


# Procedure to evaluate the impact of crises on hotel facilities

## Procedimiento para la evaluación del impacto de las crisis en instalaciones hoteleras

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### ABSTRACT

*The hotel industry faces a series of challenges and crisis situations that can have significant repercussions on its operations, profitability, and reputation. From natural disasters such as earthquakes and hurricanes to economic crises and public health situations like pandemics, these contingencies can cause significant disruptions in hotel operations and affect guest demand. It is essential to understand how crises impact hotel facilities and what measures can be taken to mitigate negative effects and achieve a rapid recovery. The main objective of this research is to assess the impacts of the COVID-19 crisis on the Brisas Guardalavaca hotel through a procedure that collects and analyzes relevant data to evaluate the direct and indirect impacts of the crisis on the hotel and identify its main strengths and weaknesses in this regard. Indeed, the results indicate a negative impact caused by the pandemic and identify areas for implementing improvement actions.*

**Keywords:** crisis, impact, impact evaluation, crisis management, hotel, COVID-19, procedure, tourism.

### RESUMEN

La industria hotelera se enfrenta a una serie de desafíos y situaciones de crisis que pueden tener repercusiones significativas en su funcionamiento, rentabilidad y reputación. Desde desastres naturales como terremotos y huracanes, hasta crisis económicas y situaciones de salud pública como pandemias, estas contingencias pueden causar interrupciones significativas en las operaciones hoteleras y afectar la demanda de los huéspedes. Es esencial comprender cómo las crisis impactan a las instalaciones hoteleras y qué medidas se pueden tomar para mitigar los efectos negativos y lograr una rápida recuperación. El objetivo principal de esta investigación es evaluar los impactos provocados por la crisis del COVID-19 en el hotel Brisas Guardalavaca a través de un procedimiento que recopila y analiza datos relevantes para evaluar los impactos directos e indirectos de la crisis en el hotel e identificar las principales fortalezas y debilidades de la instalación en este sentido. Precisamente, los resultados arrojan un impacto negativo provocado por la pandemia e identifica áreas para la implementación de acciones de mejora.

**Palabras clave:** crisis, impacto, evaluación de impactos, gestión de crisis, hotel, COVID-19, procedimiento, turismo

## INTRODUCTION

Tourism has been one of the economic sectors most affected by the COVID-19 pandemic. In 2020, the Economic Commission for Latin America and the Caribbean (ECLAC) estimated that the effects of COVID-19 on global tourism would be greater than those caused by the 2008 financial crisis (CEPAL, 2020): between 100 and 120 million jobs at risk; billion-dollar losses in tourism exports; and a reduction of 1.5% to 2.8% of the global Gross Domestic Product (GDP), according to the ONU (2020).

In the current context of an interconnected and globalized world, crises have proven to be inevitable challenges affecting various industries, including the hotel sector (Ramos-Giral et al., 2022). Hotel facilities, as fundamental pillars of tourism and hospitality, face a series of significant impacts during times of crisis, ranging from decreased demand and changes in consumption patterns to operational challenges and destination image issues (Agag et al., 2022; Ramos-Giral et al., 2022; Wang et al., 2023).

Hence, the assessment of the impact of crises on hotel facilities is a matter of vital importance in today's landscape marked by uncertainty and volatility (Doğan et al., 2023). Crises, whether economic, political, social, or health-related, have the potential to generate devastating effects on the hotel industry, affecting both independent hotels and hotel chains globally (Melián-Alzola et al., 2020).

During an economic crisis, the demand for accommodation is affected due to a decrease in available income for travel and changes in consumption patterns (Yurievna, 2022). Hotels experience a decline in bookings, cancellations, and a reduction in occupancy, directly impacting their revenue and profitability (Deriu et al., 2022). Additionally, operating costs such as supplies and labor may increase, exerting further pressure on hotel profitability (Okumus et al., 2005). Similarly, the decreased attractiveness of a destination due to a crisis, combined with restrictive measures implemented to combat it, has the potential to significantly impact local economies dependent on tourism (Ferreira et al., 2023).

Political and social crises also influence accommodation demand (Sönmez, 1998). Political conflicts, social tensions, and situations of instability can lead to the cancellation of events, conventions, and business trips, negatively impacting hotel occupancy (Türkcan & Erkuş-Öztürk, 2019). Likewise, destinations affected by political crises may experience a decline

in tourist arrivals, directly affecting local hotels and the tourism economy overall (Bazazo et al., 2017).

The global health crisis caused by the COVID-19 pandemic has had an unprecedented impact on the hotel industry (Fang et al., 2021). Travel restrictions, border closures, and social distancing measures have led to a drastic decline in accommodation demand (UNWTO, 2021). Hotels have been forced to temporarily close or operate with greatly reduced occupancy, resulting in significant economic losses (Farmaki et al., 2020). Additionally, stricter health and safety protocols have been implemented, requiring additional investments to adapt facilities and ensure the protection of guests and staff (OECD, 2020).

Despite the challenges posed by crises, the resilience and recovery capability of hotel facilities are key aspects for their long-term survival (Soliku et al., 2021). Hotels that have adopted effective crisis management strategies and demonstrated flexibility to adapt to changing circumstances have managed to minimize negative impacts and position themselves for a swift recovery (Okafor et al., 2022). Assessing the impact of crises on hotel facilities involves analyzing not only immediate effects such as a drop in demand and revenue but also long-term impacts like destination reputation and the loss of regular customers (Yu et al., 2022). It is crucial to examine the ability of the hotels to maintain business continuity, implement effective marketing and communication strategies, and adapt to the new needs and preferences of guests (Ritchie, 2004).

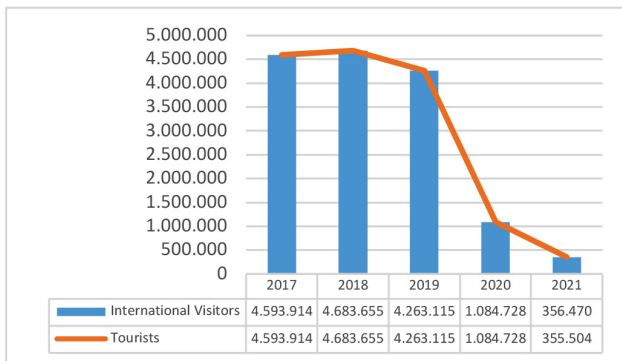
A research conducted in the ScienceDirect database of Scopus using the search equation "crisis AND tourism AND impact" identified 198 resources associated with the topic indexed in the database. Of these, only scientific articles were selected, totaling 174. The analysis of their keywords identified only 6 that address the evaluation of crisis impacts on tourism and focus on specific processes in the industry: cruise sector, communication, and customer satisfaction.

### Impact of the COVID-19 crisis on Cuban tourism

For Cuba, the impact of the crisis on the tourism sector was severely affected due to declines in key tourism indicators in the territory (ONEI, 2022). According to data provided by the National Office of Statistics (ONEI in Spanish), in 2020, Cuba experienced a drastic decrease in the arrival of international

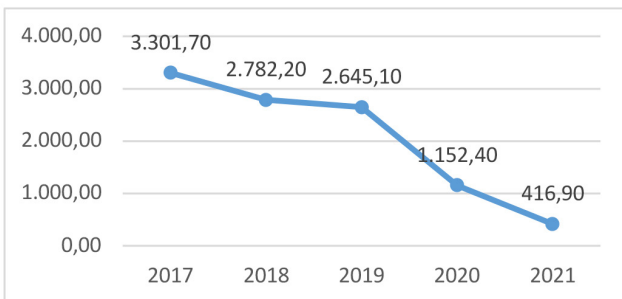
visitors to the island, losing approximately 75% of arrivals compared to 2019 (Figure 1). In 2021, the situation did not improve, as the country only managed to recover 8.36% of the arrivals from 2019. The behavior concerning international visitors considered tourists was similar. Aligned with these results, the loss of visitors by regions followed a similar pattern.

**Figure 1: Arrival of International Visitors and Tourists to Cuba**



On the other hand, the island suffered losses valued in millions of USD due to a decrease in international tourism income (Figure 2), despite the country showing a slight decline in this indicator since 2017. However, following the impact of COVID-19 in 2020, the island lost 1492.7 million USD in income from international tourism compared to 2019. In 2021, the situation did not improve, and Cuba missed out on 2228.2 million USD in income compared to 2019.

**Figure 2: Total Income Associated with International Tourism**



The previous analyses demonstrate that the effects of the crisis triggered by the COVID-19 pandemic on Cuban tourism were not unnoticed, leading to the loss of traditional indicators for the island, such as the arrival of international tourists, tourism-related income, among others.

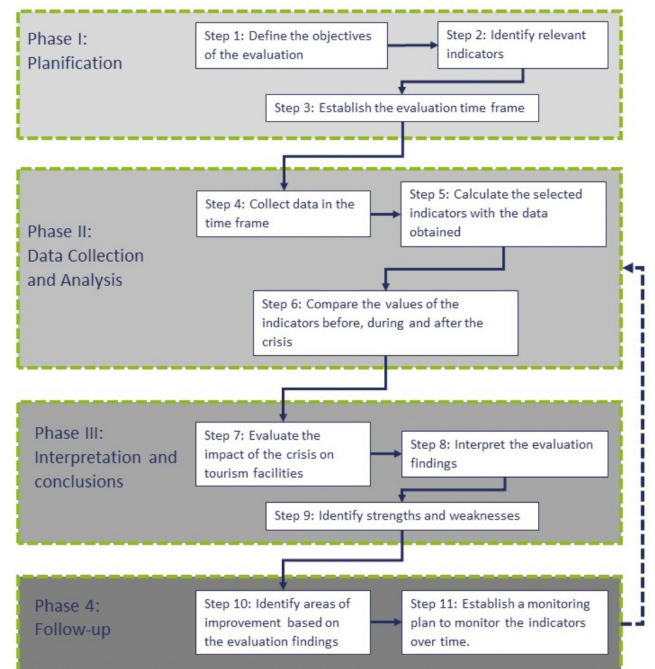
Therefore, it becomes necessary to assess the impacts that crises generate on tourist facilities, precisely to determine to what extent they have been affected and the strategies adopted by these facilities to mitigate the medium and long-term effects caused by the crisis.

Hence, this research aims to evaluate the impact caused by the COVID-19 crisis on Brisas Guardalavaca Hotel through the partial application of a procedure designed for this purpose. This procedure integrates a set of outcome indicators covering the main areas of the facility and employs statistical techniques for processing and understanding the data, facilitating the identification of the hotel's key strengths and weaknesses following the crisis.

**METHODOLOGY**

The procedure proposed by Ramos-Giral (2023) (Figure 3) aims to assess the impact of crises on hotel facilities by analyzing a set of indicators identified through a literature review. This allows tourism operators to identify key areas that are more or less affected after the impact of a crisis.

**Figure 3: Procedure to evaluate the impact of crises on hotel facilities**



Furthermore, this procedure was partially applied at Brisas Guardalavaca Hotel, a four-star facility that is part of the CU-BANACAN Group under the Ministry of Tourism (MINTUR) of the Republic of Cuba. The facility comprises 437 rooms distributed in two sections: the hotel, founded in 1994 (231 rooms), and a section consisting of nine villas (206 rooms), founded in 1998, with each villa referring to the first seven villas established during the colonial period, with the addition of Remedios and Gibara. The facility is located on the beachfront in the Guardalavaca tourist pole, belonging to the Banes municipality in the Holguín province.

## RESULTS AND DISCUSION

The proposed tool to assess the impact of crises on hotel facilities is divided into four phases, comprising a total of 11 steps. Below is a description of the designed procedure.

### Phase I: Planning

The planning phase aims to establish the main objective of the study, particularly associated with the type of crisis under investigation. It seeks to identify the main indicators to assess and the timeframe of the study, allowing the recognition of the three phases of crises (pre-crisis, crisis, and post-crisis). This phase consists of three steps:

#### Step 1: Define the evaluation objectives.

The crisis triggered by the impact of the COVID-19 virus pandemic in Cuba has left significant marks on the Cuban economy, especially in the management of tourism on the island, where multiple factors have influenced.

On one hand, the economic crisis exacerbated by the country's situation has resulted in shortages in the supply of hotel facilities. Additionally, the still existing sanctions imposed by former U.S. President Donald Trump on the island in 2022 have hindered the importation and supply of products to Cuba.

In this scenario, and based on the current results achieved by Brisas Guardalavaca Hotel in the last period, the objective of this study is to assess the impact caused by the COVID-19 health crisis on the facility.

#### Step 2: Identify relevant indicators.

For the study, 15 indicators are selected, as listed below:

- Average length of stay
- Price-to-quality ratio index
- Occupancy rate
- Position on websites and review platforms
- Average length of stay
- Probability of repeat visits
- Repeat visit rate
- Total income
- Occupancy index by segment
- Percentage of local employment
- Average complaint or claim rate
- Employee turnover index
- Seasonal occupancy index
- Contribution to sustainability
- Customer satisfaction index

#### Step 3: Establish the temporal framework for the evaluation.

The temporal framework for this evaluation is established based on events in the Cuban tourism sector. Three moments corresponding to the pre-crisis, crisis, and post-crisis (recovery) stages are defined. Table 1 identifies these moments.

**Table 1: Temporal framework of the study**

Stage	Characteristics
PRE-CRISIS 2018-2019	<ul style="list-style-type: none"> <li>• Normal operations</li> </ul>
CRISIS 2020-2021	<ul style="list-style-type: none"> <li>• January/2020: First cases in China</li> <li>• March/2020: First cases in Cuba</li> <li>• April/2020: Border closure. Tourism halted</li> <li>• September/2020: Slight operations with the domestic market</li> <li>• November/2020: First operations with the international market</li> <li>• January/2021: Start of the second wave, border closure. New halt to tourism</li> <li>• November/2021: Arrival of the first flights. Tourism reopening</li> </ul>
POST-CRISIS 2022-Present	<ul style="list-style-type: none"> <li>• Normal operations with difficulties caused by the crisis</li> </ul>

This first phase will establish the foundations for the evaluation by determining the indicators to assess in the study and the temporal framework.

## Phase II: Data Collection and Analysis

Phase II aims to analyze the data collected for the evaluation of each indicator within the temporal framework, allowing the establishment of comparison patterns. This phase consists of 3 steps.

### Step 4: Collect data from the facility within the temporal framework.

For the study, it was necessary to consult a group of documents that provided the required data for the research. These include:

- Annual balance of Brisas Guardalavaca Hotel (2018-2022)
- Commercial results of Brisas Guardalavaca Hotel (2018-present)
- Economic and financial analyses of Brisas Guardalavaca Hotel (2018-2022)
- Quality balance of Brisas Guardalavaca Hotel (2018-2022)
- Analysis of the behavior of energy carriers at Brisas Guardalavaca Hotel (2018-present)
- Human Resources indicators of Brisas Guardalavaca Hotel (2018-2022)
- Analysis of the environmental management of Brisas Guardalavaca Hotel (2018-2022)
- Record of control of users of recreational sports facilities at Brisas Guardalavaca Hotel (2018-2022)

### Step 5: Calculate the selected indicators using the collected data.

The processing of the collected data enabled the calculation of the indicators. For a better analysis, the indicators were divided into groups based on their nature (commercial indicators, quality indicators, economic indicators, Human Resources' s indicators, leisure indicators, and environmental impact indicators).

### Step 6: Compare the values of the indicators before, during, and after the crisis.

#### *Number of stays*

The data shows the negative impact that the COVID-19

pandemic had on the number of stays in days at the hotel. There was a significant decrease in 2020 and a partial recovery in the following years. However, the number of stays in 2021 and 2022 is still below pre-pandemic levels, highlighting the need to adapt to changing conditions and work to attract more guests as the situation improves.

#### *Occupancy Rate*

The year 2020 was particularly challenging, with a significant drop in occupancy. However, a gradual recovery is observed in the following years, although the occupancy rate has not yet reached pre-pandemic levels. The decrease in 2022 may indicate the need to adjust business strategies and adapt to changing market conditions.

#### *Average Length of Stay*

As the effects of the pandemic diminished, there was a gradual improvement in the duration of stays and a partial recovery in room density in the following years. However, occupancy has not yet reached pre-pandemic levels, which may require adjustments in marketing and promotional strategies to attract more guests.

#### *Repeat Visit Rate*

There is variation in the repeat visit rate of Brisas Guardalavaca Hotel over the years. In 2020, the lowest repeat visit rate was recorded, due to external factors such as the COVID-19 pandemic, significantly impacting the hotel industry. However, in 2022, the repeat visit rate increased, which could be due to increased customer loyalty or other factors motivating them to return to the hotel.

#### *Occupancy Index by Segment*

There was a significant decrease in the number of foreign customers in 2020 and a gradual recovery in the following years. On the other hand, domestic customers showed a higher presence at the hotel during the pandemic and an increase in the following years. As the situation improves and travel restrictions are eased, it is expected that the demand for international tourism will further recover.

#### *Average Complaint or Claim Rate*

The data reveals fluctuations in the average complaint and report rate over the years, with decreases in some

years and increases in others. These numbers may indicate changes in service quality, customer satisfaction, or other factors that can affect guests' experience at Brisas Guardalavaca Hotel.

### **Occupancy Index by Season**

The data reveals variability in the occupancy of Brisas Guardalavaca Hotel during both high and low seasons over the studied years. Some important aspects to highlight are:

- **General Trend:** Overall, there is a progressive decrease in occupancy during the high season from 2018 to 2021, followed by a slight recovery in 2022. In the low season, there is also a decrease in the early years, followed by a recovery in 2022.
- **Impact of the Pandemic:** The data shows a sharp decrease in occupancy during both high and low seasons in 2020, which can be attributed to the impacts of the COVID-19 pandemic on the tourism industry.
- **Annual Variations:** There are annual fluctuations in occupancy, which can be influenced by factors such as economic conditions, competition from other tourist destinations, travel policies, among others.

### **Customer Satisfaction Index:**

In 2018, a very positive rating was achieved, with a result of 98.39%. For 2019, it remains high, though slightly lower compared to the previous year. Still, a rating of 97.1% indicates significant customer satisfaction. In 2020, the customer satisfaction index remains at a high level with a rating of 97%. Despite challenges and changes due to the pandemic, customers continue to show generally positive satisfaction. In 2021, there is a decrease in the customer satisfaction index compared to previous years. However, a rating of 95.2% still indicates generally positive satisfaction, albeit with a slight decrease. In 2022, there is an increase in the customer satisfaction index compared to the previous year. With a rating of 98.1%, it indicates a high level of customer satisfaction.

### **Price-to-Quality Ratio Index:**

The results achieved in each of the years show a positive

relationship based on customer perception.

### **Position on Websites and Review Platforms:**

The data shows how, over the temporal framework, the facility improved its position in the TripAdvisor ranking, which is considered negative. Similarly, there was a decrease in evaluations from HolidayCheck and TopHotels, which is also considered negative.

### **Probability of Repeat Visits:**

The probability of repeat visits to Hotel Brisas Guardalavaca has shown a trend of slight decline in recent years, although it remains with results exceeding 90%.

### **Total Income:**

When analyzing this indicator, it can be observed that the years 2020 and 2021 were highly affected, with 2021 being the year with the lowest income, only 18.4% compared to 2019. However, the hotel has been recovering satisfactorily in this indicator.

### **Percentage of Local Employment:**

Hotel Brisas Guardalavaca has maintained stability in the average number of workers in the facility. Along with this, it ensures employment for 14 localities in the Holguin territory, where 23.25% of the staff comes from workers in localities near the hotel.

In general, the fact that a significant percentage of Hotel Brisas Guardalavaca's workers are locals has a positive impact on the locality. It contributes to job creation, stimulates the economy, promotes skill development, and strengthens the connection between the hotel and the community. This can have benefits for both the hotel and the locality in terms of economic development and general well-being.

### **Personal Turnover Rate:**

The data reveals an inverse relationship between the average number of workers and the personnel turnover rate. As the average number of workers decreased, the turnover rate increased, and vice versa. This may indicate greater job stability when the size of the workforce is larger. Additionally, the pattern of the personnel turnover rate throughout the period remained below 10%, even during

the years of the pandemic's impact (2020-2021).

**Contribution to Sustainability:**

Regarding the facility's contribution to sustainability, the indicator is evaluated based on assessments of the use of energy carriers in the stages, as well as water consumption.

There is a decreasing trend in the consumption of different energy carriers by the hotel. The highest rates of decrease in consumption are recorded between the years 2020 and 2021 due to the long-term closure of the facility due to the cessation of tourist operations due to the impact of COVID-19. However, after that, it is observed that the hotel, in 2022, is approaching regular patterns of energy carrier consumption.

In the case of water consumption, the hotel shows a general decreasing trend, as water consumption decreases significantly from 2018 to 2021, with the lowest consumption in 2021. However, in 2022, there is an increase compared to the previous year. The year 2020 shows a notable decrease in water consumption compared to previous years. This decrease is related to the restrictions and operational changes caused by the COVID-19 pandemic. After the decrease in 2021, water consumption increased again in 2022, due to changes in the hotel's operations returning to normal.

In general, the impact of COVID-19 on the hotel caused a significant reduction in the consumption of energy carriers and water in the facility, representing a positive change in that period. However, the hotel is starting to show a return to normal consumption patterns, primarily due to the resumption of normal operations in that year.

**Phase III: Interpretation and Conclusions**

This phase focuses on determining the assessment of the impact of the crisis on the hotel facility based on the results obtained in the evaluation of each indicator. It also consists of three steps.

**Step 7: Assessing the Impact of the Crisis on Hotel Facilities:**

After evaluating each indicator, the general impact of the COVID-19 crisis on Hotel Brisas Guardalavaca is determined based on Table 2, which includes the 15 evaluated indicators and their results. Once the data is completed, the percentage representing the sum of positive and negative

impacts of the total indicators is calculated. According to the author's proposal, if the positively evaluated indicators represent between 50% and 85% of the total, it is considered that the crisis had a positive impact on the tourist facility. Similarly, for negative evaluation, if it falls between 50% and 85%, then it is considered that the crisis had a negative impact on the facility. Based on the previous analyses, it is considered that 60.00% (9) of the indicators were negatively evaluated (Table 2), so the impact of COVID-19 on Hotel Brisas Guardalavaca was negative.

**Step 8: Interpretation of Evaluation Findings:**

After analyzing all the indicators and precisely determining that COVID-19 caused 9 out of 15 indicators to be negatively evaluated, leading to a general negative impact on the facility, further analyses can be made:

**Table 2. Overall Evaluation of the Impact of the COVID-19 Crisis on Hotel Brisas Guardalavaca:**

Indicators	Observations	EVALUATION	
		POSITIVE	NEGATIVE
Stay Days	Drastic fall in 2020 and 2021		X
Occupancy Rate	Drastic fall in 2020 and 2021		X
Average Stay Time	Drastic fall in 2020 and slight recovery in 2021		X
Repeat Rate	Drastic fall in 2020 and slight recovery in 2021		X
Segmental Occupation Index	Drastic fall in 2020 and 2021		X
Average Complaint Rate	High rates in all years except during the pandemic	X	
Seasonal Occupancy Index	High variability and decrease in 2020 and 2021		X
Customer Satisfaction Index	High indices in all years	X	
Price-Quality Ratio Index	High indices in all years	X	
Position on Websites and Reviews	Trend to decrease in all years	X	

Repeat Probability	Trend to decrease in all years	X
Total Revenues	Drastic fall in 2020 and 2021	X
Percentage of Local Employment	Remained stable	X
Employee Turnover Index	Remained stable	X
Contribution to Sustainability	During COVID-19, a decrease in energy carriers consumption	X
	Total	6 9
	% Total	40.00 60.00
	Evaluation	NEGATIVE

1. **Occupancy Rate:** The hotel's occupancy rate has experienced fluctuations over the years. In 2020, due to the COVID-19 pandemic, the occupancy rate was significantly low, reaching only 37.70%. However, in 2021, despite the hotel operating for only 4 months, the occupancy rate recovered and reached 85.10%.
2. **Stay Days:** The total number of stay days has decreased dramatically in 2021, as the hotel was only open for 4 months. It went from 129,949 in 2020 to 42,772 in 2021.
3. **Average Nights:** The average number of nights per stay has consistently decreased in recent years. In 2021, it was only 2.93 nights per stay.
4. **Room Density:** Room density has experienced some fluctuations but has generally remained relatively stable. In 2021, the density was 1.95 persons per room.
5. **Market Type:** The number of foreign tourists has significantly decreased in 2021 due to travel restrictions related to the pandemic. On the other hand, the number of domestic tourists has increased.
6. **Repeat Rate:** The repeat rate, indicating the proportion of guests returning to the hotel, has been relatively stable in recent years, with a slight increase in 2021.

7. **Average Complaint Rate:** The average complaint rate has consistently decreased in recent years, indicating an overall improvement in customer satisfaction.
8. **Seasonal Occupancy Rate:** The occupancy rate varies by season. Generally, the high season has a higher occupancy rate than the low season.
9. **Revenue:** The hotel's revenue has experienced significant fluctuations. In 2021, despite limited operation, revenue decreased dramatically due to the closure of operations.
10. **Staff Turnover:** Staff turnover has been relatively stable, with minimal changes in recent years.
11. **Local Employees:** 23.25% of employees are local, which is positive in providing greater community involvement in local tourism operations.
12. **Customer Satisfaction Index:** The customer satisfaction index has been generally high, although there was a slight decrease in 2021.
13. **Price-Quality Ratio Index:** The price-quality ratio index has remained high overall, with a slight decrease in 2021.
14. **Contribution to Sustainability:** There is a reduction in resource consumption in 2021 due to operational limitations. This decrease can be considered a positive contribution to sustainability. However, there are still areas for improvement to continue moving towards more sustainable practices, especially in terms of energy, fuel, and water consumption.

### Step 9: Identify Strengths and Weaknesses.

**Strengths:**

- **Customer Satisfaction Index:** The hotel has maintained high levels of customer satisfaction over the years, which is a positive sign of the quality of its services and the level of customer care.
- **Average Incomes:** The data shows a gradual increase in the average income of tourists in the hotel over the years, indicating possible growth in the tourism sector and an improvement in the average spending of visitors.



- **Repetition Rate:** The hotel has managed to maintain a relatively stable repetition rate, implying that guests are satisfied and choose to stay at the hotel again on future visits.
- **Room Density:** Room density has remained stable over the years, indicating effective capacity management and a comfortable lodging experience for guests.
- **Price-to-Value Index:** The hotel has maintained a high price-to-value index, indicating that guests consider they receive good value for their money in terms of service quality and offered prices.
- **Local Workers:** The hotel has a significant percentage of local workers, which can be a strength in promoting local community participation and economic development, as well as providing an authentic experience and local knowledge to guests.

#### **Weaknesses:**

- **Stay Days and Average Nights:** The number of stay days and the average nights per stay have significantly decreased in recent years, especially in 2021 due to the reduction in the hotel's operating duration. This may indicate a possible decline in demand or guest preference for shorter stays.
- **Staff Turnover:** Although staff turnover has been relatively stable, the fact that it increased in some years, such as in 2019 and 2022, may be a sign of potential challenges in talent management and staff retention.
- **Average Complaint Rate:** Although it has decreased in recent years, the hotel has recorded an average complaint rate, which may indicate possible areas for improvement in service quality and overall guest satisfaction.
- **Low Season Occupancy Rate:** The hotel has experienced very low occupancy rates during the low season, especially in 2020 and 2021. This suggests the need to develop effective marketing and promotional strategies to attract more guests during these periods.

#### **DISCUSSION**

This research examined the impact of crises on tourist facilities, with a particular focus on the behavior of hotels during such situations and their ability to recover. The study centered on the crisis triggered by COVID-19 and assessed how it affected 15 key indicators of tourism operation at the Brisas Guardalavaca Hotel. A significant decrease in occupancy rate and revenue was found, although the hotel's ability to maintain high levels of customer satisfaction and retain part of its staff was highlighted.

Similarly, critical areas requiring attention were identified, such as the development of effective strategies to increase occupancy rates during the low season and improve sustainability practices. Despite the demonstrated resilience, ongoing challenges are recognized, such as the need to adapt marketing strategies and enhance long-term competitiveness. It is important to note that the research has limitations, particularly in the selected sample, but there is believed to be potential to extend the analysis to other facilities to establish comparisons and demonstrate the adaptability of the procedure to diverse conditions.

However, other studies gathered in the scientific literature have sought to assess how different situations have similarly impacted tourism operations, as seen in the articles by Meneghello (2023) and Nusantara et al. (2021).

The study of Meneghello (2023) was conducted using a correspondence analysis approach to investigate the relationships between respondents (visitors, operators, and residents) and the values associated with tourist landscapes in the Riviera del Brenta, a region near Venice in Italy, during the COVID-19 pandemic. This method allowed for the combination of variables and the unraveling of hidden dimensions that describe clusters in terms of spatial and social participation in this specific context.

The impact assessment was conducted using correspondence analysis to identify and analyze the relationships between the different actors involved in tourist landscapes during the pandemic in the Riviera del Brenta. Perceptions and attitudes of visitors, tour operators, and local residents were examined, allowing for the identification of significant patterns based on the responses of stakeholders in this area near Venice, Italy.

The impacts of the pandemic on the tourist landscapes of the Riviera del Brenta are analyzed from the perspective of different actors, including visitors, tour operators, and local residents. Effects are explored in terms of perception and valuation of tourist landscapes, community participation in destination management during the crisis, and adaptation strategies of tourist actors in this Italian region. The main contributions of the study include a better understanding of dynamics and relationships in tourist landscapes in times of crisis in this specific context, although limitations related to the scope of the sample, the representativeness of participants, and the limitations of correspondence analysis are acknowledged.

Meanwhile, Nusantara et al. (2021) adopts a single case study approach to assess the impacts of changes in tourism development policies in Surakarta. Using semi-structured interviews with seven key stakeholders, the aim is to explore perceptions and assessments of how modifications in tourism policies have influenced tourism and cultural development in the region. A georeferenced online questionnaire was employed to gather quantitative and qualitative data on perceived and practiced landscapes in the area.

The impact assessment focuses on various aspects of economic, cultural, and social development in Surakarta resulting from changes in tourism development policies. Stakeholders' perceptions regarding the preservation of traditional culture, tourism infrastructure, destination authenticity, and community participation in decision-making are examined. This qualitative analysis seeks to capture the complexity of impacts and perspectives of the involved participants.

The contributions of the study include a deeper understanding of the evolution of tourism development strategies in Surakarta, from preserving traditional culture to modernizing tourism infrastructure. Additionally, both positive and negative effects of tourism development policies in the city are highlighted, emphasizing the importance of stakeholder participation in decision-making. However, limitations such as sample size and potential response bias are identified, which could affect the generalization of findings to other tourism contexts.

The analyzed studies provide a detailed and valuable insight into the impact of various situations on tourism operations in different geographic contexts. The study on

Hotel Brisas Guardalavaca stands out for its specific focus on the COVID-19 crisis and its impact on tourism facilities, identifying critical areas requiring attention. However, it is acknowledged that the limitations of the sample need to be considered.

On the other hand, the studies by Meneghello (2023) and Nusantara et al. (2021) explore the effects of changes in tourism development policies in the Riviera del Brenta near Venice, Italy, and in Surakarta, Indonesia, respectively. These studies highlight the importance of stakeholder participation in decision-making regarding tourism development and emphasize both the positive and negative effects of tourism policies on local communities.

Together, these studies underscore the need to adopt multidisciplinary approaches and mixed methodologies to understand the complexity of impacts on tourism operations. Additionally, they point out the importance of considering the particularities of each geographic and situational context when designing strategies for recovery and sustainable tourism development in the future.

## CONCLUSIONS

This research provides an approach to the importance of studies related to the impact of crises on tourist facilities, primarily to offer an overview of hotel behavior during such situations and to determine how they have recovered or not.

At the same time, the global tourism industry is increasingly facing various crisis situations. Therefore, this article contributes a procedure dedicated to accurately assessing the impact of a specific crisis on hotels.

The application of the procedure to evaluate the impact of the crisis on hotel facilities applied at the Brisas Guardalavaca hotel allowed evaluating how 15 indicators of tourism operation are affected during the crisis caused by COVID-19. The results reveal that the impact of COVID-19 is clearly reflected in the evaluated indicators, with a significant decrease in occupancy rate, revenues, and other key aspects of the hotel's operation. Despite these challenges, the hotel has demonstrated some resilience by maintaining high levels of customer satisfaction and retaining a significant portion of its staff.

However, areas requiring attention have been identified,

such as the need to develop effective recovery strategies to increase occupancy rates during the low season and improve staff retention. Additionally, there are opportunities to enhance the hotel's sustainability, especially in terms of resource consumption and environmental practices. Prioritizing the customer experience and maintaining a good value proposition are key aspects for the hotel's competitiveness, so it is essential to continue focusing on these areas. The hotel also exhibits strengths in indicators such as customer satisfaction, staff retention, and community engagement, which can be leveraged to drive continuous improvement and sustainable growth.

Although a complex landscape is identified for the hotel, largely influenced by the impact of COVID-19 and its consequences on the tourism industry, the facility has demonstrated resilience by maintaining high levels of customer satisfaction and retaining a significant portion of its staff. However, critical areas requiring immediate attention are identified, such as the development of effective strategies to increase occupancy rates during the low season. Additionally, the need to improve sustainability practices and adapt marketing strategies to new market conditions are key aspects to ensure the hotel's long-term competitiveness and viability.

The limitation of this study lies in the selected sample for the application of the procedure, which can be extended to other facilities within the same tourist destination context. This would allow for patterns of comparison of the results to be established. Similarly, it would demonstrate the adaptability of the procedure to the different characteristics and conditions of other hotel facilities.

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