

# Proposal for recreation management improvements at the Brisas Guardalavaca hotel

## Propuesta de mejoras de la gestión de recreación en el hotel Brisas Guardalavaca

Yailí La O López<sup>1</sup>, Cliver Samuel Castillo Quiñones<sup>2</sup>, Nolberto Cruz Aguilera<sup>3</sup> and Orlando Cedeño Almaguer<sup>4</sup>

<sup>1</sup> Student, Department of Tourism, University of de Holguin, Holguin, Cuba, yaililao02@gmail.com \*, <https://orcid.org/0000-0002-0180-8277>

<sup>2</sup> Student, Department of Tourism, University of de Holguin, Holguin, Cuba, clivercastle@gmail.com , <https://orcid.org/0009-0001-7340-5741>

<sup>3</sup> Head of the Department of Tourism, Department of Tourism, University of de Holguin, Holguin, Cuba, nca790913@gmail.com , <https://orcid.org/0000-0003-1881-4957>

<sup>4</sup> Professor-Researcher of the Tourism Department, Department of Tourism, University of de Holguin, Holguin, Cuba, orlandocedeno99@gmail.com , <https://orcid.org/0000-0002-5408-8584>

\* Corresponding author (E-mail corresponding author): xxx@xxx.xx

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### ABSTRACT

*The animation process, as one of the key areas within the hotel, plays a fundamental role in the general operation of the installation. That said, it is essential to plan and carry out recreational and cultural activities from a creative, efficient and innovative approach. For this reason, the general objective of this scientific article is to propose activities within the framework of creative tourism to complement the animation program of the Brisas Guardalavaca hotel. The methodology used contains dissimilar investigative tools and techniques such as observation, rain of ideas, the checklist, the identification of strengths and weaknesses, among others. In addition, some bibliometric tools were used to support the study and the Science Direct database of Scopus was used. The results show some difficulties in the hotel animation process, despite its positive image and good condition in general. Likewise, various activities were proposed to meet the needs of children, the elderly, the newly married, the disabled, etc. As conclusions, the importance of perfecting and updating the recreation plans of an entity is recognized, being according to the new client needs and in harmony with the changing environment to reach high levels of satisfaction.*

**Keywords:** activities, Brisas Guardalavaca, creative tourism, tourism animation, tourism recreation.

### RESUMEN

*El proceso de Animación, como una de las áreas claves dentro del hotel, juega un papel fundamental en el funcionamiento general de la instalación. Dicho esto, resulta imprescindible planificar y llevar a cabo las actividades recreativas y culturales desde un enfoque creativo, eficiente e innovador. Por tal razón, el objetivo general del presente artículo científico consiste en proponer actividades en el marco del turismo creativo para complementar el programa de animación del hotel Brisas Guardalavaca. La metodología empleada contiene disímiles herramientas y técnicas investigativas como la observación, la lluvia de ideas, la lista de chequeo, la identificación de fortalezas y debilidades, entre otras. Además se emplearon algunas herramientas bibliométricos para apoyar el estudio y se hizo uso de la base de datos Science Direct de Scopus. Los resultados muestran algunas dificultades en el proceso de Animación del hotel, a pesar de su imagen positiva y buen estado en general. Asimismo, fueron propuestas diversas actividades en aras de satisfacer las necesidades de los niños, las personas de la tercera edad, los recién casados, los discapacitados, etc. Como conclusiones se reconoce la importancia de perfeccionar y actualizar los planes de recreación de una entidad, estando acorde a las nuevas necesidades de los clientes y en armonía con el entorno cambiante para alcanzar altos niveles de satisfacción.*

**Palabras clave:** actividades, animación turística, Brisas Guardalavaca, recreación turística, turismo creativo.

**INTRODUCTION**

Recreation plays a fundamental role in the travel experience of visitors. According to the Royal Spanish Academy (RAE), recreation consists of the "action and effect of recreating or recreating; diversion, pastime, recreation". (RAE, 2021b) Regarding the term adapted to the tourism field, the World Tourism Organization (UNWTO) states that tourist recreation refers to "all those activities that are carried out during the free time of tourists and whose purpose is the satisfaction of their needs for recreation, rest and fun". (UNWTO, 1998b) For his part, González (2019) adds that "tourist recreation is defined as the set of activities that tourists carry out during their free time, in order to have fun, rest and enjoy their surroundings".

These definitions address important issues related to recreation in the Tourism sector, such as the free time of visitors, the satisfaction of their leisure and recreation needs, the enjoyment of the stay and the environment, etc. In the case of the UNWTO definition, despite its age, it is assertive and applicable to the current context. Tourist recreation can be understood as a means for sustainable development, since it can contribute to economic growth, the conservation of cultural and natural heritage, and the social well-being of the receiving communities. (Sánchez and García, 2020) In addition to this, tourist recreation can be classified into two types: active recreation, which involves physical and sports activities; and passive recreation, which refers to more relaxing and contemplative activities. (Vargas and Lopez, 2018)

Within the hotel and tourism sector in general, the concept of recreation is closely intertwined with tourist animation. For the RAE, animation consists of "the action and effect of animating or giving life to something, especially an inanimate object". (RAE, 2021a) By taking this definition to the tourism field, it could be interpreted as the action carried out by the entertainer to transmit emotions, moods, physical and mental activity to the consumers of tourist entertainment. According to the UNWTO, the latter is defined as "a set of activities aimed at entertaining, entertaining and making the stay of tourists in a certain destination more pleasant, through the development of entertainment programs and shows". (WTO, 1998a) García and Sánchez (2019) , stated that "tourist entertainment refers to leisure and entertainment activities offered to tourists with the aim of improving their vacation experience and encouraging their participation in the social life of

the tourist destination." (García and Sánchez, 2019) These authors were more inclusive and their definition has greater depth, since they addressed highly relevant aspects such as the social life of the tourist destination.

Tourist animation can be considered as a tool for the differentiation and competitiveness of tourist destinations, since it helps to create a positive and attractive image of them. (Perez and Rodriguez, 2020).

It can be classified into two types: daytime entertainment, which takes place during the day and is aimed at the whole family; and the night entertainment, which takes place at night and is focused on an adult audience. (Ruiz and Gomez, 2018) .

Having said this, tourist entertainment needs, like the rest of the key processes in the sector, the creativity of managers, the application of new technologies and the analysis of national and international trends. In this sense, creative tourism plays a fundamental role, contributing creativity, co-creativity and innovation to the entertainment programs of the various hotel and non-hotel entities. The World Tourism Organization defines creative tourism as "a type of tourism that is based on the active participation of tourists in cultural experiences that allow them to develop their creativity and artistic abilities". (UNWTO, 2014) This type of tourism focuses on offering cultural and creative activities that allow tourists to interact with the local community and learn about their customs and traditions. Richards and Wilson (2019) state that "creative tourism refers to those trips whose main objective is participation in cultural and creative activities, such as art workshops, cooking courses or visits to museums and art galleries". This definition even refers to some of the most common activities carried out by consumers of creative tourism. This modality can be considered as a form of sustainable tourism, since it promotes the preservation and promotion of local culture and fosters the economic development of the receiving communities. (López and Fernández, 2020) Creative tourism can be classified into different categories, such as gastronomic tourism, literary tourism, musical tourism, artistic tourism, among others. (Munar, 2018).

In the case of the Hotel Brisas Guardalavaca, located on the northern coast of Holguin, it is recognized for the excellence of its recreational activities and the high

quality of its internal clients. In this way, various researchers have shown interest in the management of the hotel Animation process, and have made their contributions to contribute to the improvement of this process. Thus, Ricardo (2009) , proposes a system of activities to promote sociocultural animation at the Hotel Brisas Guardalavaca. Rodríguez (2018), analyzes customer satisfaction in the facility, studying the Animation process as an essential part of the hotel's success. Hernández-Santana (2021), for his part, studies and diagnoses sociocultural animation in the entity.

In these investigations, despite the fact that in general the good functioning of the hotel's tourist animation was verified, some gaps were also found that give way to the design of new proposals to complement this key process. That said, it was determined that the entertainment program at the Hotel Brisas Guardalavaca is designed to operate in a one-week cycle, not in accordance with MINTUR standards. On the other hand, the non-existence of a program of activities for the beach and for the wedding segment was detected. Likewise, it is necessary to integrate other artistic manifestations such as literature, theater, photography, plastic arts and cinema into socio-cultural activities. There are no activities specifically designed for disabled customers, that is, there is no specialized care for them. In addition, there are activities that lack scripts and technical sheets, only those related to the shows are elaborated. In addition to this, the resources for the awards are scarce and in most cases they do not reach the client. (Hernandez-Santana, 2021)

## MATERIALS AND METHODS

As part of the literature review, and with the intention of deepening the study on the topics addressed, the authors resorted to a bibliometric analysis on the behavior of scientific production in the Science Direct database of Scopus. Thus, the investigations related to tourist recreation initially, and then to creative tourism were analyzed. In the case of the first search, the thematic descriptor "tourism recreation" was used, obtaining a total of 16 articles published in the last ten years (from 2013 onwards). In this way, it was possible to analyze the productivity by years, the most prolific authors on the subject and the most productive journals.

Regarding productivity by years, the most productive turned out to be 2019 and 2021, with 3 articles each. On the other hand, the years 2013, 2015 and 2023 had 2 publications each, and in 2016, 2017, 2018 and 2019, 1 article was published each year. The foregoing indicates that there was little interest in the subject of tourist recreation, further ratified by the little systematization by the authors. That said, it was not possible to highlight the most prolific author, since there was only one publication per author. Among the scholars on this subject are Catherine Pickering, Massimo Picardo, Uma Sankar Panda, Umesh Pranam Ayyappan Pillai, Ana Alice Santos, among others.

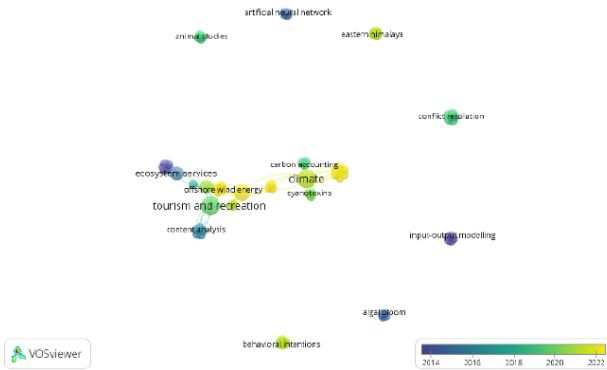
The most productive magazine was *Tourism Management Perspectives*, with 2 publications. Likewise, among those that made a single publication are: *Procedia Engineerin*, *Ocean & Coastal Management*, *NJAS - Wageningen Journal of Life Sciences*, *Trends in Environmental Analytical Chemistry*, etc.

Similarly, in the case of the search on creative tourism, the thematic descriptor "creative tourism" was used, obtaining a total of 19 articles published in the last ten years (from 2013 onwards). That being said, the most productive year was 2021, with 4 articles published. It is worth mentioning that in the years 2015 and 2019, 3 articles were published each year. In 2014, 2017 and 2020, 2 articles were published per year, and in 2013, 2016 and 2022, a single article each year.

The most prolific authors are Ding-Bang Luh, Siow-Kian Tan, Gunjan Saxena, David Ross, and Shiann-Far Kung with 2 articles each. Regarding the magazines, the most productive were *Tourism Management* and *Annals of Tourism Research*, with 6 articles each. While they published a single article: *Land Use Policy*; *Proceeds Computer Science*; *Tourism Management Perspectives*; *Journal of Destination Marketing & Management*; *City, Culture and Society*; *Journal of Open Innovation: Technology, Market, and Complexity*; and *Journal of Hospitality and Tourism Management*.

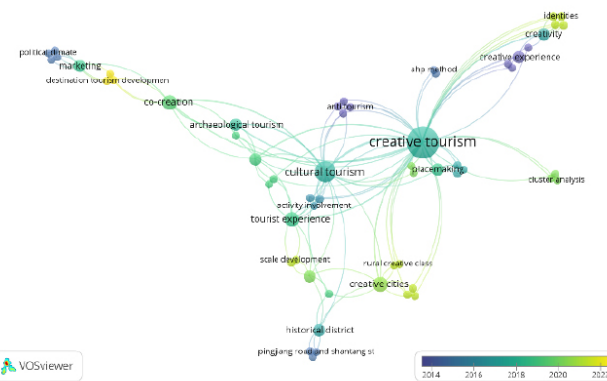
The articles obtained in both searches were processed (independently) using the VOSviewer software, in order to know the main keywords and the evolution of the themes over time (Fig. 1 and 2).

**Figure 1. VOSviewer map of the theme "tourist recreation"**



Source: prepared by the authors

**Figure 2. VOSviewer map of the theme "creative tourism"**



Source: prepared by the authors

For the selection of a methodology according to the present investigation, the authors carried out a search of the main methodologies used recently in the design of entertainment programs in Sol y Playa hotels at a national and international level. Thus, the research by Rodríguez-Pérez et al. (2018), where a methodology based on observation and survey is presented to design a tourist entertainment plan at the Club Amigo Atlántico hotel, in Guardalavaca. Similarly, the article by García-Cifuentes et al. (2017), where they provide a methodology based on observation and brainstorming to design an entertainment plan in Sol y Playa hotels in Colombia. For their part, Sánchez-Pérez et al. (2017), propose a methodology based on observation and survey to design a tourist entertainment plan in Sun

and Beach hotels in Mexico. Likewise, Vargas-González et al. (2016), apply a methodology based on observation and the SWOT matrix to design an entertainment plan in Sun and Beach hotels on the Pacific coast of Costa Rica.

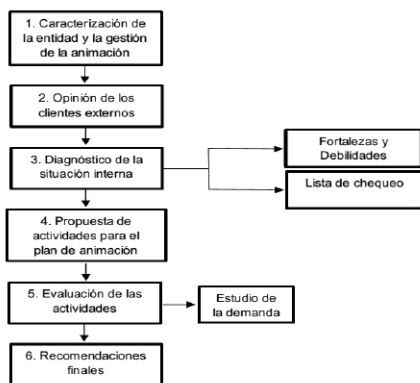
After analyzing the methodologies studied, the authors decided to base the article on the research of Rodríguez-Pérez et al. (2018), due to the similarity between the hotels under study in both works. In the same way, it is a methodology with a high degree of relevance and applicability, framed in the situation of the country destination and in the Holguín province, and it would even be applied in the same tourist pole in which the present investigation is carried out. In addition to this, the Club Amigo Atlántico and Brisas Guardalavaca hotels share the same chain, operating under the service standards of the Cubanacán Group.

This methodology was developed in 6 steps, which are described below:

1. Review of the existing literature on tourist animation and its importance in customer satisfaction in hotels and tourist resorts.
2. Carrying out surveys to the guests of the Hotel Club Amigo Atlántico Guardalavaca to find out their preferences and expectations regarding the entertainment activities offered.
3. Interviews with hotel staff, including those in charge of animation, to obtain information about the hotel's resources and limitations regarding the implementation of a tourist entertainment plan.
4. Design of a tourist entertainment plan that includes sports, cultural and recreational activities for different age groups and tourist preferences.
5. Evaluation and selection of the most appropriate entertainment activities for the hotel and its guests.
6. Recommendations for the implementation of the animation plan, including the training of the personnel and the periodic evaluation of the quality of the service.

Once this methodology had been studied, the authors decided to make some modifications to focus it on the Brisas Guardalavaca hotel and meet the objectives pursued in this research (Fig.3).

**Figure 3. Adaptation of the methodology of Rodríguez-Pérez et al. (2018)**



Source: prepared by the authors

## RESULTS AND DISCUSSION

### Step 1. Characterization of the entity and the management of the Animation.

The Brisas Guardalavaca hotel is recognized as one of the most excellent family hotels in the eastern Cuban region. It is located in the Guardalavaca tourist pole, surrounding the coastal zone of the Banes municipality, belonging to the Holguín province. Founded on November 26, 1994, it has been operating for almost three decades, during which time it has remained the favorite of the national and international public. Belonging to the Cubanacán SA hotel chain, it operates under the All-Inclusive modality and holds the four-star category. It is aimed at Sun and Beach Tourism, and has 437 rooms; 231 of them are in the Hotel area, and 206 belong to its nine Villas. Likewise, it has 2 swimming pools, 2 buffet restaurants, 5 a la carte (one Italian, one Creole, one international, a tavern and one specialized in seafood), 1 barbecue and 8 bars where national and international drinks are offered. It also has a disco and karaoke, currency exchange, sauna, 2 public jacuzzis, international telephone service, children's club, gym, games room, medical services and internet.

Regarding the management of tourist entertainment in the hotel, in general there is a positive public opinion about the recreational and cultural activities that take place in the facility. The entertainment and recreation activities are designed, organized and developed in accordance with the provisions of the Operating Manual for Tourist Entertainment and Sustainable Development of the Cuba-

nacán Group. (Cubanacán, 2013) The Animation team is in charge of entertainment and the transmission of national and local cultural values to clients, through scheduled activities. They are structured into three main sessions: daytime, nighttime, and for children.

As for the entertainment program, it is prepared taking into account the study of the market segments that most frequently visit the hotel, with a high component of Caribbean culture. Its essential meaning consists of close contact with customers, through all activities and processes, thus achieving their satisfaction and repeat business. The shows that take place in the hotel are linked to the Caribbean and Cuban idiosyncrasies, mainly with themes of costumbrista, peasant and folklore theater, which does not exclude the presentation of international shows. Participation activities, musical and variety shows, Play Back Show, among other options are included. In case the weather conditions are unfavorable, as part of the Emerging Animation Program, the rain program is carried out, which is made up of activities in the games room and in the lobby, as well as Spanish classes, karaoke and other indoor hobbies. (Cubanacán, 2013).

### Step 2. Opinion of external customers

As a result of the search carried out on the TripAdvisor opinion site, it was obtained that the hotel deserves a rating of Very Good (4 out of 5), resulting in its location (4.5 points) being the best rated attribute, followed by cleanliness, service and value for money, with 4.0 points each. 5,071 comments about the installation have been registered on this specialized site (up to the date of consultation: January 17, 2023), of which 1,636 are excellent (32.26% of the total), 2,096 are very good (41.33% of the total), 757 normal (14.92% of the total), 347 bad (6.84% of the total), and 235 lousy (4.63% of the total).

Among the main strengths of the hotel highlighted by customers in the main social networks of the facility, such as Facebook and Instagram, are the beauty of Guardalavaca beach, the good treatment of the facility staff, and the excellent recreational and cultural activities. that are done However, specifically regarding the Animation process in the hotel, there are some negative opinions from clients. When reviewing the Book of Complaints and Suggestions, a complaint was registered for room 216, dated 2/2/2022, related to the loud and annoying volume of the animation music. Likewise, in the Survey Summary for

the month of February 2022, opinions were found such as "a lot of noise during children's games by the animation team", "I would like to listen to music in the places where we recreate, for example in the Lobby, even if it is short, and in the disco that is music for all ages", or "I suggest Cuban recorded music".

With the intention of complementing the information obtained, a Checklist was prepared based on the requirements of the Operational Manual of Animation of the Cubanacán Group (Table 2).

### Step 3. Diagnosis of the internal situation

For the analysis of the internal situation of Animation at the Brisas Guardalavaca hotel, it was decided to define the main strengths and weaknesses of the area (Table 1), taking into account the consulted bibliography and the opinions of the installation's clients on social networks.

**Table 1: Strengths and weaknesses**

Strengths	weaknesses
Good image and positioning within the family segment	Poor animation program loop
service experience	Lack of a program of activities for the beach and for the wedding segment
Audio and lighting equipment required for the development of recreational activities	Little integration of socio-cultural activities with other artistic manifestations such as literature, theater, photography, plastic arts and cinema.
Comfort of recreational facilities: 8 bars, disco and karaoke, games room, gym, etc.	There are no activities specifically designed for disabled customers
Excellent reputation for activities on holidays, special dates	Lack of scripts and technical sheets
Existence of the Patio de los Artistas: integration of the Restoration process with tourist entertainment	Scarce resources for awards
Theme facilities within the hotel, such as the Bucanero lounge, El Guayabero restaurant, etc.	

Source: prepared by the authors



**Table 2: Check list**

General requirements	Yeah	No	Observations
Animation is carried out in the installation	X		
There is an Animation manager at the facility	X		
There is a policy of animation in the installation, based on the national policy	X		
They have the operating manual of the chain	X		
Meets the requirements established by the chain		X	Various activities planned for the segment Weddings and Honeymoons, For Children, etc., are not carried out.
There are entertainment programs	X		The entertainment program only has the planning of a 7-day cycle
They have prepared the technical sheets and the scripts of the activities		X	Only the technical sheets of the shows are available
There are emerging programs	X		
Studies of the markets that arrive at the hotel are carried out at the time of scheduling activities		X	Market research is outdated
The Animation Program is renewed periodically		X	
There are activities aimed at learning about the cultural values of the area where the hotel is located.	X		
Presence of graphic and written propaganda (posters, banners, posters, murals, others), for the dissemination of animation activities		X	There are no references and information on various scheduled activities
It has the support of the management for the realization and innovation of the animation in the installation	X		Although on some occasions bureaucratic obstacles limit the creative potential
The artistic talent coordinates and plans together with the direction what is going to be presented in the show	X		Sometimes there are problems with the coordination and remuneration of artistic talent

Source: prepared by the authors

After the development of the Checklist, it was determined that the internal situation of the Brisas Guardalavaca Hotel Animation process is favorable, although there are some deficiencies. In this way, it was determined that the animation program only has a 7-day schedule, only the technical sheets of the shows are prepared, sometimes there are bureaucratic problems as well as with the coordination and remuneration of artistic talent, among other difficulties.

#### Step 4. Proposal of activities for the animation plan

With the aim of complementing the current entertainment plan of the Brisas Guardalavaca hotel, and making use of the brainstorming subsequent to the review of the literature and the operational manuals, the authors propose a series of representative activities of creative tourism. They seek to give a creative and co-creative approach to the hotel's Animation process, in order to improve the ge-

neral state of satisfaction of the facility's customers. That being said, it is proposed:

- Handicraft making workshop: Typical handicraft workshops of the region could be offered, such as making guano hats, palm weaving and macramé. Guests could learn and create their own pieces to take home as souvenirs.
- Traditional food tasting: You could organize a tasting of typical food from the region, such as the famous Holguín ajiaco, and teach guests how to prepare it. A visit to a local farm could also be arranged so guests can sample fresh, local foods.
- Dance classes: Traditional Cuban dance classes could be offered, such as Son, Bolero, Cha-cha-cha, and Salsa. Guests could learn the steps and enjoy local music.
- Visit to a tobacco workshop: Holguín is known for its

production of high-quality tobacco. A visit to a local tobacco workshop could be arranged so guests can learn about the production process and taste some of the region's finest cigars.

- Visit to a peasant fair, so that they get to know the local products and learn about the importance of agriculture.
- Craft workshop with recycled materials, to teach them to reuse objects and take care of the environment.

For children:

- Craft workshops: Craft workshops could be offered so that children can learn and create their own crafts typical of the region, such as making guano hats, themed cloth dolls, creating bracelets, etc.
- Traditional games: You could organize an afternoon of traditional Cuban games such as the wheel, the wheelbarrow, the spinning top, and the marble. Children could learn how these games are played and enjoy a fun afternoon at the hotel.
- Storytelling: A storytelling could be organized so that the children can listen to traditional Cuban stories and learn about the local culture.
- Games in the pool for children, such as races or an aquatic treasure hunt.
- Traditional music workshop, so that children learn to play typical instruments of the region.

For adolescents and young people:

- Night parties, in the sand, themed, etc.
- Participatory activities such as costume parties, cosplays, etc.
- Virtual workshops, programming classes, video games, and other activities that make use of new technologies.

For the elderly:

- Dance Classes: Traditional Cuban dance classes may be offered so older guests can learn and enjoy local music.
- Cooking workshop: A cooking workshop could be offered where older guests can learn to prepare typical dishes of the region and taste them afterwards.
- Workshop for making typical drinks of the region, such as chicha or guarapo, the Cuban mojito, etc.
- Weaving workshop, so that they learn to make crafts with wool or cotton.
- Home garden workshop, to teach them how to grow vegetables and aromatic plants.

For disabled:

- Craft Workshop: Craft workshops adapted to the needs of guests with disabilities could be offered so that they can learn and create their own pieces to take home as souvenirs.

- Tour in an adapted vehicle: A tour in an adapted vehicle could be arranged so that guests with disabilities can experience rural life and learn more about the local culture.
- Sensory games, such as texture or aroma games.
- Adapted Dance Classes: Adapted dance classes may be offered so guests with disabilities can learn and enjoy local music.
- Painting workshop, so that guests learn the typical painting techniques of the region and can make their own work of art.
- Board games adapted according to the specific needs of each client.
- Art therapy workshop, such as working with clay, cold ceramics, wood carvings, foami, origami, etc.
- Adapted water activities, such as swimming or hydrotherapy.

For weddings:

- Traditional Ceremony: A traditional Cuban wedding ceremony could be arranged for the bride and groom who want to experience the local culture.
- Traditional food banquet: A banquet of typical food from the region could be organized for the wedding guests.
- Visit to a local winery, so that guests learn about the wine production process and taste different varieties.
- Musical shows, such as live concerts or DJs.
- Theme activities, such as costume parties or gala dinners.
- Dance classes for the couple, such as waltz or bachata.

## Step 5. Evaluation of activities

To evaluate the possible application of the planned activities, it is necessary to analyze the characteristics of the main markets that visit the Brisas Guardalavaca hotel. In this way, it was determined that the most important source markets for the hotel are Canada and the United Kingdom. Canada is the primary market, as Canadians flock to the facility year-round, accounting for approximately 45% of the hotel's total stays. The United Kingdom is in second place, since the influx of British clients is mainly during the summer, with 29% of the total number of clients. Tourists from other markets are also received, although to a lesser extent, such as Germany, the Netherlands, France, national tourists, among others. (Rodríguez, 2018)

In the case of Canadian tourists, who will be analyzed in depth as they are the majority in the hotel, they are identi-



fied by a high level of seasonality, a friendly character and prone to repeat visits. They come to a greater extent from the towns of Quebec, Alberta and Ontario. The main tour operators they use are: VATH, Sunwing, Hola Sun, TMR and West Jet. In general, they have medium purchasing power and show a preference for natural environments and spaces that represent Cuban culture and its characteristics. The hotel entertainment they prefer is passive and contemplative, through activities such as enjoying music, board games and bingo, and learning the language.

The most significant segments within the Canadian market are those made up of couples, since they are working middle-class people, aged between 45 and 60, who are motivated by the enjoyment of the sun and the beach; although they show interest in Cuban culture and families. Another of the subgroups are tourists between the ages of 25 and 44, mostly professionals or technicians who make their trip mainly motivated by the sun and beach modality, and show great interest in activities related to nature. Families with children prefer the activities on the beach and the hotel, the animation of the hotel with participatory activities, and the bus excursions. (Islazul, 2017; Rodríguez, 2018).

Once the general characteristics of the Canadian tourists who visit the Brisas Guardalavaca hotel have been analyzed, it is possible to determine the various leisure types that represent this customer segment. Thus, many belong to the Socio-Activos, since they enjoy activities that allow them to interact with other people, the local community, and develop social relationships. In the same way, some consider themselves Passive, because they enjoy activities that allow them to relax and rest. They like calm and peace, and often seek hobbies that allow them to disconnect from everyday life. Likewise, several clients fall within the category of E-restless, who are generally young people who enjoy activities that involve the use of technology and social networks. Finally, some tourists consider themselves Involved, since they enjoy activities that allow them to learn and develop personally. They like education and personal growth, and often look for activities that allow them to improve their skills or acquire new knowledge. (Rojek et al., 2019; Torkildsen, 2017).

Taking into account the analysis of the general characteristics of Canadian customers and the various leisure types to which they belong, it is possible to verify the suitability of the dissimilar activities planned in advance, such as

crafts, themed parties, meetings and participation events. social, those that invite you to get to know the community and local customs, physical and digital games, artistic manifestations in all their extension, among others. Although these activities are ideal for satisfying the tastes and preferences of the Canadian market, they are still applicable and are to the liking of all external clients of the facility, thus contributing to raising the level of general consumer satisfaction.

#### Step 6. Final recommendations

For the future implementation of the proposed activities and the improvement of the entertainment plan of the Brisas Guardalavaca hotel, the authors propose to carry out market studies periodically, in order to keep the profiles of the main customer segments, their particularities, tastes and preferences updated. Likewise, it is necessary to ensure that the information on the recreational activities to be carried out in the hotel reaches real and potential clients in a timely manner, with the double objective of informing and marketing the entity's proposals.

In the same way, it is essential to have the scripts and technical sheets of all the activities that are intended to be carried out in the hotel, and to maintain a strict and prolonged control over time on actual compliance with them. In addition to this, the segmentation of customers who visit the entity plays a fundamental role, when it comes to providing specialized services, and planning activities of various kinds to satisfy the greatest number of consumers possible.

Regarding the proposed activities, it is suggested that they be implemented gradually, sporadically; in such a way that it is possible to evaluate its impact on customer satisfaction and its development in general by the Animation team. It is essential at all times to follow up on customer opinions at the facility, on social networks and opinion sites, guaranteeing permanent feedback with consumers and responding as soon as possible to any complaints and concerns that may arise. Likewise, it would be advisable to lengthen the planning cycle of entertainment programs (which is currently 7 days, falling below MINTUR standards), in order to avoid undue repetition of activities and loss of interest in part of customers with long stays.

In general, it is recommended to carry out an efficient control, evaluation and feedback of the proposed activi-

ties to be implemented and of the existing ones, in order to avoid deviations from the organizational objectives and customer disagreements. In this way, it will be possible to make dimensions or improvements to the animation plans in the future if necessary.

In the present investigation, the Animation process at the Brisas Guardalavaca hotel was diagnosed, reaching the conclusion that, despite having a favorable general state, there are some deficiencies in the process. That being said, the authors proposed some creative and co-creative activities to complement and refine the entity's animation plans. In the review of the literature related to these topics, various investigations were found. An example of this is Ricardo's thesis (2009), where a system of activities derived from sociocultural animation was designed in order to improve the entertainment program of the Brisas Guardalavaca hotel. As in the present investigation, Ricardo (2009), made a diagnosis of the Animation process of the installation, evidencing a series of problems that limit the development of sociocultural animation in the hotel. It was concluded that the Holguin destination has cultural attractions that represent and characterize it, and that can be integrated into the tourist offer to increase the customer satisfaction index. In the same way, a proposal of activities was elaborated that allowed to enrich and diversify the entertainment program of the Hotel Brisas Guardalavaca.

In the case of the research by Hernández-Santana (2021), an analysis is made on the behavior of entertainment at the Hotel Brisas Guardalavaca in order to characterize the entertainment program of the entity. Likewise, based on the theoretical considerations related to sociocultural animation, a proposal of activities was made with the aim of perfecting the animation program in the entity, responding to the demands of the clients and favoring their satisfaction index.

Once these investigations of objects of study similar to the present one have been analyzed, it is possible to establish comparisons and arrive at general conclusions. That said, the current work is highly relevant and novel, because, unlike previous articles, the Animation process was linked to the application of creative tourism. Thus, an approach related to the creation and co-creation of the experience was given to the proposal of activities carried out, in order

to achieve the involvement of clients and the well-being of the local community. Likewise, this research sought to develop the creative capacities of consumers and their comprehensive general culture, personal growth and inclusiveness; all this in pursuit of achieving full satisfaction of customer needs.

## CONCLUSIONS

After carrying out this research, and based on the development of the scientific tasks initially proposed, it is possible to reach dissimilar conclusions. Thus, for example, the review of the literature revealed that there is a vast conceptualization of tourism recreation/entertainment. Such is the case of creative tourism, a term that has been studied to a great extent by the main researchers in the tourism sector and published in the most recognized magazines. Likewise, the previous existence of various investigations similar to the current one was verified, and although some were out of date, they were also able to determine gaps in the Brisas Guardalavaca Hotel Animation process. In this article, the current state of the hotel and the work of its Animation team were diagnosed, concluding that in general, they enjoy a good image and a positive public opinion. However, as would be the objective of the investigation, some deficiencies were determined in which action could be taken to improve the animation plans that currently exist. That said, in terms of the proposed activities, they constitute an example of how essential creativity and innovation are in any area or process to be developed. They were planned with the intention of satisfying the diverse needs of various customer segments and complementing the work carried out by the entity's animators.

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