were open for business guests. We don't have such a big business guest segment, those are really isolated the ones we had totally switched to home office, the companies that booked with us, and accordingly we were closed, yes.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

F5: I know that we actually did not have such a hard time with the measures, so we took part in everything, masks can be discussed, but we don't have them now, we have an outdoor location on the roof top, there was the mask, we don't have any gastronomy with Hotel X, we have the roof top, which is an outdoor bar, accordingly, yes, of course, the reductions in the reporting obligation and all these things are not the easiest, of course, you always have to rethink them a bit, implement new programs, etc., but I don't think that was even the most difficult thing. But I think that was not even the most difficult thing, the most difficult thing was really this unpredictability and this short deadline of the measures that was simply you plan for one, last winter for example, you plan for a winter season but you already have full requests etc. and then it is closed. And of course we have completely supported all of the measures, we have really kept every employee. We sent everyone to short-time work, we really managed not to lay off any employees. I'd say we got through it really well, given the circumstances, I'd say. But really what made it a bit difficult was just this short deadline that completely took away our planning. Because you will know, I think the be-all and end-all in the hotel business is a bit of planning, which is taken away from you anyway by the fact that the guests book at very short notice anyway. As I sometimes start a week with 30% occupancy and end it with 80%. That means you have to rewrite rosters, ask people in, so I think we have to find ourselves as an industry in general, but yes the short notice most. You can deal with everything else, it's all understandable that you have to do it, because of course you have to secure your guests, you also have to provide security for your employees, so we were actually happy to do all that.

What I also noticed, which I probably forgot to say before, is that one of the difficulties of the pandemic for the hotel industry is definitely the employee situation. And that is, how does the pandemic affect the hotel industry, we always think about how is it from the guest point of view, and yes we are missing out on sales etc. but we have got a massive hole as an industry in the employee area. I think that probably has a lot to do with retraining. We keep asking ourselves where are the employees, maybe it has something to do with the fact that for years the industry was quite ungrateful to the employees, because I always had the feeling in the industry, ok you treat employees as if they were such a commodity that you can easily replace, everyone is replaceable etc. and now we realize it is not only the problem of getting guests but also really, in the past a hotel without guests was not a hotel but in hotel without employees is just not a hotel. And this is also something where we are struggling massively as an industry.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

F5: In any case, we have taken advantage of the short-time work, we have taken advantage of the sales replacement, we have really tried to welcome the support from the state, but it must be said that without it is also really difficult. The short-time work was urgently necessary for us, sales have slumped massively. If you really want the employees to remain employed, that was from the very beginning, from day 1 actually our top priority not to have to lay off any employees in this situation. We succeeded, but thank God with the help of the state.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

F5: I would say we have through the X (hotel) opening I can offer you a very great range. We have of course the ongoing operational, that is any orders that we make in housekeeping, that we make in bed linen, cleaning is also a supply chain. F&B technically of course also, although it is limited for us so far, because we only order beverages moderately, because we do not really have gastronomy with food, but only in the beverage area. That is the ongoing of the current operations on the side and naturally by the new opening now, in addition, by the renovation of the new hotels the supply chains had with complete equipment, complete furniture, first orders, everything complete equipment had to be ordered naturally, that was in the pandemic also not the funniest there the click (Inaudible) in addition come. I think now is not the most optimal time for orders of any kind.

That's difficult to say because you need in the end, they are so networked with each other if the one does not come you have massive problems. So, in the end I need all my suppliers very urgently, but in terms of priorities I would definitely see the rooms

area. There we are then with clean laundry, housekeeping, cleaning materials, etc. because that is now times our core business, we have just in the X (hotel)

The restaurant is leased and therefore again it's not our problem. Yes, we have to ensure that everything works in the rooms area. And there I can almost not from the priority list, yes I would probably have to say housekeeping, bed linen, cleaning supplies but one plays into the other.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

F5: We have completely outsourced housekeeping, we wanted to do that for a long time anyway. It is of course much more difficult to build up a team that is constant, especially in a small special house that delivers constant quality, we have noticed again and again through the pandemic it is simply difficult to keep this team together. In a small team it is more difficult. If now in a huge hotel a team with 20 people drops out, I say that balances out the team, if in a team with 4 people one person drops out you really have a problem. And accordingly we have outsourced housekeeping. We have once again realized that we will definitely outsource the gastronomy in the new hotel, because we are simply convinced that everyone must concentrate on what he can do well and we have, that is there a gastronomy in the hotel sector is always such a thing, in our world it must function so that it is a hotspot for Viennese and then the hotel guests come. So you make hotel business, in my opinion never only for your hotel guest, you make it for the locals and yes, that is your main target group. We already knew we can do good bars, at X (hotel) our roof top bar works great. Once food is involved we just need someone who is a top gastronomy in Vienna, so we brought in the X group, they are now doing our hotel restaurant. Those are the 2 things we have outsourced now. So housekeeping and F&B.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

F5: We held talks with all our suppliers again during the pandemic to see how we could optimize costs. With certain things it is simply so, in the past you had a regular everyday life and you knew, hey ok then and then, I need this and that, theoretically I didn't even have to call. So that just ran smoothly and now, because of all the unpredictability, you have to re-evaluate, of course, and some of the suppliers are also getting in the way, because of course they want their business to be secure. But I am convinced that a situation like this has to be handled in a spirit of partnership on both sides. So there's no point in one party insisting on some kind of contract and the other on some, I don't know, other things. No matter what was agreed, you have to find a solution together and then we have relied on fertility, we have been able to pause many contracts, for example, because we said, "Hey, you know we are a good customer, but if we don't have any guests, then unfortunately I can't help you, that's no good for me, that's no good for you" and accordingly we have found good solutions

and now that it's starting again, you simply notice that there is a different loyalty. So from a strategy point of view, I would always say suppliers, but that was also the case before the pandemic, now rationality has simply increased again, that is, something that is somewhere in the vicinity that has, of course, on the one hand, the sustainability background quite present, but of course now also through the local. It's something completely different when I order something from China, I say have fun then it comes sometime in a year when I no longer need it, so regional products have taken on a completely different importance with us as sustainability has always been a huge issue. That's something that I can't even say has gained in importance, because we've just always put it somewhere at the top, simply at the top of our list of priorities. And then things like flexibility. I don't do 5 year contracts anymore, we just look at evaluating on an ongoing basis, those are the things that have adapted.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

F5: Even the energy area has been turned down for us. I don't have a supply chain that hasn't been affected. We even turned down our energy supplier. Credit cards, everything, we didn't have any guests, so we made sure that we shut everything down.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

F5: No, we went back up because we have always been very optimized. I always go through my suppliers etc. and if I notice something I don't need, I kick it out again. Because there's so much work that goes into looking after the suppliers, checking them out, etc. We are generally a fan of fine streaming, not having 10 000 suppliers for everything but looking, ok where can I get the most goods regional according to our requirements. And I look that I reduce, and take as much as possible from one because otherwise I have endless lists of suppliers that we have to be on good terms, contracts must also be concluded, this is all a disaster.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

F5: We have housekeeping, which has helped us a lot. I would say that housekeeping and cleaning products are definitely one of the areas that have not been newly created, but have been rethought, I would say, and have also been strengthened. We have completed all the digitization processes before, so that would be unfair to push Covid into it, because we have converted a new PMS that is cloud based etc. that was

all before Covid, so I would say nothing new has been added. I would rather say that we have strengthened areas, areas in the security area where we have always been relatively ahead.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

F5: I would definitely say just this approach of outsourcing like the areas, you always have to evaluate what are the areas that you cover and how well can you cover them, for example. This housekeeping topic is the perfect example of this, because we have, I would say, put so much energy into handling it well and I think it is running as well as it is now that we have outsourced it because it is simply done by someone who is an expert in it and who has simply streamlined his processes, it has never really worked for us, for us it depends on each individual employee. We have now managed to have actually one claim person and he solves all the problems very professionally, that's very pleasant. I would say definitely the areas that cost you a lot of energy and money, because working time is also money, you should if it is possible and if someone else can do it better, so if you can outsource it then I would do it in the meantime in any case that is one thing. The same is with the gastronomy, so what flows in there for energy and risk, to pass this risk to someone who can bear it better than the company itself, I would do it again and again, that's one thing. Then I would say the streamlining of processes within supplier chains I would say to keep as compact as possible, that is also very important and the rationality is also something with which we have always done well and which we will continue to maintain.

That is so hard to say in retrospect, because in retrospect you are fully in an exceptional situation. It's quite funny that one is so emotional. What we have done well is that we have really looked from the beginning, so keeping the employees was the most important thing, it was very important to the owner, it was very important to us as a team and that is what has definitely also made us in this crisis, what the employees now credit us very highly, that is something that we have also given attention to it that the employees are doing well, and I'm not sure if we still in this area, I know for example we have done things like, we have looked on Hoelkit that is our intranet that the employees stay in contact, etc., that we have done. View those were good things anyway, but I remember looking back there was this feeling of a bit of panic, you know what I mean, there was a bit of this oh my god, what's happening, what's next. In retrospect, we should have been quite not quite relaxed about it, knowing now easier to say I would have rather been more relaxed because that was then, nobody knew in the first week what was going to happen, who was going to keep their job, how long we were going to be able to push it through etc. that's one thing. I definitely wouldn't have left it open, so that's not something we could have done differently either. I think we really have the optimal time, not because we are so great, I don't want it to come across that way, it just has to do with our size. We were able to shut down in an optimal way, and we were able to open up again very quickly because with our size, it doesn't take much. To ramp up a hotel with 400 rooms is a completely different process than ramping up a hotel with 64 rooms. Where I can even subdivide the areas, because at the end of the day, we had Hotel X, which is two

buildings, which means I only opened up one building, 32 rooms, which was relatively easy. I think what would be good is also that we would have done the housekeeping outsourcing faster, that's definitely one thing that should have happened faster, but it's also easy to say in hindsight. I have to tell you honestly we really at that time, maybe we should have ordered a few things faster, because we would have known that everything takes ages but to the best of our knowledge and belief we actually got out very well with it.

We know the regionality is an issue, I think I would still go for suppliers where you know they can deliver quickly, they are not dependent on any warehouses somewhere outside, that's one thing. I would also always have a certain, so it is also important to keep your stock so, for example, we have cleaned out our warehouses in this time I have discovered things that you keep the stock also always up-to-date. That this is something, stock management is important first in, how do you say last in first out, so all such things, you have to pay attention to, yes that goes in this time when it is stressful also under, so the stock always keep up to date there you can of course make the orders quite differently. Then regionality, flexibility is also something, I don't want to argue with any suppliers, yes, these are things that I think are unnecessary, but thank goodness we now have good partners from the suppliers who also see the whole thing as a partnership, and I think direct communication is what you should always do with your patrons and suppliers. Communicate completely openly, there also contracts and nothing help you. Since both sides want to come out perfectly and accordingly so I have always approached it and so it has always worked, so say hey, without guests, what should I take you there your 10 pallets of wine that brings me just nothing, let's just go down together now and as soon as it starts again, let's just develop a strategy how we get rid of it again, and so it has also worked great, so open communication with the suppliers.

### **Interview M7**

I: Could you give a description of your job and what responsibilities this entails?

M7: The whole thing is called X (hotel name) supply management or HSM Austria for short. We make the strategic purchase for the X chain, so for the three managing hotels in Vienna that is the X, X, and the X. And at the same time we also offer our purchasing conditions and the associated services to other hotels, which are among others not X hotels, but two small boutique hotels the X hotels, once the hotel X and the hotel X, which both belong to the X group and recently also the X in Lower Austria which receive our conditions.

I: How long have you been working in this position and in the hotel industry in general?

M7: I've been in the hotel industry for 10 years I think and I'm now in my fifth year at X, where I've been in strategic sourcing for 3 years, I was in finance before that and I've been in strategic sourcing for 3 years now.

I: How did the Covid-19 pandemic affect your hotel?

→ How were occupancy rates and general revenue affected?

→ Was the hotel forced to completely shut down operations at any point?



→ How did this affect supply chain management?

M7: On the one hand of course would be the pandemic with stock levels was very much struggling, True possibly to return to suppliers, because we just went from fully stocked warehouses, because of course we went through the year with a high utilization, slipped into a complete lockdown where the utilization figure has reduced from 80% to once 5% or to nothing more, within actually a week, it was of course first difficulties to reduce contracts or to minimize them in order to reduce costs, to minimize costs, to reduce costs. to minimize to keep the costs, the running costs still halfway in balance with the very bad sales figures during the pandemic further to difficulties with the article procurement be it, in the short term it was then the hygiene article, or also prevention article also for Covid 19, FFP2 masks were extremely rare, first on the market. Disinfection means, gloves were an extreme bottleneck. There were many items that we urgently needed where the market has given very little. And then, of course, the supply chain, which is still unfortunately extremely impaired and that China is still suffering very much from Covid and the associated strategy of driving China, where in some cases entire ports are closed when there is a Covid outbreak, which of course leads to extreme back logs of deliveries, including in OSE, i.e. operational supplies and equipment, be it China, i.e. porcelain, cutlery, etc. simply has extreme lead times. So things that we used to be able to procure within 2 weeks now we are happy if we get it in 3 months or partly we have already been given delivery dates next year, so really lead times that require extreme planning and foresight.

I: Did any of the Austrian government or EU regulations in response to Covid-19 make it easier or harder to adapt to the current situation?

→ Which regulations, specifically, had the biggest impact?

→ Do you have any suggestions for regulations that would have helped in the past, or would help your business in the future?

M7: So actually, we haven't noticed much because internally X always imposes stronger or heavier regulations on us than the countries themselves usually do. This means that we are usually a bit ahead and are ourselves a bit more forced to act in advance, whether in terms of hygiene or anything else, we ourselves have enacted much more than the government expected of the industry, so I must honestly say not so difficult, X works very globally and we have done very easily in this regard to adapt to the situation. I have to say that I can really think of something that has made it either easier or harder. We had no problems in this respect except for the problems that were large-scale and that really affected delivery failures, but that is not something that goes back to the Austrian regulations, but has a global background.

I: Are you aware of any particular government aid packages the hotel took advantage of? (e.g. short term work)

→ To what extent did getting government aid influence the management of supply chains in the hotel?

→ Were there specific reasons why no aid packages were chosen?

M7: We have of course due to a complete revenue omission of all possible subsidies, of course, the short-time work was one of the most important subsidy programs that have allowed us that we did not have to actually lay off a single employee in contrast to other hotel chains we have really kept all. Have gone accordingly of course in the short-time work, because otherwise it would not have been possible, so many employers there were not in the hotel and we could not have afforded it. Of course, there was a turnover loss bonus, I think, and compensation for damages that the hotel claimed. And with that we could counteract a little bit the losses but not what prevented that the last two years have led economically to extremely high numbers.

I: Could you give examples of existing supply chains in your hotel?

→ Which supply chains are the most important in your hotel?

→ Which supply chains are most challenging to manage?

M7: So in general we look, it is of course in strategic purchasing always important to us that we go to the source as well as to the procurement, especially when we think about large volume, and large volume is the be-all and end-all of strategic purchasing, which means primarily we try to clock only what is interesting, where there is a lot of volume, try to create a lot of volume. On the one hand with the suppliers who deliver several products. That is, we look to bundle, even a few suppliers and negotiate extremely good conditions, which is of course a bit of an ulterior motive cost we then save. But with products where a lot is purchased from one manufacturer, we go there again and negotiate extra conditions with the manufacturer also in connection with the supplier, these are the strategies we pursue to achieve the best possible purchase prices for us.

I: Which of the hotel's supply chains were outsourced in response to the pandemic?

→ What impact did outsourcing have on the supply chains in question?

M7: Actually, none I have to say. We really haven't outsourced any, not that I know of.

I: How did your supply chain management strategies change due to Covid-19?

→ Did you rather aim to make your supply chains more robust to change or to make them faster and more flexible in response to change?

→ Why is resilience/flexibility/agility the main focus in the management of your supply chains?

M7: Accordingly, very little, we actually drive the same strategies because that is actually our a and o our vision and strategy that we have laid out for ourselves internally, which also works and has worked during Covid. That means we haven't changed much or kept the strategies the same that we already have in place.

Definitely on the one hand, of course, you have to say with Corona only on the summer 2020-2021, that were suddenly utilization figures that came back, which are so actually extremely difficult to trade. You have to imagine we jumped from a hotel

that is at 10%-15% occupancy to 80% in one week. That is something that is of course extremely difficult, and also requires extreme flexibility from the suppliers, which of course made it easy for us in the end, because they also adjusted their inventories, etc., or perhaps their delivery days to the previous situation, which is then called in the sense of lockdown, where 2 times a week delivery was sufficient or a certain volume in the inventory, which was then suddenly extremely blown up. There were already problems, but we were extremely dependent on the flexibility. Respectively then also in the alternative, regional alternative were better as a short-term emergency solutions, because naturally one had them faster. You can say that there was a bit of a swing towards dealing more with regional suppliers that are really close by, where you could call up more quickly. On the other hand, certain products simply come from Asia, namely China. It doesn't matter if I buy from Germany or if I buy from Austria. The goods are manufactured in China and if there is the bottleneck that simply limits a certain delivery then I am actually twisting in a circle.

I: Which supply chains in the hotel were not/barely affected by Covid-19?

→ What reason could there be for that limited impact?

M7: Which supply chains were not affected? That is difficult. I would say office items, I mean supply chains, that's really hard now because the question is how far do you say Covid-19 still exists. From today's point of view, and now not only based on Covid, but maybe also on the Ukraine crisis, I would say there is almost no supply chain that is not extremely volatile and extremely affected right now. Be it, you have to imagine the prices of a freight container on a ship have quintupled to tenfold. That is everything that somehow leans a long way behind is simply, is affected by it is called price or also with lead time. So you can actually say, I would almost say there is almost nothing that is not affected. There are of course some companies that manage it easier but price increases, be it logistics, be it energy prices or anything else which is of course not only Covid to owe. But with Covid we already saw an extreme increase in energy costs, with Ukraine it has worsened extremely rapidly, but in general actually everything is affected, because the gasoline price has risen even before the Ukraine crisis. The energy costs have risen before the Ukraine crisis. Certainly, has some impact of Covid, or Covid had impact on it.

I: Are there any supply chains which were made obsolete due to Covid-19 and don't exist anymore?

→ In your opinion, what are some of the reasons why this happened?

→ How did the hotel prevent this?

M7: Not really. I would say it's more in the direction of the initial situation again. Maybe during Covid of course that one has looked around more regionally but the tendency long term I would say is moving back to more of a similar scale as before, that of course global contracts especially as such a large globally operating hotel chain it is of course, global contracts have their advantage because of simply a pricing here. Would say there is more of a decline, a Brexit has more impact because of simply the customs clearance and the aggravation in Europe to import, which you notice more and more now. But Covid specifically I would say rather not.

I: What kind of new supply chains have emerged in your hotel in response to Covid-19?

→ How did these emerge and what purpose do they serve?

→ Do you expect changes made to your supply chain management style to stay the same post-Covid-19? Why? Why not?

M7: Definitely hygiene products and in this respect a lot of FFP2 masks that are even now still needed for certain events, antigen tests that are brought in, things that we did not have so far on the screen. Of course, the purchase of disinfectants and cleaning agents has increased, but I would not say that a new supply chain has been created, but more volume has been shifted to the existing supply chains. We had short term then also stickers on the doors where the guest, breakable seals that the guest could break through when he entered the room so that he knew that he is the first to enter the room so to speak after a basic cleaning, something like that but where there again rather the trend is declining again a bit to convey the guests again the pandemic is no longer topical and not what we want to keep everyone in mind.

I: What have you learned for the future of supply chain management in your hotel?

→ What would you have done differently?

→ How will this impact your supply chain management in case of future crises?

M7: Definitely that planning is everything. Long lead times become essential, and at the moment I can't see any decline there. China is still a huge problem. We actually realize that planning is the be-all and end-all, and that strategic purchasing planning is unfortunately underestimated by many hotels, or thankfully for us that we create a market advantage, but extremely. Because we can cushion or reduce many additional costs during the pandemic and now price increases due to the current economic situation. And I think that will still many hotels, will not hit hard, because of course it is not so structured there.

I probably would have invested in FFP2 masks and would have resold them on the market, but now just a little joke on the side. What really bothers me, you have to know we are responsible for the electricity purchase, from today's perspective, I would have of course made a five-year contract a year ago and would now still be basking in safety for the next four years. Since we have but two-year contracts with it of course everything, we notice now already that the electricity prices hurt enormously. So we are talking about a doubling or a tripling of the costs. These are millions we are talking about, pure electricity costs. I think that really would have been the be-all and end-all, and of course I would have warned the hotels earlier, or the suppliers earlier when it was going to start, but these are things that we didn't see coming, which of course made this first initial rush extremely difficult, but you would have to become a fortune teller to do that. But yes, electricity price in any case. Should have, could have, would have.

## 7.5 Appendix 2 – Interviews (Original German version Interview)

### Interview M1

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M1: Der Arbeitsplatz ist ein eigenes Büro mit einem Schreibtisch, einen Besprechungstisch

Zum Glück in meinem Fall viel helles Licht und wie man sieht mit einem klassischen Ambiente.

Ich bin selbständiger Unternehmer, führe mehrere Unternehmen und habe dafür zu sorgen das diese Unternehmen so funktionieren das sie nicht nur wirtschaftlich sondern auch qualitative und auf kultureller Basis für die Mitarbeiter ein gut funktionierender betrieb sind.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

M1: Im Allgemeinen arbeite ich seit, physisch arbeiten und Lohnzettel beziehen seit meinem fünfzehnten Lebensjahr das heißt das sind mittlerweile 37 Jahre. Und Position habe ich vorher gesagt, ich bin ganz einfach Unternehmer. In der Hotel Branche selber in den letzten 37 Jahren hab ich jede Abteilung in einem Hotel, jeden Bereich in einem Hotel außer Engineering gearbeitet und auch geleitet.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M1: Dazu muss man auch sagen das bei unserem Fall mehrerer Hotels sind, nicht nur eines aber im Großen und ganzen kann man sagen das die Auswirkungen durch die Einschränkungen von Bewegungsfreiheit der Menschen National als auch International natürlich dazu geführt haben das ein dramatischer Einbruch an Nächtigung Zahlen gegeben hat auf der einen Seite und durch entsprechende Nationalen Maßnahmen der Gesundheitsbehörde ja auch Betretungsverbote ausgesprochen wurden das heißt das Hotels sind über einen längeren Zeitraum der verschieden Lock down Phasen zu genze geschlossen gewesen.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M1: Also leichter gemacht, das ist insofern schwer. Also schwerer gemacht haben mir alle Bestimmungen gemacht mir etwas. Hätte man die Bestimmungen die uns das Leben teilweise schwerer beziehungsweise fast unmöglich gemacht hätten etwas differenzierter und intelligenter gewählt, dann hätte man auch die Bestimmungen die uns geholfen haben nämlich die mit entsprechende wirtschaftlichen Hilfen und Unterstützungen weniger drastisch austragen müssen das heißt das Fazit ist die meisten Bestimmungen haben uns unternehmerisch es schwer gemacht, das größte Problem ist die Unplanbarkeit und eine nicht streng erkennbare Führungsstruktur mit diesem Thema generell umzugehen sondern man hat sehr sehr unterschiedlich jedes mahl reagiert mit sehr unterschiedlichen mitteln und auch sehr unterschiedlich stark und damit kann der Unternehmer am Ende das Tages sich nicht einstellen, und wenn er nicht die Chance hat sich einzustellen dann ist er immer automatisch einen Schritt nach. Jeder Unternehmer der einen Schritt nach ist der wird sein Geschäft nicht gut machen.

Es gibt und gab jede Menge Vorschläge das Thema anders anzugehen, der vertalste abgelehnte Vorschlag war der das man alles was die Wirtschaftlichen, nicht die Gesundheitspolitischen die traue ich mir kein Urteil abzugeben, zumindest kein übergreifendes aber persönliches habe ich dazu. Der größte Wirtschaftliche Nachteil war das man sich nicht die Mühe gemacht hat die Unterstützungen für die Wirtschaft nicht nur örtlich und regional zu differenzieren, das hat man nicht getan, sondern auch Branchen spezifisch und vor allem innerhalb der Branchen nochmal unterteilt in wer braucht welche Hilfe wofür. Hier ist ein politisches totalversagen meiner Meinung nach zu attestieren. Vor allem größtes versagen ist das der Interessens Vertretung entspricht der Wirtschaftskammer die hätte theoretisch die fachliche Kompetenz mitbringen müssen um der Regierung entsprechende Vorschläge zu unterbreiten die auch umsetzbar sind, das schein nicht gelungen zu sein.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M1: ja, wir haben alle Förderprogramme die es gegeben hat, und sie auf uns zutreffend und nutzbar waren genützt, das ist auf der einen Seite die Kurzarbeit die ich generell als kein geeignetes mittel gehalten habe und auch nicht halte, die

Ergebnisse sehen wir jetzt, wir haben einen vollkommen instabilen Arbeitsmarkt dadurch geschaffen wurde. Wir haben alle Förderungen von Fixkosten Zuschuss 1 und 2 in Anspruch genommen soweit sie für uns waren, wir haben dann den resultierenden Umsatz Ersatz Anspruch genommen und wir haben die darauffolgenden Maßnahmen des Verlust Ersatzes den es in verschiedenlichen Ausprägungen und varianten gegeben hat in Anspruch genommen.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M1: Die einfachste Lieferkette ist wir bestellen jeden Tag Milch, Gemüse, Obst, Fleisch und andere so zu sagen Grund Nahrungsmittel oder Rohstoffe die in direkter oder indirekter form weiter verarbeitet oder weitergereicht werden, und das sind die einen Lieferketten die anderen Lieferketten sind Lieferketten der Infrastruktur beziehungsweise der, sagen wir mal buchhalterisch der Umlaufvermögen das fängt an bei Bettwäsche, auf der einen Seite zum Kaufen der anderen Seite natürlich auch die Lieferkette der Instandhaltung, entspricht des Waschens, anliefern, abliefern, etc. Und münden hin bis zu wie vorher angesprochen infrastrukturellen Dinge wie Verpackungen, Papier Sackerln, und Ersatz Fernsehgeräten weil welche kaputt gehen, also alles was man sich in einem Hotel vorstellen kann hat direkt oder indirekt mit einer Lieferkette zu tun.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M1: Wie haben nichts ausgelagert, wir haben in der Beschaffung als auch in der Verarbeitung keine Veränderungen vorgenommen.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M1: Das einzige was sich verändert hat sind das uns einige Lieferpartner abhandengekommen sind, die mussten ersetzt werden durch andere und das was sich bemerkbar macht meiner Meinung nach aber nicht nur mit Covid etwas zu tun hat ist das gewisse Vorlaufzeiten, also die Phasen ab den Zeitpunkt wo man sich mit dem Bestell Vorgang bis zu Lieferung und unter Umständen weiter Verarbeitung beschäftigt hat die ganz einfach länger geworden. Das heißt auf Deutsch viele die früher für eine Lieferung von dem Produkt X eine Woche gebraucht haben, brauchen heute einmal eine Woche damit sie dir zurück schreiben ob sie das überhaupt haben

noch oder nicht haben, dann brauchen sie nochmal eine Woche bis man weiß was das kostet und dann sagen sie einem ja wir haben es nicht sie kriegen es erst, und dann waten du halt 4 Wochen bis sie es haben.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M1: Kein. Es sind alle betroffen gewesen. Sie sind in dem Moment betroffen in dem Moment der Faktor Mensch und Arbeit damit verbunden ist, weil durch die Kurzarbeit, beziehungsweise die Lockdowns ganz einfach das Arbeits Umfeld so verändert hat, das alle automatisch davon betroffen sind.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M1: Die nicht existieren ja, obsolet nicht die müssen dann durch andere ersetzt werden.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M1: Keine die wir vorher hin schon hatten

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M1: gelernt würde ich sagen nichts, es ist nur uns vor Augen gehalten worden das wir flexibel nicht nur als Wort sondern als tatsächliche tat des täglichen Arbeitens aufrecht erhalten müssen. Also wir müssen einfach flexibel sein nicht nur darüber reden sondern tatsächlich ganz einfach beweglich sein.

Das einzige was ich anders gemacht hätte aus heutiger Sicht, würde implizieren das ich gewusst hätte was auf uns zukommt, ich hätte ganz einfach den Faktor Zeit und die Dauer die es andauert bei einer anderen Einschätzung für sozusagen wirtschaftlichen Grundentscheidungen anders genutzt.



Das ist so nicht zu beantworten, weil eine künftige Krise ganz sicher wieder anders aussehen wird. Also die Flexibilität die man jetzt gelernt hat zu entwickeln die muss man sich erhalten und gleichzeitig wird das, das geeignete Mittel sein um neuen Krisen die aufkommen entsprechend entgegen treten zu können.

### **Interview F1**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

F1: Ich bin Hotel Managerin, auch die Pächterin vom Hotel, deswegen meine Aufgaben sind ziemlich breit (band?), von der Rezeption bis Reservierungen, Gäste Betreuung, Buchhaltung, alles, Einkauf, Verkauf, online Buchungen, ja ziemlich alles.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

F1: Also in Tourismus bin ich seit 95 circa, vielleicht 96, zuerst habe ich im Reisebüro gearbeitet bei Mondial, bei Herrn Kadanka, incoming Abteilung, und dann hab ich immer wieder nebenbei trotzdem geholfen also meiner Mama weil es ein Familien Business ist und seit damals bin ich eigentlich im Hotel tätig und fix mit Gehalt angestellt seit ... 2006 oder so.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

F1: Also in Tourismus bin ich seit 95 circa, vielleicht 96, zuerst habe ich im Reisebüro gearbeitet bei Mondial, bei Herrn Kadanka, incoming Abteilung, und dann hab ich immer wieder nebenbei trotzdem geholfen also meiner Mama weil es ein Familien Business ist und seit damals bin ich eigentlich im Hotel tätig und fix mit Gehalt angestellt seit ... 2006 oder so.

Einzustellen, nein, nein, wir haben nie eingestellt also geschlossen nein nein, wir haben immer weiter gearbeitet nur halt Patienten oder Ärzte, ganz wenig Kunden, ganz wenig.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?

- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

F1: Bestimmungen, die ständige Anreise-Bestimmungen haben das Business komplett kaputt gemacht. Das hat uns auch sehr, sehr geärgert wegen der EU Bestimmungen, dass eigentlich - sagen wir mal 2020 im Sommer, in den Sommermonate - war die Situation schon nicht schlecht und trotzdem waren die Reisebestimmungen sehr hart. Also genau dasselbe war in 2021 im Frühjahr auch eigentlich. Wenn einige anderer europäische Länder schon offen gehabt haben, also die Grenzen waren mehr oder weniger offen, aber Österreich hat nach wie vor zu gehabt, das hat schon genervt.

Vorschläge, welche Bestimmungen geholfen hätten oder in Zukunft helfen können.

Schwer zu sagen, aber vielleicht doch nicht so hart zu schließen. Vielleicht wenn - also jetzt vom heutigen Zeitpunkt - wenn wir schon Impfung haben und alle diese Möglichkeiten das die Regierung alle kennen sich besser aus, nicht so schlimm alle Betriebe zu schließen, man muss mit Covid weiter leben müssen weil es ist nicht weg, es wird immer jedes Jahr kommen, und bitte es muss nicht so hart sein, man muss damit umgehen können, und die Regierungen müssen das endlich kapiieren. Das muss man wirklich natürlich mit Restriktionen aber nicht schließen. Hotels und Restaurants auch.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

F1: Natürlich, also, dass hat uns wahnsinnig gut geholfen, Kurzarbeit, wissen sie wir waren seit ersten April 2020 in Kurzarbeit bis Ende März 2022, das haben wir natürlich in Anspruch genommen, das hat uns sehr gut geholfen. Nur erste Zeit. kurz alle alle, nicht nur Kurzarbeit, alle Förderungen sind ziemlich spät gekommen.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

F1: ja so viel haben wir nicht also Metro Lieferungen haben wir immer wieder, beziehungsweise holen wir selbst ab weil wir ein kleiner betrieb sind, wenn wir Zeit haben liefern wir selbst, wenn nicht dann Metro liefert uns, beziehungsweise haben wir auch die Edna backwaren eine ganz tolle Sache auch die Semmeln, Croissants und si weiter fürs Frühstück und das haben wir natürlich nicht in Anspruch genommen während Covid.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

F1: Nein, so was haben wir nicht.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

F1: gar nicht, also wir lassen liefern nach Bedarf, das war immer so. Früher haben wir fast 2-mal im Monat die großen Lieferungen, also von Metro bekommen und während der Covid einmal in vier Monate oder so 3 Monate, weil sonst verdirbt alles. Die Strategie hat sich nicht geändert, aber die Bestellungen wurden weniger.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

F1: Also wie gesagt Edna backwaren und Metro, die waren sicher ganz stark betroffen so wie Hotelier.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

F1: Nein es geht alles, alle existieren wo wir bestellen. Ah ich hab's vergessen die Adner Kosmetik Sachen das bestellen wir auch, Adner Kosmetik der Sitz ist in Tirol und sonst die wahren sind aus Deutschland oder so, das bestellen wir auch natürlich oder haben innerhalb 2 Jahren nichts bestellt und ob sie existieren, ich glaube schon manchmal schicken die Werbungen

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

F1: Nein, nicht, nein, keine neue.

Neuer web Designer, neue Webseite, dass schon

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

F1: Wir wird sich das auf SCM in künftigen Krisen auswirken? Sollte im Herbst wieder Covid oder beziehungsweise Restriktionen kommen werden wir entsprechend kaum bestellen, wir werden sparen Apropos, ganz am Anfang wenn Covid begonnen hat haben wir den maximalen Spar Modus eingeschaltet, also nix kaufen, was wirklich nicht lebensnotwendig ist. Also personal mussten wir ein paar Kollegen kündigen, aber das war kurz vor Covid Sonst hätten wir das nicht überstanden Weil die personal kosten sind die größten kosten, das muss man sparen das muss man bedenken, deswegen sind wir was die Personalkosten oder die aufnahmen von anderen Kollegen sehr vorsichtig.

Wir sind von allen Seiten besser vorbereitend für einen Kampf bzw. für schwere Winter Covid Zeiten, wir werden uns anders vorbereiten sagen wir so

Wir wissen schon mehr wann wir schneller reagieren müssen, mit allen aufnahmen stoppen

Wir werden sicher nicht etwas bei Metro großartiges bestellen wenn wir wissen das die Zahlen von Infektionen im November hoch steigen, wir werden dann Kühlschränke leer aufsperrern und Energie halt werden wir versuchen Maximum zu Sparn.

Personal auf Urlaub schicken, sollte wieder Covid steigen, natürlich alle werden dann dementsprechend Urlaube verbrauchen und danach Personalkosten zu reduzieren sollte zur Kündigung kommen und so weiter.

Das Problem ist die ganze ungewiss, was auf uns im Herbst kommen könnte

Was die preis Politik betrifft, und, und, und, wir wissen nicht wie das weitergeht

Das ist total schwer.

## **Interview M2**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M2:also ich bin hoteldirektor im Hotel X. das ist ein X hotel und dem direkt angrenzenden hotel X. Und als hoteldirektor bin ich zuständig als gewerberechlicher geschäftsführer für alle operativen und administrativen belange des hauses, die die

ausrichtung, die täglichen abläufe. also alles was so rund um und in dem Hotel geschieht.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

in der position bin ich seit februar 2020 also ein bisschen über zwei jahre jetzt. und in der hotelführung arbeite ich seit 2003

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M2: also wir hatten dramatische auswirkungen durch die covid pandemie. zum einen natürlich durch die lockdowns, also die maßnahmen die getroffen wurden zur eindämmung der pandemie und das zeigt sich natürlich vor allen dingen in den ausgebliebenen umsätzen. Es zeigt sich aber auch in soften faktoren wie die mitarbeitermotivation, die fluktuation, also alle diese vielleicht people related topics sind auch ein ganz ganz großes thema für uns.

Ja, mehrere Male seit märz 2020.

Richtig, wobei wir auch die lockdowns in denen geschäftsreisen theoretisch möglich gewesen wären haben wir zumindest zum allergrößten teil trotzdem vollständig geschlossen. Weil dann ´Haus dieser gröÙe sich mit 4 bis 5 geschäftsreisenden. Das lohnt sich nicht.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M2: Also, EU-weit bin ich mir jetzt gar nicht so sicher. In österreich hat definitiv sehr gut geholfen die kurzarbeit. Ohne die wäre das ohnehin nicht möglich gewesen die Mitarbeiter zu halten, was wir geschafft haben. schwerer gemacht haben uns natürlich - ohne jetzt in die diskussion über die sinnhaftigkeit vom virologischen standpunkt zu gehen - rein wirtschaftlich betrachtet hat natürlich jegliche maßnahme die für uns nachfrage senkend gewirkt hat negative folgen gehabt.

Ich denke in die Zukunft gerichtet wäre es sicher vernünftig solcherlei Krisen insofern vorzubereiten als dass man die in krisenkomitees mit möglichen szenarien auseinandersetzt. das kann zwar immer nur eine sehr theoretische übung bleiben, aber ich glaube mit je mehr szenarien man sich auseinandersetzen um so mehr mechanismen entwickelt man dann die man universell für unterschiedliche problemlagen anwenden kann. Das betrifft oft ja einfache dinge wie kommunikationsmanagement, und da würde ich mir wünschen dass wir da einfach einen krisenstab zusammenhalten der sich ständig mit solchen szenarien beschäftigt und die learnings daraus extrahiert und bereits jetzt vorbereitet.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M2: Genau, also die kurzarbeit natürlich. Dann haben wir auch den verlustersatz zu teilen in anspruch nehmen können. wir haben den kofa kredit in anspruch genommen und, genau, ich glaube mehr würden mir an dieser stelle nicht einfallen. Was nicht heißt, dass es nicht mehr gab.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M2: am wichtigsten ist im hotel immer schwer zu sagen sagen weil irgendwie immer alles da sein muss damit es funktioniert. auf der anderen seite sind natürlich lebensmittel essentiell wichtig. ja, eigentlich vor allem lebensmittel weil man die nur bedingt lagern kann. Also ich sag mal papierwaren und ähnliches wie chemikalien für die reinigung, da kann ich eine ganzandere lagerhaltung betreiben.

Lebensmittel würde ich sagen sind am schwierigsten zu verwalten.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M2: Gar keine.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?

- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M2: ich traue mich fast nicht die Begrifflichkeit Management in dem Zusammenhang zu verwenden, aber wir versuchen Dinge ein bisschen früher zu bestellen, also dass nicht die Lebensmittel jetzt, aber andere Dinge, das heißt wir füllen vielleicht hier und da die Lagerstände ein bisschen, wir rechnen mit längeren Lead Times und versuchen einfach da in der Hinsicht da ein bisschen die längeren Lieferfristen auch auszugleichen.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M2: Getränke war nie ein Thema. Auch alles, was den Food-Bereich betrifft, war eigentlich tatsächlich wenig problematisch. Eigentlich um ehrlich zu sein, hatten wir eigentlich keinen Bereich, der richtig dramatisch betroffen war. Alles hat sich mal ein bisschen verzögert. Hier und da gab es mal kleinere Qualitäts-Geschichten oder sowas in der Richtung beim Food, aber nichts Dramatisches. Alle Großgeräte, also wenn jetzt in der Küche wenn die mal was Größeres braucht oder für Klimatechnik und und und da merkt man schon, dass es nochmal wochenweise länger dauert, aber auch jetzt alles noch nicht im dramatischen Bereich.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M2: Nein.

Also, ich sag mal, dass das Supply Chain Management im Hotel ist ja relativ geradlinig. Das ist ja hier kein produzierendes Gewerbe mit etlichen Teilen, die man vielleicht sogar noch nach einem Just-in-Sequence-Konzept braucht oder so was. Das ist ja hier alles doch ein bisschen geradliniger. Erstens, und das zweite ist, dass es Hotels jetzt bis auf die Lebensmittel, die eigentlich täglich geliefert werden und die Wäsche - die ist natürlich auch ein komplexeres Thema - aber es ist auch nicht so, dass wir Gott weiß wie viele Lieferungen jeden Tag bekommen. Deswegen gibts da Gott sei Dank noch nicht so viele Veränderungen.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M2: auch da gibt es keine bei uns.

Ja, also die Idee Lagerstände möglichst gering zu halten wird sobald es möglich ist wieder umgesetzt werden.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M2: Nicht aus dem Zusammenhang von von Covid heraus, aber es ist sicher ein ganz großes Bewusstsein da, dass das ein Bereich ist, dass der wenn er nicht funktioniert sehr, sehr kritische und dramatische Auswirkungen haben kann. Und dieses Bewusstsein ist schon gestiegen, einfach nur deshalb weil wir uns vielleicht punktuell öfter mal aufwendiger mit einer einzelnen Bestellung befassen mussten, als wir das vorher gewohnt waren, und das ist vielleicht dieses Bewusstsein. Das heißt wenn man vielleicht ein Learning mitnimmt dann ist es dieses Erkenntnis, dass wir Warnsignale vielleicht früher ernst nehmen würden als wir das in der Vergangenheit getan hätten.

Dadurch dass wir die Lieferkette technisch Gott sei Dank relativ geringe Probleme hatten und haben, gibt es jetzt nichts was ich daran ändern würde auch rückblickend.

Ja auch hier Warnsignale ernst nehmen, also mediale Berichterstattung beobachten, und vielleicht doch lieber ein bisschen früher wieder bestellen wenn solche Warnsignale waren, und vielleicht auch darauf achten dass man mehrere Supplier hat für so unterschiedliche Dinge. Also auch da den Horizont ein bisschen erweitern und schauen ob es andere Lieferanten oder Beschaffungsmöglichkeiten gibt.

### **Interview M3**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M3: Mein Arbeitsplatz ist das Hotel X in der X Gasse im X Bezirk und ich bin hier Hotel Direktor, und leite das Hotel, das heißt ich habe die Mitarbeiter Führung, wir sind insgesamt 16 Mitarbeiter aktuell und schaue da das das Revenue Management, das heißt das die Preise passen, schaue wenn irgendwas zum Renovieren ist, das das funktioniert, also verantwortlich für das ganze Haus.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

M3: Jetzt hier im Hotel X seit 2020, November 2020 und in der Position als Hotel Direktor mit einer kurzen Unterbrechung seit 2012 und in der Hotellerie seit sehr sehr langer Zeit. Also begonnen habe ich mit dem Tourismus mit 13 Jahren als Sommer Geschichte bei einer Boots Vermietung.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?



- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M3: Sehr sehr tragisch, weil wir in der Pandemie ein Jahr behördlich geschlossen waren, das heißt wir konnten ein Jahr lang keine Umsätze generieren und waren im Endeffekt alle zuhause, und haben bis auf ein bissal Journal Dienst nicht viel gemacht, insofern war das schon eine tragische Auswirkung.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M3: Die Schließung war natürlich tragisch, man musste halt schauen, vor allem die Schließungen sind immer sehr sehr Kurzfristig gekommen, das heißt man hat eingekauft, man hatte die wahre im Haus, das Haus war auch voll eigentlich, und dann musste man schließen, dann sind die Stornierungen reingekommen, man musste die ganzen Stornierungen auch anschreiben, all die nicht selbständig storniert haben wir anrufen müssen. Die Wahre die im Haus war haben im Endeffekt an die Mitarbeiter verschenkt, bzw. um noch etwas Gutes zu tun, und good-to-go weitergegeben, also, dass ist schon im Endeffekt Geld das man ausgegeben hat mit dem man eigentlich nichts mehr machen konnte.

Der erste Lock down, das war klar das der kurzfristig kommt weil da wusste keiner um was es geht, ich denke aber der zweite Lock down hätte viel organisierter vorstatten gehen können, viel geplanter auch vonstattengehen könne, genaues wie die Öffnungen eigentlich viel geplanter, viel längerfristig schon geplant werden hätten können, man hätte sich das, ich sag mal wir hatten es leichter weil wir sind kein großes Haus, mit 40 Doppelzimmer, wir tun uns relativ einfach aber ein großes Haus mit 200 betten, oder 200 Zimmer, die brauchen halt eine gewisse Vorlauf Zeit bis sie hochgefahren sind, und das wäre schon günstig gewesen. Ich glaube auch das es für das buchungsverhalten für die Gäste einfacher gewesen wäre, dass alles ein bisschen längerfristig geplant gewesen wäre.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?

- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M3: Der erste Lock down, das war klar das der kurzfristig kommt weil da wusste keiner um was es geht, ich denke aber der zweite Lock down hätte viel organisierter vorstatten gehen können, viel geplanter auch vonstattengehen könne, genaues wie die Öffnungen eigentlich viel geplanter, viel längerfristig schon geplant werden hätten können, man hätte sich das, ich sag mal wir hatten es leichter weil wir sind kein großes Haus, mit 40 Doppelzimmer, wir tun uns relativ einfach aber ein großes Haus mit 200 betten, oder 200 Zimmer, die brauchen halt eine gewisse Vorlauf Zeit bis sie hochgefahren sind, und das wäre schon günstig gewesen. Ich glaube auch das es für das buchungsverhalten für die Gäste einfacher gewesen wäre, dass alles ein bisschen längerfristig geplant gewesen wäre.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M3: Also grundsätzlich ist bei uns Getränke Lieferanten und Lebensmittel Lieferanten bzw. auch Hygiene Artikel, das sind unsere Haupt Lieferanten die wir haben, genau.

Definitiv ist es der Lebensmittel, weil wir es auch fürs Frühstück brauchen.

Verwaltung finde ich für mich überhaupt nicht schwierig weil man weis wie viel man braucht, man weiß wie viele Gäste im Haus hat, insofern hat man das da. Es ist sicher einfacher wenn man nur ein Frühstücks Angebot hat wie wenn man vielleicht ein Abend Restaurant dabei hat, da ist es mehr zu planen.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M3: Haben wir jetzt so nicht, wir haben aber vor der Pandemie das Housekeeping schon ausgelagert, aber das war schon vor der Pandemie. Das hat eher die Reaktion gehabt das wir die Urlaube um die man sich kümmern muss, die Krankenstände kümmern und so weiter, das fällt wenn man sie extern hat einfach weg.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M3: Um ehrlich zu sein nicht dramatisch, ja ganz im Gegenteil, wir haben alle unsere Lieferanten eigentlich behalten können, was wir schon mehr schauen ob man gebündelt einkaufen kann, das heißt ist gibt ja diese HoGast) Österreichweit die Einkaufsgenossenschaft, und da versuchen wir viel mehr über diese Genossenschaft zu bündeln und einzukaufen, weil man dann am Jahresende dann einen gewissen Bonus dann retour kriegt, und dass macht für kleine Häuser definitiv Sinn.

Also in den großen Häusern definitiv, ich sag mal für uns kleine Häuser, ich kann relativ schnell flexibel reagieren auf das Ganze, das ist halt das gute an der kleinen Hotellerie, ich sag einmal was anderes ist es wenn ich wie gesagt 200 Zimmer habe, und ich brauche in den 200 Zimmern das gleiche weil es ja standardisiert ist, wie es ja oft in Ketten ist, da ist es natürlich schwierig zu sagen jetzt Switche ich um weil Switche ich dann für immer um, oder Switche ich nur um wenn das andere Produkt nicht kriege um, da tue ich mir leicht mit 40 Zimmern kann jeder Zeit sagen ´ich nehme was anderes´ und fertig.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M3: Betroffen waren sie eigentlich alle muss man sagen, weil es immer wieder, ich sage einmal zu kleineren ausfällen gekommen ist, zum Beispiel der Salat ist nicht möglich gewesen und da hat man ein alternatives Produkt nehmen müssen oder es waren die Getränke grade nicht lieferbar und die sind dann 2 Wochen zu spät gekommen. Es waren nur Kleinlichkeiten, es war nie so das eine ganze Lieferung ausgefallen wäre, dass gar nicht. Was man schon merkt ist das bei Technischen Angelegenheiten, wir brauchten zum Beispiel eine Lüftung für die Dusche, der dauert, elektronisches Gerät, dass dauert.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M3: Nein haben wir eigentlich nicht, es sind alle unsere Lieferanten nach wie vor aktuell, vielleicht dadurch das wir jetzt über einen Großhändler zum Beispiel einkaufen könnte sein das er jetzt z.b. die Tomaten von dem Lieferanten sondern jetzt von jemand anderen aber das bekomme ich als Endverbraucher eigentlich nicht mit.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M3: Der Einkauf über die HoGas Genossenschaft mehr, wir hatten die HoGas schon aber es ist intensivierter geworden.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M3: Das man sich so wenig wie möglich abhängig macht, aber das man auch zentralisiert einkauft, mittlerweile ist es auch so dass wir im Haus , wir sind ein betrieb in Wien und haben noch 3 betriebe jetzt aktuell in Salzburg, das wir dann gemeinsam mit 4 betrieben dann anders auftreten können was den Einkauf betrifft und so weiter. Das haben wir sicher auch gelernt, oder lernen wir nach wie vor das wir so bisschen mehr intensivieren können.

Privat beruflich hätte ich nichts anders gemacht, ich hätte vielleicht den Abstecher, nein der war eigentlich auch schön, ich hab einen kurzen Abstecher in die Gastronomie gemacht, auch das war super und in Ordnung und habe viel dazu gelernt, ansonsten bin ich ein Hotel Kind wobei meine Eltern überhaupt nichts mit der Hotellerie zu tun haben, ich bin der einzige der die Hotel Branche eingeschlagen hat.

Und in der Führung des Hotels im Sinne von Corona hätten wir jetzt auch nicht viel mehr machen können, ja ich glaube wir haben alles was möglich ist getan, wir haben die Unterstützungen und Förderungen die es gegeben hat seitens der Regierung und der Stadt Wien in Anspruch genommen, die Firma hat gottseidank ist ja ein Familienbesitz, hat immer gut gewirtschaftet, die Familie war nie so dass sie gesagt hat wir müssen, wir sind so reich und es geht uns so gut, sondern sie hat immer auf die Firmen geschaut weil sie es jetzt auch an die Kinder übergeben und insofern ist es uns gotteisdank nie so schlecht gegangen das man irgendwie kurz auf der Kippe wahren. Dahingehend glaube ich haben wir es ganz ganz gut gemeistert.

Ich denke das ist sicher diese Genossenschaft zu Einkaufsgenossenschaften immer mehr werden, das Einkauf allgemein sehr standardisiert wird, würde ich jetzt mal sagen, vor allem in der Hotellerie auch und es wahrscheinlich in größeren Betrieben immer mehr so Einkaufs Leiter gibt die halt wirklich schauen das sie für alle einkaufen, und somit zentraler einkaufen, mehr einkaufen und somit andere preis kriegen können.

## **Interview F2**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

F2: Hotel GM. Genau Also eben grundsätzlich alles was ein Hotel betrifft. Also alles von der Budgetplanung, von der Auslastung, Personalplanung. Unsere Hotelgruppe das Haus in Wien ist ein bisschen kleiner sozusagen und deswegen gibt's da jetzt nicht so viele Stabstellen und quasi alles was man selbst übernehmen kann übernimmt man

auch. Ja, alles rund um die Planung, Auslastung, Wirtschaftlichkeit, Einnahmen, Ausgaben. Das sind meine Aufgabengebiete.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

F2: 10 Jahre als Hotel GM, 34 Jahre in dieser Branche

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

F2: Von 100 auf 0 in sehr kurzer Zeit. Geschäftlicher, Betriebswirtschaftlicher, Arbeitsmäßiger Stillstand. Also das war so: In der Zeit wo wir ein grundsätzliches Betretungs Verbot hatten durch die Regierung konnten nur Firmen, die einen Bauauftrag in Wien gehabt haben oder eben Personen die im Krankenhaus sein mussten oder Pflegepersonal oder Personen mit einem besonderen Wohnbedarf bei uns nächtigen und somit haben wir dann eigentlich auf den Plattformen oder auch auf unserer eigenen Webpage sehr moderate Raten angeboten, weil wir ja doch das was uns erlaubt war an Einkommen generieren wollten. Wir haben aber dazwischen auch ein geschlossenes Hotel gehabt wo ein komplettes Betretungsverbot war. Wo wir auch diese Gruppen nicht angesprochen haben, heißt, dass wirklich nur eine Person im Hotel war die quasi Rundgänge gemacht hat, Leitungen mussten gespült werden und, dass die ganze Elektrizität runtergefahren wird und der Strom runtergefahren wird um zu schauen, dass eben trotzdem die Geräte das tun was sie tun sollten.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

F2: Wir haben uns an die Maßnahmen angepasst und die Ausführung der Bestimmungen so gestaltet, dass wir die Richtlinien erfüllen und dies auch den vorweisen konnten.

Die Reisebeschränkungen, geschlossene Grenzen, das war eigentlich das schlimmste, weil wir immer bemerkt haben: War Wien zu erreichen? War Österreich zu erreichen? Konnte das Hotel in irrsinnig kurzer Zeit einen Aufschwung erleben und am schlimmsten hat es uns damals getroffen im September 2020 wo quasi die Deutschen nicht mehr Reisen antreten konnten und die Grenzen geschlossen wurden und der

deutsche Markt ist schon ein sehr wichtiger Markt und somit war das dann wirklich von 80% auf 20% Belegung sozusagen.

Ich denke das was notwendig war wurde getroffen um sein Land oder das Ausland zu schützen. Ich denke mir an den Grenzen wurde so viel versucht – eben diese Tests zu checken, oder man musst sich vorbereiten, man musste testen gehen, dann bevor man die Rückreise angetreten hat musste man sich wieder testen gehen, also ich denke um den Aufwand zu verringern war es sicherlich auf der einen Seite auch wichtig, dass die Grenzen geschlossen wurden, eben auch um die Pandemie doch ein wenig einschränken zu können und auf der anderen Seite hat man zu dem Zeitpunkt aber schon Erfahrungswerte gehabt und bis jetzt ist es mir aufgefallen: Das Hotel war kein Träger sozusagen, also wir hatten keinen Vorfall im Hotel, also keinen den wir erfahren haben. Wenn jetzt der Gast wirklich etwas gehabt hat und uns nicht informiert hat ist das eine andere Sache, aber ansonsten waren wir keine Träger sozusagen. Also, es ist schwierig. Man kann jetzt nicht mit dem Finger auf die Regierung deuten und sagen: „Das ist ein schlechter Job den Sie gemacht haben“ Ich denke es wurde alles versucht um es in die richtige Richtung zu lenken.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

F2: Ausfallsbonus, Fixkostenzuschuss, Kurzarbeit, Ersatz von Leistungszahlungen für Mitarbeiterinnen die sich um Stornierungen gekümmert haben. Vergütung von Verdienstentgang von Mitarbeiterinnen die in Quarantäne waren. Trinkgeldersatz für unsere Mitarbeiterinnen.  
Im Grunde haben wir alle Förderprogramme in Anspruch genommen die zur Verfügung standen und für unseren Betrieb in Absprache der Steuerberatungskanzlei anwendbar waren.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

F2: Produkte für Zimmer, Wäscherei, Produkte des täglichen Gebrauchs, Anlieferung von non-food Products, Technische Hilfsmittel und Werbemittel.

Also bei uns die Grundversorgung sozusagen. Wenn wir Frühstück oder Halbpension anbieten, dass hier die Sachen die da benötigt werden im Haus sind. Also, wir sind ein Konzern, da sind viele Hotels dran. Wir arbeiten mit einem Zulieferer, der im Bereich Hygieneartikeln und mit WC-Papier, was man für die Zimmerausstattung benötigt verantwortlich ist und von dem waren wir natürlich auch abhängig. Nut da muss ich sagen, die haben vorher schon recht viel auf Lager gelegt gehabt und hier hatten wir keine Lieferausfälle zu verzeichnen.

Also für uns der technische Bereich und eben wenn eine Klimaanlage defekt wird und man hat jetzt nicht dieses Reststück irgendwo auf Lager, weil die dann doch irgendwie im Ausland oder in China gefertigt werden - Bis die dann den Weg über den Ozean finden ist ein bisschen schwierig. Also wir haben es im technischen Bereich stark gemerkt.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

F2: Keine – Der Konzern hat sich bereits vorher eines modernen Chain Supplies bedient

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

F2: Alternative Anbieter, Netzwerk ausgeweitet, Teurere Preise akzeptiert, Beziehungen zu bestehenden Lieferanten gestärkt, Preiserhöhungen werden mitgetragen, Regionale Anbieter bereits vorher ein großes Anliegen.

Klarerweise. Stimmt, da haben Sie schon recht, weil die Zulieferwege verkürzt sind schlicht und ergreifend. Und doch merkt man irgendwo halt auch, dass es wieder zurückgeht: Wo kommt das Produkt her? Wie wird es erzeugt? Ist es bio? Ist es zumindest nach Tier-Wohl hergestellt? Das nimmt immer mehr Wichtigkeit ein und auf das legen wir auch Wert.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

F2: Waren die für die alltägliche Verpflegung benötigt wurden.

Also, es ist eher allgemein, weil ich denke wir – also ich kann jetzt nur für unseren Betrieb sprechen – hatten trotzdem... wir sind vielleicht mit Glück durch die Krise gekommen und wir haben da eben immer irgendwie geschaut wenn zum Beispiel WC Papier kann tatsächlich ausgehen, das ist wirklich ein sehr, sehr gutes Beispiel und wir haben uns dann – es gibt in Österreich alternative Anbieter, die zwar ein bisschen kleinere Firmen sind und jetzt vielleicht eher Privathotels oder Spa-Hotels beliefern und da haben wir uns eben auch mit denen abgesprochen. Es kann jetzt sein, dass wir drei Kisten brauchen, das sind circa 1000 Stück, die hatten auch kein Problem damit, dass das eine kurzfristige Lieferung war, die wir bezahlt haben, aber die dann gewusst haben, dass wir eben nicht der Hauptkunde sind. Es ist eben jeder von uns irgendwo

in einem Netzwerk drinnen und wir haben auch andere Hotels angeschrieben und dann Austausch gemacht und für unsere Partner, weil wir gewusst haben wir werden irgendwann alle die Krise kommen und die Partner wollten wir ja dann auch nicht austauschen, weil wir mit denen ja auch schon 8 bis 9 bis 10 Jahre zusammenarbeiten, dass wir eben gesagt haben: Man setzt sich mit den Partnern zusammen und weiß jetzt kommt die Teuerung. Personalkosten werden höher, Erzeugungskosten werden höher, dass man eben abspricht, dass wir das natürlich gemeinsam durchstehen und die Preiserhöhungen eben auch akzeptieren. Da waren uns unsere Partner schon sehr wichtig. Und das stärkt dann natürlich auch das Vertrauen, das weitere und die Beziehungen und man kann dann auch wenn man kleine Problematiken hat ist das einfach einfacher zu beheben.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

F2: Wir bedienen uns den gleichen Lieferketten wie vor der Pandemie und haben diese noch erweitert. Der Konzern hat sich bereits vorher eines modernen Chain Supplies bedient

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

F2: Alternative Anbieter für gleiche Lieferware. In die Nachhaltigkeit wird derzeit viel investiert.

Nein, das auf keinen Fall. Also ich muss sagen, dass die Hotelgruppe schon vorher sehr viel in die Thematik investiert hat und auch sehr viele Experten darauf angesetzt hat, dass das eher noch mehr ausgeweitet wird, als, dass es zurückgesetzt wird.

Natürlich. Man merkt eben auch, dass vielleicht von anderen Firmen, die vielleicht ein bisschen kleiner waren, die es nicht durch die Krise geschafft haben, muss man dann auf alternative Anbieter ausweichen.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?



F2: Verändertes einkaufsverhalten, Man nimmt einfach auch längere Lieferzeiten in Kauf, so zusagen, oder reduziert die Stückzahl die man benötigt und fokussiert sich dann nur auf das was man auch wirklich braucht um die Wege kurz zu halten. Also wenn man mal die Möglichkeit hat mehr zu kaufen, dann werden auch die Lager aufgefüllt, damit man dann damit auch ein bisschen länger wirtschaften kann und wo Ersatzteile dann im Bereich der Technik von einem Anbieter verfügbar waren haben wir uns auch was auf Lager gelegt.

Lagerhaltung, Aufstocken von technischen Ersatzteilen aufgrund von langen Lieferzeiten.

Eben wie gesagt: Wir sind relativ gut durchgekommen und es war jetzt nie der Punkt wo wir gesagt haben, dass wir etwas dringend brauchen und das ist nicht vorhanden, sondern es ist sich immer alles sehr gut ausgegangen.

### **Interview F3**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

F3: Ich leite ein Hotel mit 44 Zimmern und bin für alles zuständig was Wartungen anbelangt, für die Personalführung, Dienstpläne, aber auch Zahlungen, Buchhaltung und so Geschichten und ich bin auch Geschäftsführerin.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

F3: In der Position bin ich seit November, 2021, und in der Hotelbranche im Allgemeinen 25 Jahre circa.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

F3: Sehr extrem, also es war durch den Lockdown eigentlich lange gar nichts und jetzt erholt es sich wieder langsam, aber wir hatten nicht einmal 10% vom normalen Umsatz teilweise.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?

- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

F3: Also die Österreichischen Bestimmungen fand ich sehr schwierig, weil es sich jede Woche geändert hat und wir sehr alte Gäste haben die vor allem für Konzerte, Kultur, Oper und so weiter nach Wien kommen, und die haben dann irgendwann gesagt sie kommen jetzt einfach nicht mehr und wörtlich: „Scheiß auf Österreich, weil da kennt sich ja keiner mehr aus“. Also wir waren zum Beispiel zu Silvester grundsätzlich ausgebucht und dann kamen am 20. Dezember, glaube ich, diese Bestimmungen mit nicht über 1000 Personen, Testen, und dreimal Impfungen und Maske, und dann haben alle abgesagt.

Also geholfen hat natürlich der Ausfallbonus, der Fixkostenzuschuss, die Wiener Hotel-Förderung und die Kurzarbeit, weil so haben alle ihren Job behalten.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

F3: Was am wichtigsten ist, sind natürlich Lebensmittel und Getränke, und die Wäscherei wahrscheinlich.

Nein, wir hatten keine großartigen Lieferschwierigkeiten während Covid-19, nein.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

F3: Nein, Nein, bei uns nicht. Das Hotel war eigentlich immer geöffnet auch im Lockdown, weil es ja so alt ist und deshalb war immer jemand da und es wurden die notwendigsten Sachen weitergemacht.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

F3: Ja auf jeden Fall. Also was mir grade einfällt sind die Hotelbedarfssachen, da haben wir ganz viel bzw. meine Vorgängerin noch ganz viel bestellt, also diese Bad-Amenities, von Wattestäbchen über Schlapfen - also diese Pantoffeln oder wie das heißt - Kleiderhaken, Nagelfeilen, Duschgel und so weiter, und das war natürlich für den Zulieferer auch schwierig, weil er es am Lager hatte und wir es nicht abgerufen haben, weil so lange nichts los war. Und mussten wir jetzt die ganzen Lieferungen

annehmen. Da gibt es Platzprobleme, ich verstehe den Lieferanten auch weil er hat jetzt 2 Jahre auf dem Zeug gesessen und es wird erst bezahlt, wenn es geliefert ist. Und das sind die Sachen die man in großen Mengen bestellt, weil das Logo darauf ist.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

F3: Eigentlich war fast alles betroffen, weil gerade wenn zu ist dann brauchen wir weder Lebensmittel noch Wäscherei, Gäste-Wäsche, nichts.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

F3: Nein, gibt es nicht. Es ist eigentlich alles wieder aufgenommen worden.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

F3: Es gibt keine neuen Lieferketten, ehrlich gesagt. Also vielleicht noch kurz dazu: Das Restaurant ist extern verpachtet. Die haben an Mjam und Lieferando geliefert, was sie vorher nie gemacht hätten, aber das betrifft uns in dem Sinn nicht.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

F3: Wahrscheinlich nicht, weil es nie vorhersehbar war wie es weitergeht. Wir konnten alle Mitarbeiter behalten. Es läuft schon wieder ganz gut, also nein.

#### **Interview M4**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M4: Ich bin stellvertretender Geschäftsführer für das Hotel x. Ich bin für die Finanzen und die Organisation zuständig. Ich bin quasi im Hintergrund im Back-Office tätig.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

M4: Circa seit 11 Jahren.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M4: Ja es hat sich gravierend ausgewirkt, wie auch auf alle anderen Hotels. Wir haben drei Lockdowns - wenn ich richtig mitgezählt habe - verdauen müssen mit unterschiedlicher Länge und mit dem Weckbrechen der Gäste. Wir haben dann gestartet mit circa 70% weniger Gästen und Umsatz. Das hat sich jetzt Gott sei Dank wieder normalisiert. Wir fürchten uns schon ein bisschen vor dem Herbst, weil wir ja nicht wissen ob das wiederkommt.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M4: Schwierig war für uns natürlich, dass im Zuge der Covid-19 Pandemie gravierende Einreise-Bestimmungen verhängt worden sind. Das heißt die Gäste konnten nicht mehr so einfach nach Wien bzw. nach Österreich einreisen, was natürlich schwierig war. Und Übersee Gäste sind auf Grund der Flugrestriktionen komplett weggebrochen. Wir haben, was das Hotel selbst betrifft, natürlich mit den Bestimmungen kämpfen müssen, wie Maskenpflicht, Impfpflicht, usw. Die ist bei den Mitarbeitern oft auch nicht so gut angekommen, und wir mussten denen erklären, dass es vielleicht doch gut ist, wenn man sich impfen lässt. Die Quarantänebestimmungen und, dass Erkrankte natürlich dann für eine gewisse Zeit ausgefallen sind, und das war für uns schon sehr herausfordernd.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?

- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M4: Ja, wir haben natürlich die staatlichen Programme in Anspruch genommen. Das war der Umsatzersatz, der Ausfallbonus, bzw. die Kurzarbeit haben wir alle in Anspruch genommen, weil es teilweise anders nicht gegangen wäre.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M4: Wir haben einige Lieferketten am Laufen, so wie Lebensmittelversorgung. Für unser Frühstücksbuffet haben wir einige Lieferanten die regelmäßig an uns liefern. Getränkelieferanten haben wir für unsere Minibar und für die Hausbar. Wäscheversorgung haben wir über eine Wäscherei die uns täglich frische Wäsche gewährleistet. Und auch im Hygienebereich haben wir einen fixen Lieferanten der von Toilettenpapier bis zu Desinfektionsmittel alles liefert.

Also am wichtigsten ist eigentlich die Wäscherei für uns, weil die Bettwäsche und die Tischwäsche muss immer on time verfügbar sein. Das ist ganz wichtig.

Die Wäsche ist am schwierigsten zu verwalten, weil bei jedem neuen Bezug bzw. auch wenn längere Aufenthalte sind, müssen die Betten regelmäßig bezogen werden muss. Und da muss natürlich alles parat sein und das muss funktionieren.

Was die anderen Lieferanten betrifft, kann man sich ein bisschen helfen, weil wir können das zwischenlagern. Und wir haben dann eben die Möglichkeit, dass man den Vorrat ein bisschen aufstockt, was bei der Wäsche schwieriger ist.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M4: Ausgelagert haben wir nichts, weil es würde keinen Sinn machen, für uns zumindest.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M4: Wir haben - wo es geht - die Vorratslager erweitert. Das heißt wir sind jetzt einige Zeit mehr in der Lage uns selbst zu versorgen, aber das geht nur bis zu einem gewissen Punkt.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M4: Nicht betroffen waren eigentlich die Lebensmittel bzw. die Getränkeversorgung. Aber da wir so lange zu haben mussten, war das dann sowieso obsolet für uns. Das ist dann sowieso gestanden. Die haben weiter geliefert, die hätten aber gerne mehr geliefert, konnten aber nicht, weil wir zu gehabt haben.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M4: Wir haben keine neuen Lieferketten ins Leben gerufen, weil wir Gott sei Dank die bestehenden wieder aktivieren konnten. Und das läuft wieder alles sehr gut.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M4: Gelernt haben wir vor allem, dass eigentlich nichts fix ist und alles kann sich ändern in kürzester Zeit. Die Vorausplanung ist eindeutig schwieriger geworden, und wir sind dahingehend auch vorsichtiger geworden.

Wir hätten eigentlich - rückblickend gesehen - gar nicht viel anders machen können.

Unsere Erkenntnis war vor allem: Es ist alles möglich, und was heute ganz normal erscheint kann in kurzer Zeit in Frage gestellt werden. Und in der Beziehung sind wir was die Zukunftsplanung betrifft sehr vorsichtig geworden. Es ist auch so, dass die Buchungslage momentan sehr gut und viel kurzfristiger geworden ist. Das heißt die Gäste buchen viel kürzer und kurzfristiger. Längere Vorausplanung ist auf dem Gebiet sehr schwer geworden.

#### **Interview M5**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M5: Ich leite Hotels. Wir sind eine private Hotelgruppe. Wir haben 5 Hotels und 3 Restaurants. Vor der Pandemie hatten wir über 200 Mitarbeiterinnen und Mitarbeiter, fünf 4-Stern Hotels, die alle im Zentrum gelegen sind. Ich bin seit 29 Jahren im Unternehmen. In der Position, als Gesamtverantwortlicher für das Unternehmen, seit 2009.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M5: Der Städtetourismus ist sicher eine der Branchen, die durch die Pandemie am härtesten getroffen worden ist, wegen Kunst und Kultur. Wir haben noch immer nicht alle 5 Häuser offen. Derzeit sind es drei. Das vierte wollte ich am 1. Juni öffnen. Das haben wir in zwei Schritten schon auf 1. Juli verschoben, weil wir keine neuen Mitarbeiter finden um das Hotel aufzusperren. Wir haben das Hotel x. Das ist das Stammhaus unserer Hotelgruppe. (...) Das war zugesperrt im ersten Lockdown bis Ende Mai und wurde dann aufgesperrt. Und dann noch ein Monat im Letzten Lockdown. Ansonsten war es durchgehend geöffnet. Die anderen waren nur bedingt offen. Ich musste im Oktober 2020 an einem Tag 100 Kolleginnen und Kollegen kündigen. Das war sicher einer der härtesten Schritte. Getroffen hat es uns ganz, ganz total.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M5: Weil es kaum etwas Einheitliches gegeben hat. Das war die größte Herausforderung. Was gerade den Tourismus betrifft ist ein irrsinniger Nationalismus wieder eingeleitet. Und es hat kaum ein Land gegeben, das mit einem anderen Land die gleichen Bedingungen gehabt hat. Und die Touristen waren extrem verunsichert, was man braucht um zu reisen und Erlaubnisse, Impfungen, ob ja oder nein, Grenzkontrollen ja oder nein, wo gelten sie, bis zu so absurden Situationen wie wir es in Wien gehabt haben, dass Gäste zwar zu uns kommen durften und wohnen, aber nicht ins Restaurant gehen, wenn sie nicht dreimal geimpft sind.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M5: Also EU-weit hat wenig bis gar nichts geholfen. Geholfen haben die nationalen Förderprogramme ohne denen wir gar nicht überleben hätten können, insbesondere im Mitarbeiterbereich. Also ohne Kurzarbeit, in der Form wie es ausgearbeitet worden ist, hätten wir im Prinzip 90% unserer Mitarbeiter kündigen müssen. Das war zum Glück nicht so. Wir haben unsere Stammmannschaft über 2 Jahre behalten können. Das war gut. Und teilweise über die Kurzarbeit hinaus: Förderungen, Umsatzentfall, Verlustersatz, die notwendig waren und weiter notwendig sein werden, haben das Überleben der Branche irgendwie erst möglich gemacht. Wir selbst sind ein sehr gesundes Unternehmen. Wir sind nicht nur Hotelbetreiber, sondern auch Eigentümer aller 5 Immobilien ohne Fremdkapital. Das ist ein nachhaltiges Unternehmen, schon seit Jahrzehnten und nicht auf Gewinnmaximierung, sondern auf langfristiges bestehen ausgerichtet. Das hat uns sehr geholfen, und darum gibt es uns noch in dieser Form.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M5: Wir sind ein Unternehmen, das sehr lange am Markt ist, und ich selber bin seit 29 Jahren im Unternehmen. Im Großen und Ganzen hat sich durch die Pandemie unsere Lieferantenstruktur überhaupt nicht verändert. Wir haben alle beibehalten. Zum Glück haben auch alle überlebt. Ob es die Wäscherei ist, oder unsere Zulieferanten sind, auch im handwerklichen Bereich – Installateur-Arbeit - hat es eigentlich überhaupt keine Veränderung gegeben.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M5: Nein, das habe ich überhaupt nicht gemacht, nein.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?



- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M5: Ich hatte diese Herausforderung nicht. Eine der wenigen Herausforderungen die an uns vorbeigegangen ist, weil es durchgehend gesichert war. Wenn ich zu habe, brauche ich es nicht und sobald wir ein Haus geöffnet haben war ich nicht einmal in der Situation. Wir haben jetzt Lieferprobleme, was sich jetzt darstellt; aber das ist die Inflation und das vieles extrem teurer wird, aber die Lieferkette als solches bis dato war noch nicht einmal gefährdet, und ist auch deshalb nie verändert worden.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M5: Nein, wir waschen nach wie vor bei der gleichen Wäscherei. Wir haben das Housekeeping nicht outgesourced. Wir arbeiten mit dem gleichen Elektriker und Installateur zusammen. Es sind die gleichen Nahrungsmittellieferanten da. Wir arbeiten seit ewig mit dem gleichen Brotlieferanten, auch ein traditionelles Familienunternehmen. Nein, gab es nicht.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M5: Wir haben gelernt, dass es sehr gut funktioniert bei uns.

Sorry, dass ich da nicht mehr Informationen geben kann. Auf Lieferanten bezogen, wüsste ich nicht was ich anders hätte machen sollen.

Ich hätte mehr Mitarbeiter behalten damals, wenn ich gewusst hätte was auf uns zukommt. Definitiv, ja.

### **Interview M6**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M6: Genau, na passt ja alles gut. Es tut mir leid, dass es ein bisschen gedauert hat. Bei uns ist es nach zwei Jahren mal, dass es wieder richtig kracht. Also. Und jetzt ist alles ein bisschen schwierig. Also, wir haben eigentlich wenig Schwierigkeiten mit Lieferketten als eher mit Personalsuche im Moment, ja? Darum ist alles ein bisschen chaotisch und es ist immer sehr viel Spontanes dabei, wie immer in einem Hotel, aber jetzt schon noch einmal auf einer anderen Stufe.

Gut, also mein Arbeitsplatz: Ich bin der General Manager für das Hotel x. Bin eigentlich so natürlich für alles verantwortlich. Das beginnt ganz normal bei Gästebeschwerden, bis hin zum Bereich Technik, dem Eigentümer gegenüber, dass man natürlich den Wartungszyklus, dass man das alles einhält. Weil das muss man dann ja auch immer jährlich belegen, dem Eigentümer, dass man da sehr sorgfältig mit dem da umgeht. Natürlich auch das Gesicht nach außen, Mitarbeiterakquise, ja, eigentlich für alles. Für die operativen Abläufe vor allem im Hotel. Ich habe mich jetzt genauso um das Thema Kurzarbeit gekümmert, um die Finanzhilfen. Natürlich in Zusammenarbeit mit einem Steuerberater, aber ja. Es war eine sehr, sehr spannende Zeit und jetzt komme ich dann immer wieder mehr in die Operative zurück, das heißt, dass ich auch in der Hotellobby versuche herumzuschwirren so viel wie möglich von den Gästen aufzunehmen, Ansprechpartner zu sein, Gastgeber zu sein. Ja, es macht Spaß und jetzt ist es endlich wieder... es geht wieder los hoffentlich, und es bleibt hoffentlich auch so.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

M6: In der Position jetzt 6 Jahre, also mit 1. August werden es 6 Jahre. Vorher war ich fünf Jahre wo und elf Jahre wo anders und ich habe aber auch... Meine Schulausbildung ist eine 5-jährige Tourismusbildung mit Matura, wollte dann eigentlich weiter studieren, wollte internationale BWL, das hat mir dann aber eigentlich überhaupt nicht gefallen und dann bin ich ein bisschen weg von der Hotellerie und bin dann wieder zurück. Aber ich bin jetzt sechs Jahre hier im Haus.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M6: (lacht) Es war innerhalb von zwei Wochen – wenn ich zurückdenke – am 19. März 2020 haben wir das Hotel von heute auf morgen zugesperrt. Am 19. Waren noch irgendwelche Abreisen und ja. Jetzt kann man natürlich sagen: wirtschaftlich eine Katastrophe, also das kann man gar nicht mehr anders beschreiben. Das ist einfach eine Katastrophe, auch menschlich ist es nicht so einfach, weil halt auch sehr viel Emotionalität auch drinnen war, weil keiner gewusst hat: wann geht es wieder los? Wie geht es wieder los? Und was sind die Folgen daraus? Und zwei Jahre später kann man sagen, es ist eigentlich noch nicht vorbei, trotzdem. Also wenn man jetzt gerade aktuell wieder die Nachrichten verfolgt. Also das Thema, dass da wieder so ein bisschen aufkommt: Was passiert im Herbst mit Impfung, Impfzwang - weiß der Kuckuck was alles – es ist halt wirklich wieder unvorhersehbar. Aber was nicht eingetroffen ist, das ist zum Beispiel, dass die – man hat ja dann gesagt es wird alles nur noch digital stattfinden, es werden nur noch die Meetings hybrid – die Leute wollen wieder interagieren, also live und persönlich. Und ja, wir knabbern nach wie vor an diesen Auswirkungen, weil es geht jetzt wieder darum auch ein Gesamtjahr

wieder in eine gewisse Normalität und eine gewisse Rentabilität und vor allem wieder Wirtschaftlichkeit zu erreichen.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M6: Das war eigentlich das kompliziertere. Das ist ja eigentlich trotzdem, dass man sagt: Okay, man redet von einer europäischen Union, aber die Handhabe war ganz anders. Ich habe das ja auch am persönlichen Leib erfahren, also ich habe einmal einen Antikörpertest gemacht vor einem Jahr, und ich habe viele Antikörper gehabt. Also ich habe eine Covid Geschichte durchgemacht ohne es zu wissen, dann habe ich auch nur eine Impfung bekommen, aber ich konnte dann zum Beispiel nach Frankreich – also in Frankreich war es so, dass eine Impfung aus zwei Teilimpfungen besteht – es war irre, dass überhaupt irgendwie dann auch mit Einreisebestimmungen, was jetzt Österreich betrifft. Also ich finde es war alles schwierig, weil alles irgendwie neu war. Man versucht natürlich so viel wie möglich richtig zu machen aber ich habe alle Verordnungen gelesen, ich habe alle... es war irgendwie nicht kohärent, das Ganze und einfach schwierig einzuschätzen. Dann zum Beispiel: Wir waren ja auch während den schlimmsten Zeiten eigentlich offen, das heißt wir waren für unaufschiebbare Geschäftsreisen geöffnet. Dann hat man zum Beispiel am Tag zehn Gäste, aber wir mussten ja sowieso das Hotel 24 Stunden besetzen um vor Vandalismus, vor Schäden oder sonst irgendwas zu bewahren, und da hat man halt die zehn Leute dann einfach mitgenommen. Aber leichter war nichts, schwerer war finde ich eigentlich auch nicht, weil ich glaube, dass man dann schon mit der Zeit damit gelernt hat das einfach zu akzeptieren. Man will natürlich keinen Fehler machen. Was ich ganz schwer fand, das ist, dass die so genannten Strafen wurden eigentlich mehr an den Hotels festgehalten, weil zum Beispiel ein Hotel könnte eine Strafe bekommen wenn es gegen die Covid-Richtlinien verstößt von bis zu 30.000 Euro und die einzelne Person bis 1500 Euro, und grundsätzlich gehe ich davon aus, dass Personen – ich glaube, dass man so auch agieren muss, dass Personen integer sind, und ich kann aber nicht sagen, ob der jetzt wenn der Einzelunternehmer ist ob der jetzt unbedingt eine unaufschiebbare Geschäftsreise hat oder nicht. Man wurde da so in die Rolle der Exekutive gedrängt. Ja, eine gewisse Selbstverantwortung ist wichtig aber das war dann schon ein bisschen (Handgeste). Aber die Bestimmungen selbst waren ein Sammelsurium aus vielen Ländern. Oder zum Beispiel was wirklich schwierig war ist dann... Das war ja das mit der Anerkennung der Impfstoffe, dass ja dann zum Beispiele viele auch mit Sputnik geimpft wurden, vor allem aus dem Balkanraum, die wurden in Österreich dann nicht anerkannt. Da sind oft die Leute gereist und dann musstest du sie testen schicken oder keine Ahnung. Manche haben sich dann sogar hier in Wien noch einmal impfen lassen mit einem gültigen Impfstoff. Das war schon ein bisschen verrückt.

Das generelle Betretungsverbot, aber das hat sich ja durchgeschleppt. Und das schlimmste war ja dann letztes Jahr, dass es geheißen hat: Die Pandemie ist vorbei

und dann kam es Schlag auf Schlag und es war zu. Genauso auch wieder Weihnachten 2021. Auf einmal sagt man zwei Tage im Vorhinein: Es wird keinen Lockdown mehr geben. Und da hat man es aber schon gespürt, was passieren wird. Und da war auf einmal wieder zu. Das war das Schwierige, dieses auf, zu, auf, zu, auf, zu.

Das kann ich jetzt nicht als Mitarbeiter des Hotels x beantworten, sondern das kann ich nur persönlich beantworten und das ist, dass es ein einheitliches System geben muss für Europa. Es muss eine Regelung geben, was genau für alles gleich ist mit Einreise, mit Ausreise und hin und her. Also, dass man das einfach klar definiert und, dass nicht der eine sagt: Wenn du einmal geimpft bist und einmal getestet bist oder nicht getestet bist... Und was meine Meinung ist, ich wäre schon für eine Impfpflicht gewesen. Das ist halt ein krasser Schritt, aber ich wäre halt schon, weil irgendwie was machen wir dann eigentlich wieder, wenn der ganze Zirkus wieder losgeht? Ich meine, das ist immer Streitbar, weil es eine ethische und moralische Geschichte ist. Der eine verträgt es vielleicht nicht oder hin oder her – gut, da gibt es immer irgendwelche Ausnahmen – aber jetzt zu sagen: Alles ist erlaubt. Und dann wieder... keine Ahnung. Das ist eine schwierige Entscheidung, aber das wäre halt schon, dass man ein einheitliches System findet für die EU. Ich komme ursprünglich von der Deutsch-Österreichischen Grenze. Die Grenzen... die waren WIRKLICH zu. Und auch die Pendler konnten dann hin und her fahren und das ist alles verrückt. Und wenn man jetzt schaut: Ich kann im Gastgarten sitzen, ich kann in die Disco gehen aber beim Einkaufen trage ich eine Maske. Für mich waren es eher die Maßnahmen, die manchmal nicht nachvollziehbar waren. Angefangen von Masken: Ffp2 Masken auf normale Mund-Nasenschutz-Masken, dann hat es geheißen der Mund-Nasenschutz reicht, dann ist FFP2 wiedergekommen. Dann hast du es zum Beispiel im Buffet, dann hast du... Das allerlustigste war die allerletzte Bestimmung: Da war es, wenn du im Hotel geschlafen hast, hast du 3G gehabt, also du kannst im Hotel getestet schlafen, konntest aber nicht zum Frühstück oder irgendetwas an der Bar konsumieren. Das ist crazy!

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M6: Ja, Kurzarbeit, Fixkostenzuschuss, Ausfallbonus, Umsatzerersatz. Das haben wir alles in Anspruch genommen.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M6: Das mit den Lieferketten im Hotel ist eine ganz interessante Geschichte. Weil es betrifft jetzt in einem operativen Bereich, also, wenn ich jetzt ein Hotel neu aufsperrn würde, viel mehr, weil wenn ich jetzt sage... Ich kenne viele Hotel-Neueröffnungen. Die warten auf Fernseher, die warten auf Technikmaterial. Aber so jetzt die

Lieferketten an und für sich: Wir geben eine Bestellung auf. Unsere Zulieferer haben eher das Problem. Zum Beispiel, wenn wir jetzt im Technikraum eine Pumpe tauschen müssen haben wir eine Lieferzeit von 4-6 Wochen, wo es normalerweise wahrscheinlich eine Woche maximal dauert. Lieferketten beim Hotel finde ich schwierig.

Ja, das läuft alles ganz normal ab. Also was man jetzt schon merkt: es ist einerseits eine Preissteigerung bzw. eine Ressourcenknappheit die aus der Ukraine-Krise resultiert. (Beispiel von Firma die ein Alternativprodukt anbieten muss) Es wurde jetzt von einem Lieferanten zum Beispiel ausgeschickt, welche Ressourcen in nächster Zeit knapp werden, von Getreide bis Frittier-Fett, bis weiß der Kuckuck was. Aber mit Lieferketten haben wir bis dato keine Schwierigkeiten gehabt.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M6: Nein, eigentlich wurde fast nichts extern gemacht. Alles was man selber macht ist man öfters auf der sicheren Seite, eigentlich.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M6: Ja, natürlich. Natürlich legt man Wert auf Flexibilität. Das ist auch tagtäglich unser Geschäft, diese Flexibilität. Was man schon macht ist, dass man versucht schon ein bisschen vorzudenken, wenn ich weiß, dass ich in ein-zwei Monaten wieder eine Pumpe brauche, dann muss man auch das Risiko eingehen und gleich ein oder zwei bestellen, damit ich die dann verfügbar habe. Wo man es jetzt vielleicht merkt sind diese Wartungsfirmen haben zum Teil keine Mitarbeiter. Also, es werden Termine verschoben und es wurden in der Vergangenheit Termine verschoben, weil Mitarbeiter kann nicht kommen, weil an Covid erkrankt, und somit ausgefallen. „Wir kommen vorbei, wenn wir können“ Aber so jetzt von den Strategien hat sich jetzt im Endeffekt – natürlich hat man immer eine Strategie und eine Vision wo man hinwill, aber es hat sich darauf beschränkt jetzt auch wirklich die aktuelle Lage zu bewältigen, weil im Moment ist es noch immer so, dass man sehr viel in eine Glaskugel schaut. Es macht jetzt den Anschein, dass es jetzt wirklich aufwärtsgeht, aber die Frage ist was passiert mit dem transatlantischen Markt, was passiert mit dem asiatischen Markt, wenn man sich anschaut: China hat eine 0-Covid-Strategie. Die Amerikaner haben fast alles abgesagt an Tour-Reisen, was es so gibt auf Grund der Lage oder der Nähe zur Ukraine. Das sind viele Impacts die man so nicht beeinflussen kann. Also, eine große Strategieänderung hat es jetzt nicht gegeben. Man hat sich eigentlich Abhilfe geschaffen, weil zum Beispiel wir haben Outlets zugemacht. Also die Bar war lange zu,

das Restaurant war lange zu und dann haben wir versucht es zu überbrücken und man trotzdem ein Angebot hat, zum Beispiel man hat auf Convenience-Food zurückgegriffen, weil ich kann keinen Koch, keinen Abwäscher, keinen Kellner bestellen die sich dann die Füße in den Bauch stehen.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M6: Wenn man es genau nimmt, nicht wirklich. Es war alles verfügbar. Also von dem her gab es da keinen wirklichen Impact. Es war eigentlich fast nichts betroffen.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M6: Nein, würde mir nichts einfallen.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M6: Wir sind Mitglied von der HoGast, aber es sind ja trotzdem die einzelnen Lieferanten, also das haben wir vorher schon gehabt. Was es schon erleichtert ist die buchhalterische Abrechnung, aber wenn der das nicht liefern kann ist das egal. Natürlich schauen wir nach Alternativen, aber es ändert so nichts. Die HoGast ist ja nur die Einkaufsgenossenschaft. Also, finde ich eigentlich nicht so. Das einzige was schwierig ist, ist nicht die Lieferkette, sondern ist das Bestellwesen an und für sich. Eben auch diese Mengen zusammenzubekommen, noch viel vorausschauender planen, weil der Lieferant kommt ja sonst dreimal in der Woche und er wird aber nicht wegen drei Tomaten und acht Erdbeeren jetzt irgendwas aus einem Lager anliefern.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M6: (lacht) Ich hätte ehrlich nichts anders gemacht, weil ich glaube am wichtigsten ist, dass man Entscheidungen trifft. Das ist ja meistens auch in Absprache. Wir sind ja jetzt kein Stand Alone, wir sind ein Teil von einer Kette mit 36 Hotels, wo man sich

austauscht und verschiedene Prozedere durchspielt, da gibt es gewisse Anforderungen, die vorgegeben werden oder Bestellstopps, oder weiß der Kuckuck, aber wir haben das eigentlich echt sehr souverän gehandhabt. Ich hätte vielleicht noch die Outlets wie Bar und Heuriger hätte ich noch etwas länger zugelassen. Aber es ist dann auch immer diese Geschichte: Du bist ein vier Sterne Hotel, du hast ein Restaurant, du hast einen Wellnessbereich, das kostenlos zur Verfügung gestellt ist, das heißt du erwirtschaftest dir damit keinen Revenue, aber du hast ein Restaurant, du hast eine Bar, du musst irgendetwas bieten. Weil kein Angebot ist auch keine Lösung. Ein Beispiel: Ich komme vom MotelOne. Da ist natürlich: Bett und Frühstück. Da ist das Angebot so limitiert. Das ist aber das Konzept. Und jetzt spielst du da irgendwo in der gleichen Geschichte, weil es war ja nichts erlaubt und du durftest die Sauna nicht offen haben, du durftest das Fitnessstudio nicht offen haben, du musstest eintragen mit Karten, der ganze Zirkus, aber ich hätte nicht viel anders gemacht. Ich finde, dass wir uns da wirklich ganz gut durchmanövriert haben und wir auch auf Grund der Erfahrungen, die wir in den letzten zwei Jahren gemacht haben schon viel gelernt haben: einfach noch flexibler zu werden, schnelle Entscheidungen zu treffen, aber jetzt nicht über-schnell, sondern einfach mit einem gewissen Selbstvertrauen und mit einer gewissen Seriosität an das einfach heranzugehen, in dem Wissen, dass es allen gleich geht. Ich hätte mir viel mehr Gedanken gemacht wenn ich jetzt dastehen würde und ich hätte keine Gäste. Zum jetzigen Zeitpunkt würde mir das viel mehr Gedanken machen, weil das was in der Vergangenheit ist kann ich nicht ändern.

#### **Interview F4**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

F4: Ich bin Miteigentümerin und Geschäftsführerin und bin in meiner Hotelgröße prinzipiell alles: Ich bin gewerbe- und handelsrechtlicher Geschäftsführer, das heißt ich bin verantwortlich für alles. Ich habe eine flache Struktur. Wir haben ein Housekeeping Department, das auch Service beinhaltet, und ein Front Office Department. Das Housekeeping Department beinhaltet Frühstückservice und auch Haustechnik, also wir haben einen Haustechniker und jetzt bekommen wir einen zweiten geringfügigen. Dann haben wir Front Office: Das beinhaltet Rezeption, Reservierung, Revenue Management, Firmen und Stammkundenbetreuung und wir sind im Direktionsbüro zwei, eine Stellvertreterin und ich. Wir sind eigentlich für alle Belangen zuständig. Ich persönlich, weil ich aus dem Marketing komme, bin für alle Marketingagenden zuständig aber auch strategische Ziele, Ausrichtung, Mitarbeiterführung, also in Summe Frau für alle Fälle.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

F4: Ich habe vor langer Zeit das Fremdenverkehrscollege besucht in Kleßheim. Das dauert zwei Jahre nach der Matura und habe dann bis 1990 5 Jahre lang in der Hotellerie gearbeitet an der Rezeption, am Parkett, und im Marketing am Schluss, Verkauf und dann bin ich ausgetreten bis 2009, also von 1990 bis 2009 habe ich nicht mehr in der Hotellerie gearbeitet, und seit 2009 habe ich ein Hotel. Also seit 12 Jahren bin ich wieder aktiv.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

Also die Stadthotellerie war natürlich extrem betroffen. Wir haben in den letzten 10 Jahren von 2009 bis 2019 das Haus generalsaniert, ein Boutique Hotel geschaffen, sehr viel investiert und haben dann 2019 als finale Investition in Erdgeschoss eine Bar noch gebaut die wir Jänner 2020 eröffnet haben, März 2020 wieder zugesperrt haben. Das heißt es war eine sehr schwierige Zeit. Wir waren dann 6 Wochen komplett geschlossen. Wir sind eigentlich nur durch die Förderungen – die, muss ich sagen, gut waren. Die waren in Österreich so hoch wie in keinem anderen Land - haben wir die Krise überstanden und weil uns die Bank die Rückzahlungen gestundet hat, und haben noch einmal ein Jahr die Rückzahlungen gestundet, wir hoffen alle und beten, dass es nicht wieder zu einem Lockdown kommt. Aber momentan muss ich sagen, zieht es komplett an und wir sind voll, und man hat das Gefühl die ganze Welt ist wieder auf Vollempfang.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

F4: Das ist eine komplexe Frage. Der erste Lockdown ist der einzige den ich verstanden habe, in voller Länge, dann war der Sommer. Für mich als Unternehmerin und Hotelier wäre es komplett sinnvoll gewesen, wenn es eine EU-weite Lösung aller Covid-19 Sanktionen gegeben hätte, inklusive Einreise-Ausreise-Beschränkungen, Länge der Quarantäne, Impfpflicht, alles. Natürlich, wir leben von Touristen die zum Großteil aus dem Ausland kommen und ab dem zweiten Lockdown muss ich sagen war das sehr schwierig. Meine Gästegruppe ist Gott sei danke eine Gästegruppe die gerne geimpft sind. Wir haben 30+, sage ich mal, das war eigentlich kaum ein Thema, weil die, die gekommen sind waren froh dass wir alle geimpft waren. Aber der erste Lockdown war schon schwierig, der zweite war vor allem ewig lang. Ich habe dann alle anderen offen gehabt für Geschäftsleute, habe dann 2-5 Leute beherbergt. Die Kurzarbeit war sinnvoll, die hat auch sicher geholfen. Wir haben alle Mitarbeiter gehalten, aber weil es so lange dauert ist es für die Moral der Menschen wahnsinnig schwierig. Und wenn man gewohnt ist für das Nicht-arbeiten 80% seines Gehaltes zu bekommen ist es dann schwierig, wenn man dann plötzlich wieder arbeiten muss und trotzdem nur 80% kriegt. Es war schwierig.



Es war nicht eine, aber unmittelbar natürlich, z.B. Deutschland ist eine unserer wichtigsten Reisemärkte, und jetzt momentan der wichtigste Reisemarkt, und wenn politisch Hickhack war zwischen Kurz und der Frau Merkel, und dann eine Woche später eine Reisewarnung ausgegeben wurde - das gleiche mit England - dann sind keine Gäste mehr gekommen. Also politisches Hickhacks der Regierungen haben natürlich in der Sekunde unmittelbar mit dem Gästeaufkommen zu tun, aber das waren einige Situationen. (...) Der PCR Test, bis auf Wien wo es überhaupt gut geklappt hat, aber in Deutschland gab es kaum Stellen mit PCR Tests, und ein Test kostet mindestens 80 Euro, und wenn du mit einer Familie auf Urlaub fährst und musst dann davor oder bei der Ausreise ein Test mit 80 Euro machen, oder in Quarantäne gehen 10 Tage dann kommt natürlich keiner.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

F4: Das war der Covid-Kredit, diese 500.000, und die Investitionsprämien, und die Kurzarbeit. Gastgärtenoffensive gab es auch, da haben wir auch ein bisschen was gekriegt. Und natürlich die Steuersenkung hat sehr geholfen, auf 5%.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

F4: Wir haben natürlich viele Lieferanten. Wir haben Wäsche, wir haben Frühstück, das heißt wir arbeiten mit unterschiedlichen Lieferanten zusammen. Die Preise steigen gerade immens, zuerst ist Corona schuld und jetzt ist der Krieg schuld.

Nein, es ist alles gleich wichtig, weil in Summe funktioniert es nur wenn es...

am wichtigsten ist wenn alle Mitarbeiter da sind, weil unmittelbar immer Gäste vor einem stehen. Das finde ich das spezifischste im Hotel, dass sie sieben Tage in der Woche, 24 Stunden Menschen beherbergen, alle Probleme müssen unmittelbar behoben werden. Es ist genau so schrecklich, wenn sie kein Brot in der Früh haben oder Kaffee, oder wenn die Kaffeemaschine ausfällt, wie wenn die Wäsche nicht geliefert wird, also es ist würde ich sagen wichtig, dass das Werk in sich funktioniert.

Im Moment sind alle schwierig, weil alle jammern, dass sie selber keine Mitarbeiter haben. Es ist unzuverlässig, sie kommen zu spät, bei der Wäsche kommen Flecken, die Hälfte der Wäsche kommt nicht zurück, die sagen es ist immer unsere Schuld, die sind alle eigentlich total überfordert. Lebensmittel, der Metro hat Einkaufsbeschränkungen. Abgesehen davon, dass alles jetzt mehr kostet, diese alltäglichen Dinge. Der Bäcker funktioniert noch normal, jetzt wenn die Weizenpreise

so steigen werden wir das auch nochmal spüren. Es ist alles gleich anstrengend momentan würde ich sagen.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

F4: Nein, meine Vorräte die Lebensmittel betreffen und den Guest Supply stocke ich immer gleich auf, weil ich nicht mehr Lagerkapazität habe. Das kostet ja Geld und jetzt sogar mehr Geld. Man hat auch die Wahl nicht, weil man kaum Lieferanten mehr findet, alle jammern und man muss quasi froh sein, wenn man überhaupt welche hat, also insofern ist es einfach anstrengender. Aber von der Kapazität und den Mengen die ich einlagere habe ich nichts geändert.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

F4: Nein, weil meine Lieferanten leben von der Hotelbranche und nachdem die gesamt betroffen war, waren auch alle Lieferanten betroffen. Das ist eine Kette die funktioniert hat, es haben alle gejammert.

Die einzigen (aber das sind keine Lieferanten) sind die Handwerker mit denen wir zusammenarbeiten, weil die haben... mein Klimaanlage-Mann hat alles was mit Handwerk, Einrichtung, und Geschäft und Garten zu tun hat, die haben alle Jahrhundertergebnisse gehabt, und hatten trotzdem ihre Mitarbeiter in Kurzarbeit. Das heißt man hat sieben Mal so lange auf sie gewartet, wenn man sie gebraucht hat, und das ist noch immer so.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

F4: Bei mir nicht, Nein.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

F4: Nein, nachdem ich alle mein behalten habe ist es dabei geblieben.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

F4: Ich brauche jetzt nicht die Massen an Lieferketten oder Lieferungen insofern hat das für mich... momentan ist die Stimmung schlecht und ich nehme an es wird so bleiben die nächste Zeiten, zuerst war es Corona und jetzt ist der Krieg, alles wird teurer und alle jammern, man muss halt flexibel sein. Vielleicht ein bisschen mehr Zeitspanne einplanen. Aber wie gesagt mein Bäcker liefert jeden Tag, der muss sowieso liefern, der liefert auch, und eben Wäscherei habe ich massive Probleme, hatte ich aber in der Vergangenheit auch schon. In Summe habe ich nichts daraus gelernt, außer, dass es gerade ein bisschen anstrengend ist und die Preise sich erhöhen. Und dass man eigentlich als kleiner Fisch kann man eh nichts ändern, weil ich brauche meine Nahrungsmittel, und im Grund fischen alle im gleichen Teich. Und wenn das Weizen teurer wird, wird es auch bei dem nächsten Bäcker teurer.

Nein, ich hoffe es kommt nicht mehr. Ich glaube ich würde es wieder so machen.

#### **Interview F5**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

F5: Also, das Unternehmen ist in der Unternehmensgruppe X, das unterteilt sich in 4 Unternehmensbereiche. Wir haben einmal den Immobilien Bereich der auch der Ursprung des Unternehmens ist, vor inzwischen 33 Jahren wurde das Unternehmen von X gegründet und hat sich auf Immobilien Entwicklung spezialisiert, und im Laufe der Jahre kam dann das Weingut X dazu, das ist der zweite Unternehmensbereich, wir produzieren biologisch Veganen Wein innerhalb von Wien, was immer wieder reine Herausforderung ist. Dann sind die Hotels dazu gekommen, das erste Hotel ist das Hotel X, und wir haben jetzt das X eröffnet in der Wiener Innenstadt jetzt vor einem Monat oder so. Und der vierte Unternehmens Bereich ist die Kunstsammlung die wir auch zwar momentan, also da produzieren wir Publikationen, etc. das ist alles vermutlich der kleinste Bereich. Mein Aufgaben Bereich, das ist immer sehr schwierig zu beschreiben, ich habe vor drei Jahren begonnen im Operations Bereich für die Gruppe, habe mich stark auf die Hotels konzentriert, die laufende operative aber auch die Neueröffnung, bzw. die Entwicklung vom X (Hotel) und habe aber natürlich auch im Operation im Bereich Bio Weingut gemacht, Entwicklung von Locations, Hotel Entwicklung in den anderen Bundesländern etc. und habe im November zusätzlich den Marketing und sales Bereich übernommen für die ganze Gruppe, und kümmere mich nun auch um die Vermarktung und den Verkauf aller unserer Produkte. Ich bin stark würde man sagen im technischen-Produkt-Management involviert eben durch den operations Bereich das die operative gut im Alltag funktioniert, und habe aber natürlich auch auf der anderen Seite das (Inaudible) der Vermarktung und des Verkaufs.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

F5: Seit 2011, mein erster Job war im X Hotel so hieß das damals und das war mein Einstieg in die Branche, seit dem eigentlich durchgehend.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

F5: Dadurch das es Boutique Hotels sind haben wir natürlich ein bisschen anderes Segment als, sie sind auch kleiner, das Hotel X hat insgesamt 64 Zimmer, das X (Hotel) hatte noch nicht eröffnet in der Zeit. Da haben wir uns wirklich voll in die Entwicklung reingestürzt aber man kann sagen natürlich die Gäste sind ausgeblieben. Wir haben aber die Zeit wirklich genutzt für die Entwicklung der Hotels auch der bestehenden. Das Hotel X wurde dann nochmal renoviert, da haben wir uns nochmal Gedanken gemacht wie wollen wir es (Inaudible) ein paar Adaptierungen die du strategisch machen kannst aber wo dir der Alltag der operative die Zeit wegnimmt. Das heißt wir sind eigentlich von einem irrsinnig starken jäh 2019, so das golden Jahr der Hotelier in Wien mit einer Wahnsinns Auslastung, Wahnsinns Raten in ein Jahr reingegangen wo die Gäste ausgeblieben sind und wir uns dadurch wirklich auf das strategische noch einmal, sag ich einmal durchatmen konnten und überlegen mussten wie wir diese Pandemie die Zukunft verändern, wie wird unser Gäste Segment beeinflussen und was ist eigentlich die Zukunft der Hotelier. Weil wenn du natürlich im Stress bist und einfach nur abwickelst, abwickelst, abwickelst bleibt relativ wenig Zeit für Reflexion sag ich. Wir haben diese Zeit stark für die Reflexion und die Entwicklung genutzt.

Im Nachhinein haben wir einfach gemerkt, ok unser Gäste Segment hat sich natürlich ein bisschen geändert der Boutique Gast ist doch ein Gast der sag ich einmal ein umtriebiger Gast ist weil Natürlich immer neue experiences sucht. Wir haben ein Starkes B2C Segment in den Hotels und dementsprechend musst du die Gäste immer wieder aufs neun begeistern. Du hast nicht diese cooperate Raten wie andere Hotels die einfach schon eine Grund Auslastung damit vollmachen. Wie haben gemerkt unsere B2C Kunden buchen viel kurzfristiger als früher. Das ist etwas das zieht sich aber durch Austausch mit Kollegen durch die ganze Branche durch, unabhängig vom Segment. Wir merken aber auch das eine ganz andere Begeisterung und Wertschätzung für Reisen entstanden ist. Ein ganz anderes bewusst sein. Wir merken das unser Gäste viel weniger mit Flugzeugen anreisen, man merkt wirklich diesen shift von 5-6 Stunde Fahrzeit. Das heißt unser Kundesegment hat sich vom Radius sag ich einmal, ich würde sagen kurz bis mittelfristig verändert. Und ja, es ist eine andere Wertschätzung auf jeden fall da. Ich merke auch bei der Neueröffnung, wir hatten wirklich das Glück sobald die Hotels eröffnet haben und es möglich war, die Leute sind wirklich gekommen. Also wir hatten immer eine überdurchschnittliche Auslastung im

verglichen zum restlichen Wien. Ich glaube das hat aber natürlich damit was zu tun das das Produkt kleiner und spezieller ist, und dementsprechend ist es leichter 64 Zimmer zu füllen als ein par 100. Und weil wir natürlich einen ganz anderen persönlicher Service anbieten.

Ja, während dem Lockdowns auf jeden fall, wir haben sehr wohl eine Zeit gehabt, ich weiß es gab Hotels die hatten offen für Business Gäste. Wir haben nicht so ein großes Business Gäste Segment, das sind wirklich vereinzelt die jenige die wir hatten sind total auf home Office umgestiegen, die Firmen die bei uns gebucht haben, und dementsprechend hatten wir zu, ja.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

F5: Ich weiß das wir uns eigentlich mit den Maßnahmen uns gar nicht so schwergetan haben, also wir haben alles mitgemacht Masken kann man drüber diskutieren, wir haben aber jetzt nicht, wir haben oben am roof top eine outdoor location da war die Maske, mit dem Hotel X haben wir keine Gastronomie, wir haben das Roof top das ist eine outdoor bar, dementsprechend, ja natürlich die Reduktionen von der Meldepflicht und all diesen Sachen wahren jetzt natürlich nicht das leichteste, die muss man immer ein bisschen umdenken, neue Programme implementieren etc. aber ich glaube das war nicht einmal so das schwierigste dran, das schwierigste war wirklich diese Unberechenbarkeit und diese kurz Fristigkeit von den Maßnahmen das war einfach du planst für eine starke, letzter Winter zum Beispiel, du planst für eine starke Winter Saison hast aber schon voll die anfragen etc. und dann heißt es doch geschlossen. Und wir haben natürlich alle der Maßnahmen komplett mitgetragen, wir haben wirklich jeden Mitarbeiter gehalten. Wir haben alle in Kurzarbeit geschickt, uns ist es wirklich gelungen keine Mitarbeiter zu entlassen. Ich würde sagen wir sind da wirklich gut durchgekommen, den Umständen entsprechend sag ich einmal. Aber wirklich das es ein bisschen schwierig gemacht hat war einfach diese kurz Fristigkeit die uns einfach komplett die Planung genommen hat. Weil du wirst es kennen, Ich glaube das a und o in der Hotellerie ist ein bisschen die Planung, die wird dir sowieso genommen dadurch das die Gäste sowieso sehr kurzfristig buchen. Als ich starte teilweise eine Woche mit 30% Auslastung und beende sie mit 80%. Das bedeutet man muss Dienstpläne umschreiben, Leute rein bitten, also ich glaube da müssen wir uns als Branche allgemein wiederfinden, aber ja die kurze Fristigkeit das meiste. Mit allem anderen kann man umgehen, das ist auch alles verständlich das man es machen muss, weil man muss natürlich seine Gäste sichern, man muss für seine Mitarbeiter auch eine Sicherheit bieten, also das haben wir eigentlich alles gerne mitgemacht.

Was mir auch noch aufgefallen ist, was ich vermutlich vergessen habe zu sagen vorher ist eine der Schwierigkeiten der Pandemie für die Hotel Branche definitiv die Mitarbeiter Situation ist. Und zwar, wie sich die Pandemie auf die Hotellerie, wir

überlege immer wie ist es von der Gäste Sicht, und ja uns bleibt der Umsatz weg etc. aber wir haben ein massives Loch als Branche bekommen im Mitarbeiter Bereich. Ich denke das das vermutlich viel mit Umschulungen zu tun hat. Wir fragen uns immer wieder wo bleiben die Mitarbeiter, vielleicht hat es damit was zu tun das die Branche Jahre lang ziemlich undankbar den Mitarbeitern gegenüber war, weil ich habe immer das Gefühl gehabt in der Branche, ok man behandelt Mitarbeiter als wären sie wie so ein Gut das man leicht ersetzen kann, jeder ist ersetzlich etc. und jetzt merken wir es ist nicht nur das Problem Gäste zu bekommen sondern auch wirklich, früher war ein Hotel ohne Gäste kein Hotel aber in Hotel ohne Mitarbeiter ist halt auch kein Hotel. Und das ist auch was wo wir massive als Branche damit kämpfen.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

F5: Auf jeden Fall wir haben die Kurzarbeit in Anspruch genommen, wir haben den Umsatz Ersatz in Anspruch genommen, wir haben wirklich versucht hier gut die Unterstützung vom Staat willkommen zu heißen man muss aber auch sagen ohne ist es auch wirklich schwierig. Die Kurzarbeit war bei uns dringen nötig, die Umsätze sind bei uns massiv eingebrochen. Wenn du wirklich möchtest das die Mitarbeiter weiterhin angestellt bleiben, das war von Anfang an, vom Tag 1 eigentlich unser oberstes Ziel keine Mitarbeiter kündigen zu müssen in dieser Situation. Das ist uns auch gelungen, aber gottseidank mit der Hilfe vom Staat.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

F5: Ich würde sagen wir haben durch das X (Hotel) Opening kann ich dir eine ganz tolle Palette bieten. Wir haben natürlich die laufende operative, das sind jegliche Bestellungen die wir im Bereich Housekeeping machen, die wir im Bereich Bettwäsche machen, Reinigung ist auch eine Lieferkette. F&B technisch natürlich auch wobei es sich bei uns in Grenzen bis jetzt hält, weil wir eben nur Getränke mäßig bestellen, weil wir eben nicht wirklich Gastro mit Essen haben sondern nur im Getränke Bereich. Das ist einmal, sage ich mal die laufende operative die einfach so nebenbei plätschert sag ich mal, und dann haben wir auch natürlich durch die neue Eröffnung jetzt, aber auch durch die Renovierung von den neuen Hotels die Lieferketten gehabt mit kompletter Ausrüstung, Komplette Möbel, Erstbestellungen, alles Komplette Ausstattung musste natürlich bestellt werden, das war in der Pandemie auch nicht das Lustigste da der Klick (Inaudible) dazu gekommen. Ich denke jetzt ist nicht die optimalste Zeit für Bestellungen jeglicher Art.

Das ist schwierig zu sagen weil du brauchst im Endeffekt, die sind so vernetzt miteinander wenn das eine nicht kommt hat man massive Probleme. Also ich brauche

im Endeffekt alle meine Lieferanten ganz ganz dringen, ich würde aber Prioritäten mäßig würde ich definitiv den Rooms Bereich sehen. Da sind wir dann bei sauberer Wäsche, Housekeeping, Putzmittel, etc. weil das ist nun mal unser Kern Geschäft, wir haben halt im X (Hotel) auch die Gastronomie verpachtet und dementsprechend ist es wieder nicht unser Problem. Ja wir müsse im Endeffekt alles sicherstellen das der rooms Bereich funktioniert. Und da kann ich fast nicht von der Priorität liste, ja ich müsste vermutlich sagen housekeeping, Bettwäsche, Putzmittel aber das eine spielt in das andere rein.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

F5: Housekeeping haben wir Komplette ausgelagert den Bereich, das wollten wir eh schon lange machen. Es ist natürlich viel schwieriger sag ich einmal ein Team aufzubauen das konstant, vor allem in einem kleinen speziellen Haus das konstante Qualität liefert, ist uns aufgefallen du hast immer wieder durch die Pandemie auch gemerkt es ist einfach schwierig dieses Team zusammen zu halten. In einem Kleinen Team ist es schwieriger. Wenn jetzt in einem riesen Hotel ein Team mit 20 Personen wegfällt sag ich mal das gleicht das Team aus, wenn in einem Team mit 4 Personen eine Person ausfällt hast du wirklich ein Problem. Und Dehm entsprechend haben wir Housekeeping ausgelagert. Uns ist noch einmal bewusst geworden das wir die Gastronomie im neuen Hotel definitiv auslagern werden, weil wir einfach davon überzeugt sind das jeder sich drauf konzentrieren muss was er gut kann und wir haben, das ist dort eine Gastronomie im Hotel Bereich ist immer so eine Sache, in unserer Welt muss es so Funktionen, dass es ein Hotspot für Wiener ist und dann kommen die Hotel Gäste. Also du machst dir Hotellerie, meiner Meinung nach niemals nur für deinen Hotel Gast, du machst ihn für die locals und ja, das ist deine Hauptzielgruppe. Wir wussten schon wir können gute Bars machen, im X (Hotel) funktioniert unsere Roof Top bar hervorragend. Sobald essen involviert ist brauchen wir einfach jemanden der ein top Gastronomie in Wien ist, dementsprechend haben wir die X Gruppe reingeholt, die machen jetzt unser Hotel Restaurant. Das sind die 2 Sachen die wir jetzt ausgelagert haben. Also houskeeping und F&B.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

F5: Wir haben mit allen unseren Lieferanten nochmal Gespräche geführt in der Pandemie haben wir geschaut wie wir nochmal kosten optimierend arbeiten können. Bei gewissen Sachen ist es halt einfach so, früher hattest du einen geregelten Alltag und du wusstest, hey ok dann und dann, brauche ich das und das, da brachte ich theoretisch nicht einmal anrufen. Also das ist einfach nur geschmiert gelaufen und

jetzt durch die ganze Unberechenbarkeit muss du natürlich neu evaluieren, da stellen sich teilweise die Lieferanten auch quer, weil die wollen natürlich auch ihr sicheres Geschäft. Nur ich bin davon überzeugt, so eine Situation muss man partnerschaftlich durchführen, von beiden Seiten her. Also da bring es sich nichts, wenn der eine jetzt irgendwie auf irgendwelche Verträge und der andere auf irgendwelche, weiß ich nicht, anderen Sachen besteht. Egal was vereinbart war, man muss gemeinsam eine Lösung finden und dann haben wir auf Fertilität gesetzt, wir haben zum Beispiel viele Verträge pausieren können, weil wir gesagt haben `hey, du weißt wir sind ein guter Kunde aber, wenn wir keine Gäste haben dann kann ich dir leider nicht, das bring mir nichts das bring dir nichts` und dementsprechend haben wir gute Lösungen gefunden und jetzt wo es wieder losgeht merkst du einfach das einfach eine andere Loyalität da ist. Also von der Strategie her würde ich immer von den Lieferanten aber das war auch vor der Pandemie so, jetzt hat es sich einfach noch einmal verstärkt Regionalität, also etwas das irgendwo in der Nähe ist das hat natürlich auf der einen Seite den Nachhaltigkeit Hintergrund ganz präsent aber natürlich jetzt auch durch das örtliche. Es ist was ganz anderes wenn ich irgendwo aus China was bestelle, sag ich mal viel Spaß dann kommt es irgendwann in einem Jahr wenn ich es nicht mehr brauche, also dementsprechend hat Regionalität eine ganz andere Wichtigkeit bekommen bei uns ist immer Nachhaltigkeit ein riesen Thema gewesen. Das ist etwas, ich kann nicht einmal sagen es hat an Wichtigkeit gewonnen, weil wir haben es einfach immer ganz top irgendwo hingestellt, einfach in unseren Prioritäten Liste ganz oben hingestellt. Und dann so Sachen wie Flexibilität. Ich schließe keine 5 Jahres vertage mehr ab sondern wir schauen einfach das wir immer wiederlaufend evaluieren, das sind so die Sachen die sich angepasst haben.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

F5: Sogar der Energie Bereich wurde bei uns runter gedreht. Ich habe keine Lieferkette die nicht beeinflusst wurde. Wir haben sogar unseren Energie Lieferanten runter gesetzt. Kreditkarten, alles wir hatten ja keine Gäste also haben wir geschaut das wir alles alles alles runter fahren.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

F5: Nein, wir sind wieder mit raufgefahren weil wir immer sehr optimiert gearbeitet haben. Ich gehe ja immer wieder meine Lieferanten durch etc. und wenn ich merke es ist etwas was ich nicht brauche, kicke ich es wieder raus. Weil da geht so viel Arbeit rein die Lieferanten zu betreuen, zu schauen etc. Wir sind allgemein ein Fan davon fine zu streamen , nicht 10 000 Lieferanten für alles zu haben sondern zu schauen, ok wo kann ich das meiste gut Regional laut unseren Anforderungen beziehen. Und ich schaue das ich reduziere, und so viel wie möglich von einem nehme weil sonst habe



ich unendliche listen von Lieferanten die wir ja auch bespielen (22.29) es müssen ja auch Verträge abgeschlossen werden, das ist alles eine Katastrophe.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

F5: Wir haben eben Housekeeping, das hat uns einfach viel geholfen. Ich würde sagen Housekeeping und Putzmittel auf jeden Fall einer der Bereiche die nicht neu entstanden sind, aber umgedacht worden sind sage ich mal und die auch verstärkt worden sind. Wir haben alle die Digitalisierung Prozesse schon davor abgeschlossen, also das wäre jetzt unfair dem Covid reinzuschieben, weil wir haben ein neues PMS (22.42) umgestellt das Cloud basiert ist etc. das war alles schon vor Covid, also würde ich sagen es ist nichts Neues dazu gekommen. Ich würde eher sagen das wir Bereiche verstärkt haben, Bereiche im Sicherheitsbereich da waren wir immer schon relativ vorne.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

F5: Ich würde definitiv sagen eben dieser Ansatz von Outsourcen wie die Bereiche, man muss immer evaluieren, welche sind die Bereiche die du abdeckst und wie gut kannst du diese abdecken, zb. Diese Housekeeping Thema ist das perfekte Beispiel dafür, weil das haben wir würde ich sagen, da ist so viel Energie reingelaufen das gut abzuwickeln und ich glaube so gut wie es jetzt läuft wo wir es outgesourced haben weil es einfach jemand macht der da Experte ist darin und der einfach seine Prozesse gestreamlined hat, ist es bei uns eigentlich nie gelaufen, bei uns ist es auf jeden einzelnen Mitarbeiter angekommen. Wir haben es jetzt geschafft eigentlich eine Anspruch Person zu haben und die löst alle Probleme sehr professionell, das ist sehr angenehm. Ich würde sagen definitiv die Bereiche die einen selber viel Energie und Geld auch kosten, weil Arbeitszeit ist auch Geld, die sollte man wenn es möglich ist und wenn es wer andere besser kann, also wenn du es auslagern kannst dann würde ich es inzwischen auf jeden fall machen das ist das eine. Das selbe ist mit der Gastro, also was da für Energie reinfließt und Risiko, dieses Risiko abzugeben der es besser tragen kann als das Unternehmen selbst würde ich immer wider machen, das ist das eine. Dann würde ich sagen das streamlinen von Prozessen innerhalb von Lieferanten ketten sag ich mal so kompakt wie möglich zu halten, das ist auch sehr wichtig und die Regionalität ist auch etwas mit dem wir immer gut gefahren sind und was wir weiterhin beibehalten werden.

Das ist so schwer zu sagen im Nachhinein, weil du im Nachhinein voll in einer Ausnahme Situation bist. Das ist ganz komisch das eine ist so das emotionale. Was wir

gut gemacht haben ist das wir wirklich geschaut haben von Anfang an, also das mit dem Mitarbeiter halten war das aller wichtigste, es war dem Eigentümer sehr wichtig, es war uns als Team sehr wichtig und das ist was uns definitiv auch ausgemacht hat in dieser Krise, was uns die Mitarbeiter uns jetzt sehr hoch anrechnen, das ist etwas da haben wir auch acht drauf gegeben das es den Mitarbeitern gut geht, und ich bin mir nicht sicher ob wir trotzdem in diesem Bereich, ich weiß zum Beispiel wir haben so Sachen gemacht wie, wir haben auf Hoelkit das ist unser Intranet geschaut das die Mitarbeiter in Kontakt bleiben etc. Ansicht waren das eh gute Sachen, aber ich weiß noch wenn ich zurückblicke das es dieses Gefühl von ein bisschen Panik gab, weisst du was ich meine, es gab ein bisschen diese Oh mein Gott, was passiert, wie geht es weiter. Im Nachhinein hätten wir das ganz nicht ganz entspannter sehen sollen, mit dem Wissen jetzt leichter zu sagen ich wäre lieber entspannter gewesen, weil das war damals, da wusste keiner in der ersten Woche was passiert, wer seinen Job behält, wie lange wir es noch durchdrücken können etc. das ist einmal das eine. Ich hätte definitiv nicht offen gelassen, also das wäre auch nichts was wir anders hätten machen können. Ich glaube wir haben wirklich die Zeit optimal, nicht weil wir so toll sind, ich will nicht das es so rüber kommt, das hat einfach mit unserer Größe zu tun. Wir konnten wirklich optimal runterfahren weil wir bei der Größe auch ganz schnell wieder hochfahren konnten, da brauch es nicht viel. Ein Hotel mit 400 Zimmern hochzufahren ist ein ganz anderer Prozess als ein Hotel mit 64 Zimmern hochzufahren. Wo ich sogar die Bereiche unterteilen kann, weil im Endeffekt hatten wir zu diesem Zeitpunkt das Hotel X das sind zwei Gebäude, das eist ich habe nur ein Gebäude aufgemacht, 32 Zimmer das war relativ easy. Ich glaube was gut wäre, wäre auch das wir das Housekeeping Auslagerung schneller gemacht hätten, das ist definitiv eine Sache die hätte schneller passieren müssen, ist aber im Nachhinein auch leicht zu sagen. Ich muss dir ganz ehrlich sagen wir haben wirklich zu dieser Zeit, vielleicht hätten wir ein Parr Sachen schneller bestellen sollen, da hätte wir gewusst das dauert alles Ewigkeiten aber nach besten wisse und gewissen wir sind eigentlich sehr gut damit ausgestiegen.

Wir wissen die Regionalität ist ein Thema, ich glaube ich würde immer noch auf Lieferanten setzen wo du weißt die können schnell liefern, die sind nicht von irgendwelchen lagern irgendwo außerhalb abhängig, das ist das eine. Ich würde mir auch immer ein gewisses, also es ist auch wichtig deinen Lagerbestand so zu halten, wir haben zum Beispiel ausgemistet unsere Lager in dieser zeit habe ich Sachen entdeckt, dass man die Lager auch immer up-to-date hält. Dass das etwas ist, Lager Management ist wichtig First in, wie sagt man last in First out, also alle solche Sachen, darauf muss man achten, ja das geht in dieser Zeit wenn es stressig ist auch unter, also die Lager Immer aktuell halten da kann man natürlich ganz anders die Bestellungen machen. Dann Regionalität, Flexibilität ist auch etwas, ich will nicht mit irgendwelchen Lieferanten rumstreiten, ja das sind so Sachen da denke ich mir es ist unnötig aber da haben wir jetzt eh gottseidank von den Lieferten gute Panter die das Ganze auch partnerschaftlich sehen, und ich finde direkte Kommunikation ist was du mit deinen Patern und lieferten immer ausüben solltest. Ganz offen kommunizieren, da helfen dir auch Verträge und nichts. Da wollen eh beide Seiten perfekt rauskommen und dementsprechend so bin ich es auch immer Angegangen und so hat es auch immer funktioniert, so sagen `hey, ohne Gäste, was soll ich dir da abnehmen dein 10 Paletten Wein das bringt mir halt nichts, lass uns doch einfach jetzt mal gemeinsam runter fahren und sobald es wieder losgeht, lass uns einfach eine Strategie entwickeln wie

wir das wieder los werden, und so hat es auch super funktioniert, also offene Kommunikation mit den Lieferanten.

### **Interview M7**

I: Könnten Sie Ihren Arbeitsplatz und die damit verbundenen Aufgaben kurz beschreiben?

M7: Also das ganze nennt sich X (Hotel Name) supply Management oder kurz HSM Austria. Wir machen den strategischen Einkauf für die X Kette, also für die drei managend Hotels in Wien das ist das X, X, und das X. Und gleichzeitig bieten wir auch unsere Einkaufs Konditionen und die damit verbrachten Service Leistungen auch für weitere Hotels an, das sind unter anderem nicht X Hotels, sondern zwei kleine Boutique Hotels die X Hotels, einmal das Hotel X und und das Hotel X, die beide zur X Gruppe gehören und kürzlich auch das X in Niederösterreich die unsere Kondition beziehen.

I: Wie lange arbeiten Sie schon in dieser Position und in der Hotelbranche im Allgemeinen?

M7: Ich bin in der Hotel Branche seit 10 Jahren glaube ich, und habe jetzt mein fünftes Jahr bei X, wobei ich seit 3 Jahren im strategischen Einkauf bin, ich war davor im Finance Bereich und bin jetzt seit 3 Jahren im strategischen Einkauf.

I: Wie hat sich die Covid-19-Pandemie auf Ihr Hotel ausgewirkt?

- Wie wurden die Belegungsrate und die allgemeinen Einnahmen beeinflusst?
- War das Hotel zu irgendeinem Zeitpunkt gezwungen, den Betrieb vollständig einzustellen?
- Wie wirkte sich dies auf das Lieferkettenmanagement aus?

M7: Auf der einen Seite natürlich wären der Pandemie mit Lagerbeständen war sehr zu kämpfen, Wahre eventuell zu retournieren zu den Lieferanten, weil wir einfach von voll gestockten lagern, weil wir natürlich mit einer hohen Auslastung durch das Jahr gingen, in einen kompletten Lockdown gerutscht sind wo sich die Auslastungszahl von 80% auf einmal 5% reduziert hat oder auf Garnichts mehr, innerhalb von eigentlich einer Woche, war es natürlich erste Schwierigkeiten Verträge zu reduzieren bzw. zu minimieren um die Kosten, die laufenden Kosten noch halbwegs in Balance zu halten mit den sehr schlechten Umsatz Zahlen während der Pandemie weitergehend zu Schwierigkeiten mit der Artikel Beschaffung sei es, kurzfristig war es dann die Hygiene Artikel, bzw. auch Prävention Artikel auch für Covid 19, FFP2 Masken waren extrem mangelwahre, erstmal am Markt. Desinfektion Mittel, Handschuhe waren ein extremer Engpass. Es gab viele Artikel die wir dringend benötigt haben wo der Markt sehr wenig hergegeben hat. Und dann natürlich auch das Lieferketten die noch immer leider extrem beeinträchtigt sind und das China nach wie sehr unter Covid leidet und die damit verbundene Strategie die China fährt, wo teilweise ganze Häfen zugesperrt werden, wenn dort ein Covid Ausbruch kommt, was natürlich zu extremen Backlogs an Lieferungen führt, unter anderem im OSE also operative supplies und Equipment, sei es China, also Porzellan, Besteck, etc. hat einfach extreme Vorlaufzeiten. Also

Sachen die wir früher innerhalb von 2 Wochen beschaffen konnten mittlerweile sind wir froh wenn wir es in 3 Monate bekommen bzw. teilweise haben wir schon Liefer Daten im nächsten Jahr genannt bekommen, also wirklich Vorlauf Zeiten die extremer Planung und Vorausschauung erfordern.

I: Welche der österreichischen oder EU-weiten Bestimmungen im Umgang mit Covid-19 haben es Ihnen leichter oder schwerer gemacht Ihr Unternehmen der momentanen Situation anzupassen?

- Welche Bestimmungen, im Speziellen, hatten die größte Auswirkung auf das Hotel?
- Haben Sie irgendwelche Vorschläge welche Bestimmungen geholfen hätten, oder Ihnen in Zukunft helfen könnten?

M7: Also eigentlich wir haben nicht viel bemerkt weil uns X Intern eigentlich immer stärkere oder schwerere Regulationen aufzwingt als es meistens die Länder selbst machen. Das heißt wir sind dem meistens ein bisschen voraus und sind selbst ein bisschen gezwungener da schon vorweg zu handeln sei es in Sachen Hygiene oder sonst irgendwas haben wir von selber viel mehr auf erlasste als die Regierung dies bezüglich von der Branche erwartet hat, von dem her muss ich ehrlich sagen nicht so schwer, X arbeitet da sehr global und wir haben uns diesbezüglich sehr leicht getan uns der Situation anzupassen. Man muss jetzt sagen mir fällt dies bezüglich wirklich was ein was es entweder leichter oder schwerer gemacht hat. Wir hatten insofern keine Probleme außer die Probleme die großflächig waren und die wirklich Lieferausfälle betroffen haben aber das ist nicht was, was auf die Österreichischen Bestimmungen zurückläuft, sondern globale Hintergründe hat.

I: Sind Ihnen besondere staatliche Förderprogramme bekannt, die das Hotel in Anspruch genommen hat? (z.B. Kurzarbeit)

- Inwiefern hat die Inanspruchnahme staatlicher Hilfen das Management der Lieferketten im Hotel beeinflusst?
- Gab es besondere Gründe, warum keine Fördermaßnahmen in Anspruch genommen wurden?

M7: Wir haben uns natürlich auf Grund eines kompletten Umsatze Wegfalls aller möglichen Förderungen bedient, natürlich war die Kurzarbeit eines der wichtigsten Förderungsprogramme, die uns erlaubte haben das wir keinen einzigen Mitarbeiter eigentlich entlassen mussten im Gegensatz zu anderen Hotelketten haben wir wirklich alle behalten. Sind dem entsprechend natürlich in die Kurzarbeit gegangen, weil anders wäre es nicht möglich gewesen, so viele Arbeitgeber gab es nicht in dem Hotel und wir hätten es uns auch nicht leisten können. Natürlich gab es einen Umsatz Ausfall Bonus glaube ich noch, und einen Schadenersatz den das Hotel in Anspruch genommen hat. Und damit konnten wir bisschen die Einbußen entgegenwirken aber nicht was verhindert hat das die letzten zwei Jahre wirtschaftlich zu extrem hohen Zahlen geführt haben.

I: Können Sie Beispiele für bestehende Lieferketten in Ihrem Hotel nennen?

- Welche Lieferketten sind für Ihr Hotel am wichtigsten?
- Welche Lieferketten sind am schwierigsten zu verwalten?

M7: Also generell schauen wir, ist es natürlich beim strategischen Einkauf uns immer wichtig das wir sowohl zur quelle gehen als auch zur Beschaffung, vor allem wenn wir über großes Volumen denken, und großes Volumen ist das a und o beim strategischen Einkauf, das heißt primär probieren wir nur zu takeln was interessant ist, wo viel Volumen ist, probieren viel Volumen zu kreieren. Auf einer Seite bei den Lieferanten die mehrere Produkte liefern. Das heißt wir schauen um zu bündeln, auch wenige Lieferanten und dort extrem gute Konditionen aushandeln was natürlich ein bisschen der Hintergedanke ist kosten wir dann uns sparen. Aber bei Produkten wo viel von einem Hersteller abgenommen wird, das wir dort nochmal hingehen und mit dem Hersteller auch in Verbindung über den Lieferanten nochmal extra Konditionen verhandeln, das sind so die Strategien die wir verfolgen um Best mögliche Einkaufspreise für uns zu erzielen.

I: Welche der Lieferketten des Hotels wurden als Reaktion auf die Pandemie ausgelagert?

- Welche Auswirkungen hatte das Auslagern auf die betreffenden Lieferketten?

M7: Eigentlich keine, muss ich sagen. Wir haben wirklich keine ausgelagert, nicht das ich wüsste.

I: Wie haben sich Ihre Strategien für das Lieferkettenmanagement aufgrund von Covid-19 verändert?

- Ging es Ihnen eher darum, Ihre Lieferketten robuster oder schneller und flexibler im Umgang mit Veränderungen zu machen?
- Warum ist Resilienz/Flexibilität/Agilität das Hauptaugenmerk beim Management ihrer Lieferketten?

M7: Dementsprechend auch sehr wenig, wir fahren eigentlich die gleiche Strategien weil das eigentlich unser a und o unser Vision und Strategie die wir uns intern für uns bereit gelegt haben, die funktioniert auch und hat auch während Covid funktioniert. Das heißt wir haben da nicht viel verändert bzw. die Strategien gleich behalten die wir bereits in place haben.

Definitiv auf der einen Seite natürlich, man muss sagen mit Corona nur auf den Sommer 2020-2021, das waren auf einmal Auslastungszahlen die wiederkehrten, die so eigentlich extrem schwer zu handeln sind. Sie müssen sich vorstellen wir sind von einem Hotel das bei 10%-15% Auslastung ist, in einer Woche auf 80% gesprungen. Das ist was, was natürlich extrem schwer ist, und auch extreme Flexibilität auch von den Lieferanten auffordert, was es natürlich uns im Endeffekt leichtgemacht hat, weil die auch ihre Lagerbestände etc. bzw. auch vielleicht ihre Liefertage angepasst haben an die bisherige Situation die heißt dann im Sinne von Lockdown, wo 2 Mal die Woche Lieferung ausreichend war bzw. ein gewisses Volumen im Inventar was dann auf einmal extrem gesprengt wurde. Da kam es schon zu Problemen, aber wir waren

extrem angewiesen auf die Flexibilität. Bzw. dann auch im alternativen, regionale alternativen haben uns besser als kurzfristige Notlösungen rausgezeichnet, weil man sie natürlich schneller greifbar hatte. Man kann schon sagen es gab ein bisschen einen Schwung dazu, dass man mehr mit regionalen Lieferanten die wirklich in der Nähe sind, wo man schneller abrufen konnte, gehandelt hat. Auf der anderen Seite gewisse Produkte kommen einfach aus dem Asiatischen Raum namentlich China. Da spielt es dann keine Rolle ob ich aus Deutschland beziehe, ob ich aus Österreich bezieh. Die wahre wird hergestellt in China und wenn dort der Flaschenhals ist der eine gewisse Lieferung einfach limitiert dann verdrehe ich mich im Kreis eigentlich.

I: Welche Lieferketten im Hotel waren von Covid-19 nicht oder nur geringfügig betroffen?

- Welchen Grund könnte es für diese geringen Auswirkungen geben?

M7: Welche Lieferketten waren nicht betroffen? Das ist schwer. Ich würde sagen Büro Artikel, ich meine Lieferketten, das ist jetzt wirklich schwer weil die frage ist wie weit sagt man das Covid-19 noch existiert. Aus heutiger Sicht, und jetzt nicht nur auf Covid ausgehend, sondern vielleicht auch auf die Ukraine Krise würde ich sagen es gibt nahezu keine Lieferkette die momentan nicht extrem volatil ist und extrem betroffen ist. Sei es, sie müssen sich vorstellen die Preise von einem Frachtcontainer auf einem Schiff haben sich verfünffacht bis verzehnfacht. Das heißt alles was irgendwie einen langen Weg hinter sich lehnt ist einfach, ist davon betroffen heißt es preislich oder auch mit Vorlauf Zeit. Also kann man eigentlich sagen, ich würde fast sagen es gibt nahezu nichts das nicht betroffen ist. Es gibt natürlich einige Firmen die es leichter mangeln aber Preiserhöhungen, sei es Logistik, sei es Energiepreise oder sonst irgendwas was natürlich nicht nur Covid zu schulden ist. Aber wären Covid sahen wir schon einen extremen Anstieg der Energie Kosten, mit der Ukraine hat es sich extrem rapide verschlimmert, aber generell eigentlich alles betroffen, weil der Benzin preis ist gestiegen bereits vor der Ukraine Krise. Die Energie kosten sind gestiegen vor der Ukraine Krise. Hat sicher ein bisschen Auswirkung von Covid, oder Covid hatte darauf Auswirkungen.

I: Gibt es Lieferketten, die durch Covid-19 obsolet geworden sind und nicht mehr existieren?

- Was sind Ihrer Meinung nach einige der Gründe dafür?
- Wie hat das Hotel dies verhindert?

M7: Nicht wirklich. Es geht eher wieder Richtung Ausgangslage würde ich sagen. Vielleicht wehrend Covid natürlich das man sich eher regional umgeschaut hat aber die Tendenz langwierig würde ich sagen bewegt sich wieder eher zu einem ähnlichen Ausmaß wie vorher, das natürlich globale Verträge vor allem als so große global agierende Hotel kette ist es natürlich, haben globale verträge ihren Vorteil wegen einfach einer Preisgestaltung hier. Würde sagen da ist eher ein Rückgang, ein Brexit hat mehr impact wegen einfach der Verzollung und der erschwierigung in Europa zu importieren, was man jetzt immer mehr merkt. Aber Covid spezifisch würde ich sagen eher nicht.

I: Welche Art von neuen Lieferketten sind in Ihrem Hotel als Reaktion auf Covid-19 entstanden?

- Wie sind sie entstanden und welchen Zweck erfüllen sie?
- Erwarten Sie, dass Sie Veränderung in ihrem Management der Lieferketten post-Covid-19 beibehalten werden? Warum? Warum nicht?

M7: Auf jeden Fall Hygieneartikel und diesbezüglich sehr viel FFP2 Masken die sogar jetzt noch gebraucht werden für gewisse Veranstaltungen, Antigen-tests die die herangeholt werden, Sachen die wir so nicht am Schirm hatten bis dato. Natürlich hat der Einkauf an Desinfektion und Putzmittel zugenommen wobei ich nicht sagen würde das eine neue Lieferkette entstanden ist, sondern mehr Volumen auf die bestehenden Lieferketten verlagert wurde. Wir hatten kurzfristig dann auch Sticker auf den Türen wo der Gast, Durchbrechbare Siegel die der Gast durchbrechen konnte, wenn er das Zimmer betreten hat so das er wusste das er der erste ist der das Zimmer sozusagen betritt nach einer Grund Reinigung, sowas in die Richtung aber wobei da auch schon wieder eher der Trend wieder bisschen rückläufig ist, um den Gästen wieder zu vermitteln die Pandemie ist nicht mehr top aktuell und nicht das was wir jeden vor Augen halten wollen.

I: Was haben Sie für die Zukunft des Lieferkettenmanagements in Ihrem Hotel gelernt?

- Was hätten Sie aus heutiger Sicht anders gemacht?
- Wie wird sich dies auf das Lieferkettenmanagement im Falle künftiger Krisen auswirken?

M7: Definitiv das planen alles ist. Lange Vorlauf Zeiten essenziell werden, und momentan kann ich da leider kein Rückgang in Sicht. China ist nach wie vor ein riesen Problem. Wir merken eigentlich nur das die Planung das a und o ist, und das eine strategische Einkaufsplanung leider von vielen Hotels, oder gottseidank für uns das wir uns ein marktvorteil erschaffen, aber extrem unterschätzt wird. Weil wir enorm viele Mehrkosten wehrend der Pandemie und jetzt Preiserhöhungen auf Grund der aktuellen wirtschaftlichen Situation abfedern können bzw. reduzieren können. Und ich glaube das wird noch vielen Hotels, wird nicht schwer treffen, weil es natürlich dort nicht so strukturiert ist.

Ich hätte wahrscheinlich in FFP2 Masken investiert und hätte die am Markt wiederverkauft, aber jetzt nur ein kleiner Scherz am Rande. Was mich wirklich stört, sie müssen wissen wir sind für den Strom Einkauf zuständig, aus heutiger Sicht hätte ich natürlich einen fünf jahresvertrag vor einem Jahr gemacht und würde mich jetzt noch immer die nächsten vier Jahre in Sicherheit sonnen. Da wir aber zwei-Jahres Verträge haben mit ist es natürlich alles, merken wir jetzt schon das die Strompreise enorm weh tun. Also wir sprechen hier von einer Verdoppelung bzw. ein Verdreifachung von den Kosten. Das sind Millionen worüber wir sprechen, reinen Stromkosten. Ich glaube das wäre wirklich das a und o gewesen, und natürlich hätte ich die Hotels früher, bzw. die Lieferanten früher gewarnt wann es losgeht, aber das

sind Sachen die wir nicht kommen gesehen haben, was natürlich diesen ersten initialen Ansturm extrem verschwirigt hat, aber dazu müsste man ein Wahrsager werden. Aber ja, Strom preis auf jedenfalls. Hätte hätte Farad Kette.