

Research paper

The systemic crisis of tourism in Cuba: challenges for the development of tourism in Cuba

La crisis sistémica del Turismo en Cuba: retos para el desarrollo del Turismo en Cuba

Julian Leoncio Rodríguez-Rodríguez

PhD, Professor of Ecotourism, Coordinator of Tourism Research, Biological Sciences Faculty, University of Havana, Cuba. | <https://orcid.org/0000-0002-0564-0571>
julianleo2010@gmail.com.

Received: 2024-07-15

Accepted for publication: 2024-08-05

Published: 2024-12-30

ABSTRACT

The systemic crisis in tourism represents a significant challenge for the sector worldwide, including in Cuba. This research seeks to generate knowledge to contribute to the recovery of the tourism sector in Cuba. The methodology used was the case study, which focuses on intensive analysis through qualitative research, combining the analysis of qualitative and quantitative data for a descriptive and contextual approach, which allowed for a more in-depth investigation than that offered by statistical studies. Case study research provides a valuable perspective, allowing a detailed and contextual analysis of the factors affecting tourism. The findings and conclusions can be instrumental in formulating effective strategies to address the underlying causes of the crisis and promote sustainable tourism recovery in the region. Comparison with other destinations in the insular Caribbean also provides an opportunity to learn from the experiences of others and adapt best practices to the Cuban context.

Keywords: systemic tourism crisis, case study, development challenges, Cuba

RESUMEN

La crisis sistémica del turismo representa un desafío significativo para el sector a nivel mundial, incluyendo a Cuba. Esta investigación procura generar conocimiento para contribuir a la recuperación de sector turístico en Cuba. Como metodología se utilizó el estudio de caso, que se enfoca en el análisis intensivo a través de la investigación cualitativa, combinando el análisis de datos cualitativos y cuantitativos para un enfoque descriptivo y contextual, que permitió una pesquisa más profunda que la que ofrecen los estudios estadísticos. La investigación mediante el estudio de caso proporciona una perspectiva valiosa, permitiendo un análisis detallado y contextual de los factores que afectan al turismo. Los hallazgos y conclusiones pueden ser fundamentales para formular estrategias efectivas que aborden las causas subyacentes de la crisis y promuevan la recuperación sostenible del turismo en la región. La comparación con otros destinos del Caribe insular también ofrece una oportunidad para asimilar de las experiencias de otros y adaptar las mejores prácticas al contexto cubano.

Palabras clave: crisis sistémica del turismo, estudio de casos, desafíos para el desarrollo, Cuba

INTRODUCTION

A systemic crisis in a country's economy refers to a significant collapse or deterioration in the economic structure that affects multiple sectors and manifests itself through a series of negative indicators. This type of crisis is not just limited to a temporary recession, but implies a profound failure in the functioning of the economic system as a whole. The structural crisis in tourism, which has been dragging on for years, has been aggravated by the Covid-19 pandemic, which has caused an unprecedented drop in tourism demand and supply (Aburumman, A. A. (2020). Haryanto, T. (2020). Mulder, N. (2020). Kumar, P., & Ekka, P. (2024)).

The systemic crisis in the economy has had a significant impact on the global impact on the tourism sector globally, and specific cases such as Cuba illustrate this such as that of Cuba illustrate this situation well. The following is an analysis of the main the main consequences that tourism has faced as a result of this crisis.

This situation has seriously affected the economy, employment, the environment and the economy of the countries and regions that depend on the sector. Tourism is a cross-cutting activity that requires coordination between various public and private actors, as well as constant adaptation to new trends and travellers' needs.

The current crisis represents a huge challenge, but also an opportunity to rethink the tourism model and orient it towards greater sustainability, quality and inclusion. The current tourism model faces major challenges and opportunities to adapt to new traveller demands and expectations, as well as to the impacts of the health crisis, climate change and digital transformation (Saner, R., Yiu, L., & Filadoro, M., 2019; Higgins-Desbiolles, F., 2020; Peralta, L., 2021).

The future of tourism will depend on its ability to innovate, diversify and deliver quality, sustainable and inclusive experiences that generate social, environmental and economic benefits for destinations and local communities. This requires a strategic vision, collaborative governance and responsible investment to drive the competitiveness, resilience and recovery of the sector. To build a sustainable future connected to technological and digital realities, it is necessary to rebuild the traditional models of tourism that generate inequalities and exclusion. Qiao, G., Hou, S., Huang, X., & Jia, Q. (2024).

However, there is one aspect that is insufficiently addressed: the training of tourism professionals who will have to handle these technologies, as well as that of their trainers who will have to be updated with new teaching methods. Moreover, it is essential to encourage critical thinking and creativity in this sector. For this reason, greater cooperation between public and private actors is required in order to achieve quality training adapted to the present and future needs of the tourism market.

METODOLOGY

The objective of this study is to document the differences in the tourism recovery process achieved by the end of 2023 among the main tourist destinations of the insular Caribbean. The article mainly analyses data from different official public and private institutional sources to try to answer the research questions in order to understand and analyse the data from different perspectives, to identify patterns, trends or relationships between variables.

The case study is a scientific research methodology that consists of an in-depth analysis of a phenomenon, a context, a situation or a specific problem, using various sources of information and data collection and analysis techniques Guetterman, T. C., & Fetters, M. D. (2018); Khoa, B. T., Hung, B. P., & Hejsalem-Brahmi, M. (2023).

The case study as an empirical research tool has proven to be particularly valuable in the analysis of complex phenomena within their real contexts, as is the case of tourism development in Cuba. This methodology allows for an in-depth understanding of systemic dynamics and crises, facilitating the identification of interactions and key variables that influence the sector.

The combination of qualitative and quantitative data through triangulation strengthens the validity of the findings and provides a holistic perspective. In addition, the case study draws on diverse sources of evidence, which enriches the research and contributes to the construction of robust theories applicable to business management and administration. The relevance of this methodology lies in its ability to generate meaningful and applicable knowledge, which makes it an indispensable methodological strategy in the social sciences and, by extension, in tourism research.

A qualitative approach seeks an in-depth understanding of a complex and unique phenomenon in its natural

context, based on multiple sources of evidence and through a holistic and interpretative analysis of a research context that has developed very strongly and has expanded to other fields of science and is no longer the preserve of the social sciences as in its origins. Moriarty, D., De Villavicencio, P., Black, L Bustos, M., Cai, H., Mehlenbacher, B., y Mehlenbacher, A. (2019).

RESULTS AND DISCUSION

According to the World Tourism Organization (UNWTO), the number of international tourists will double in 2022, reaching 965 million, compared to 485 million in 2021. However, this figure represents only 63% of pre-pandemic travel, when 1.5 billion trips were recorded in 2019. UNWTO estimates that the 2019 level of international tourist arrivals will not recover until 2024. Table 1

Table 1. Annual international tourist arrivals in the World: 2019-2023

Indicators	2019	2020	2021	2022	2023
Arrivals (overnight visitors)	1.5 billions	400 million	485 millones	965 millones	1.36 billions
Contribution of the tourism sector to world GDP	9.3 billions	4.78 billions	5.82 billions	7.7 billions	9. billions
Contribution of tourism to employment worldwide	334 million	271 million	289 millones	295 million	317 million

Source: Own elaboration based on data from UNWTO Barometer Vol. 21, Year 2023; Economic Impact of the World Travel & Tourism Council 2023 (WTTTC).

The tourism sector is a major driver of economic growth and job creation globally. In 2019, travel and tourism directly or indirectly generated 334 million jobs worldwide. The Covid-19 pandemic has had a significant impact in terms of global tourism employment in 2022, which stood at around 295 million workers worldwide.

The global situation indicates that, according to UNWTO forecasts for this year 2023, international tourist arrivals according to the UNWTO World Tourism Barometer September 2023, could be between 80% and 95% of pre-pandemic levels, finally achieving an upswing in the sector's recovery indicators, and a new opportunity to improve its future (UNWTO, 2023). At the end of July, international tourist arrivals reached 84% of pre-pandemic levels, 700 million tourists travelled internationally between January and July 2023. The outlook for September-December 2023 suggests a continued recovery, according to the latest UNWTO Confidence Index.

Analysis of tourism dynamics and its impact on the economy in Cuba.

Cuba is going through a deep economic crisis that di-

rectly affects the tourism sector. The shortage of basic commodities and the deterioration of services have had a negative impact on the tourist experience. Castellanos, L. P (2024). Despite the difficulties, the Cuban government continues to invest in the tourism sector. According to the National Office of Statistics and Information (ONEIC), it is estimated that in 2024, 34.5% of investments will go to tourism-related areas, including hotels and restaurants. Although the current situation shows a slow recovery, with the number of visitors still not reaching 60% of the activity levels of previous years.

Main attributes of Cuba's physical-geographical environment

The Republic of Cuba is made up of the island of Cuba (the largest of the Antilles), the Isle of Youth and more than 2,000 small islands that surround the main island to the north and south, which is why it has a wide variety of natural and historical-cultural resources of great value for the development of tourism. It covers an area of 110 922 km2 and has a population of 11.3 million inhabitants (ONEI, 2019). Its geographical position close to the Tropic of Cancer, its insularity and the particular geological-geo-

morphological evolution, condition a great diversity and complexity of the archipelago's landscapes. Its privileged location in the Insular Caribbean and Central America has led to it being known since the Spanish colonial period as the Key to the Gulf. **Figure 1**

Among the most outstanding tourist attractions are its beautiful and wide beaches covering more than 400 km, with soft white sands contrasting with coastal areas of erosive (cliffs) and biological (mangroves) origin. It also has a vast 70 000 km² marine shelf, with clear, warm waters and amazing coral reefs and seabed. Among other natural elements such as water and mud springs with therapeutic properties, numerous caves of great size and beauty, and a system of well-preserved protected areas with a high endemism in its

flora and fauna, which cover 17 % of the national territory (Salinas, E., Mundet, L. and Salinas, E., 2018).

To this natural heritage are added the rich and varied manifestations of Cuban culture, its rich historical heritage, its cities and historical heritage centres from the colonial era, but, above all, the intrinsic values of the Cuban people stand out: cheerful, sociable, supportive and hospitable. The innovation of tourism products is a necessity in the current tourism context; however, these have been little addressed.

Within the theoretical structure on tourism innovation, tourism product innovation and consumer experience are considered emerging issues (Leyva, B. S., Velázquez, F. F., and Pompa, F. D., 20).



Figure 1. Cuba's geographic location in the insular Caribbean

Source: Elaborated from <https://www.researchgate.net/profile/Map-of-the-Caribbean-Islands.png>

Growth of Cuba's Hotel Infrastructure

The growth of hotel infrastructure and the contribution of tourism to the economy are interdependent. While a robust hotel infrastructure facilitates an increase in the number of visitors and their spending, tourism growth drives significant investments in such infrastructure. This virtuous cycle not only benefits the sectors directly involved, but also has a wider positive impact on the economy.

Cuba's hotel infrastructure has experienced remarkable growth in recent years, driven by the increase in tourist demand and the opening of new air routes. According to official data, the country has more than 84,000 rooms distributed in some 337 hotels, most of them located in sun and beach destinations. Table 2

Table 2. Accommodation establishments in Cuba's tourism system: 2015-2023

	2015	2019	2021	2022	2023
Hotels	301	326	326	337	340
5 Stars	35	66	72	78	82
4 Stars	75	126	122	122	122
3 Stars	102	75	73	73	73
2 Stars	63	43	43	43	43
1 Stars	7	16	16	21	20
Aparthotel	38	7	5	5	5
Motel	12	3	3	3	3
Hostels	31	10	5	5	4
Other	45	128	140	178	192

Source: Own elaboration based on data from the National Office of Statistics and Information (ONEI); ANUARIO ESTADÍSTICO DE CUBA 2023 Turismo Edición 2023.

According to the Economic and Trade Report (ICEX, 2022), the Cuban government has announced plans to expand and modernise the hotel offer, with the aim of reaching 100,000 rooms by 2030. This project includes the construction of new hotels and the renovation of existing ones, focusing on raising the standard of facilities to attract more international visitors. Table 3

Table 3. Accommodation (beds) in Cuba's tourism system: 2015-2023

	2015	2019	2021	2023
Total, beds	66 389	128 885	129 483	135 996
Hotels	53 396	100 659	102 861	109 717
5 Stars	19 930	36 250	42 275	48 644
4 Stars	20 199	43 150	40 651	40 716
3 Stars	9 070	13 120	13 244	13 249
2 Stars	3 551	7 123	5 596	5 589
1 Stars	646	1 016	1 095	1 519
Aparthotel	1 666	3 138	3 102	3 102
Motel	442	960	807	807
Hostels	136	205	120	120
Other	10 134	23 923	22 594	22 250

Source: Own elaboration based on data from the National Office of Statistics and Information (ONEI); ANUARIO ESTADÍSTICO DE CUBA 2023 Turismo Edición 2023.

Tourist attractions in Cuba

Cuba, with its climate, history and culture, offers tourist experiences that attract visitors from all over the world. Sun and Beach Tourism is the best known, with its white sandy beaches and crystal clear waters that invite rest and relaxation. Urban tourism allows you to explore historic cities such as Havana, Trinidad where colonial architecture blends with modern life. For nature lovers, the Nature Tourism offers the opportunity to appreciate the island's unique biodiversity, from lavish valleys to underground cave systems. Health and Wellness Tourism takes advantage of Cuba's high quality medical facilities, while Adventure Tourism allows you to traditions and spiritual practices that make up the fabric of Cuban. These modalities not only enrich the visitor experience, but also promote responsible and sustainable tourism that benefits both tourists and the local community.



Tourist attractions in Cuba

Priority regions for tourism development in Cuba

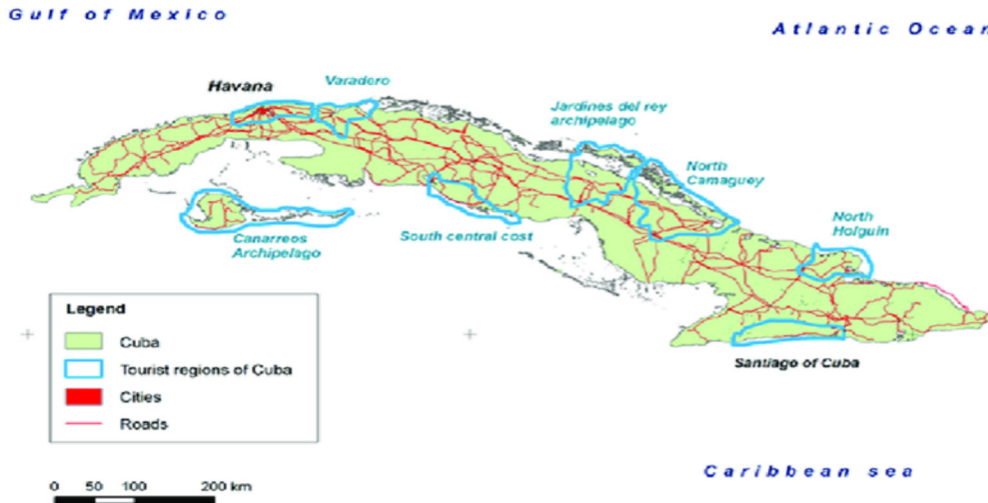
Cuba has identified eight key regions for tourism development, focusing on areas with high potential to attract both domestic and international visitors. These regions are Havana, Varadero, Jardines del Rey, North Camagüey, North Holguín, Santiago de Cuba, South Central Coast and Los Canarreos, with the recent inclusion of the northern region of Villa Clara. Figure 2.

Cuba's tourism development strategy has historically been influenced by its relationship with the United States, but in recent years, it has sought to diversify its tourism market, attracting visitors from Canada, Russia, Europe and Latin America. In addition, it has ha promoting sustainable local tourism as a way of contributing to territorial

development, enabling local businesses to manage tourism services that respect natural and cultural values and use tourism resources This orientation towards a more

integrated and sustainable tourism seeks not only to increase tourism revenues but also to improve the quality of life of the local population

Figure 2. Regions prioritised for tourism development in Cuba.



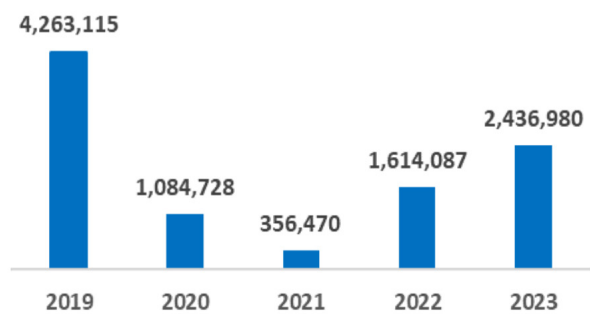
Source: Own elaboration based on https://www.researchgate.net/figure/Tourist-regions-of-Cuba_fig1_273222981

Behaviour of international tourist arrivals in Cuba: 2018-2023

According to data from the National Office of Statistics and Information (ONEI), international tourist arrivals to

Cuba fell from 4.7 million in 2018 to 4.3 million in 2019, representing a drop of 8.5%. In 2020, the situation worsened further, with only 1.1 million visitors arriving, down 80 per cent from the previous year. In 2022 and 2023, a recovery of international tourism in the country begins, thanks to the gradual resumption of air operations and the implementation of sanitary protocols to ensure the safety of travellers and workers in the sector requires year-round tourism diversification and promotion strategies to ensure a sustainable and resilient tourism industry in Cuba. Figure 3

Figure 3 International visitors to Cuba by month in 2019-2023

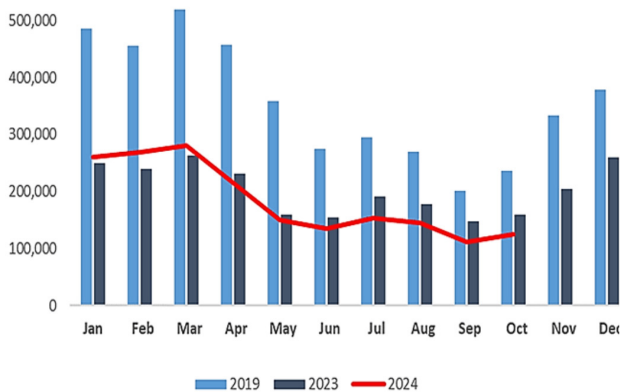


Source: Own elaboration based on data from the National Statistics and Information Office (ONEI).

Seasonality of tourism in Cuba: 2019-202

The seasonality of tourism in Cuba is a crucial aspect in understanding the dynamics of tourism flows to Cuba. The high season runs from December to March, coinciding with the most favourable weather and the largest influx of tourists, Figure 4. However, this concentration of tourism implies the need for infrastructure and services to respond to increased demand. Also, dependence on the high season can lead to periods of economic inactivity during the low season

Figure 4 International visitors to Cuba by month in 2019-2024



Source: Own elaboration based on data from the National Statistics and Information Office (ONEI).

Seasonal and geographical diversification is fundamental for sustainable tourism growth. It not only helps to mitigate the negative effects of seasonality, but also promotes more balanced development between different regions. By adapting to new tourist trends and preferences, the sector can maximise its economic potential and contribute to the overall well-being of local communities.

Economic impact of the reduction in the flow of international tourists to Cuba

The substantial decline in international tourism to Cuba in 2022, which experienced a 62.3 per cent drop compared to 2018, has indeed had profound economic implications. The tourism sector, a vital component of Cuba's GDP, faced multiple challenges, including strict US travel restrictions and the global health crisis caused by Covid-19.

These factors, coupled with a lack of market diversification and service quality, exacerbated the economic crisis.

The multifaceted crisis that Cuba has suffered in recent years has caused structural problems in the Cuban economy and the slow reform process has hampered recovery efforts. The situation requires strategic reforms and diversified economic resilience to mitigate these vulnerabilities in the future. The impact of these challenges on Cuba's socio-economic fabric provides a critical case study of the importance of tourism in the Cuban economies. Table 4

Table 4 Economic impact of international tourism to Cuba 2019-2023 (Millions of USD)

	2019	2021	2023
Total	2 645,1	416,9	1 308,3
International tourism receipts	2 596,2	404,1	1 269,1
Of which: Private Sector	373,1	38,2	284,7
International transport receipts	48,9	12,9	39,2

Source: Own elaboration based on data from the National Statistics and Information Office (ONEI)

Factors that have contributed to the decline of tourism in Cuba.

Tourism in Cuba has suffered a serious deterioration in recent years due to several factors that have affected both supply and demand. (Ginsburg, M., 2022; Rodríguez, R., 2023; Castellanos, L. P., 2023) Among these factors are:

- The US economic embargo, which limits foreign investment and access to technologies and markets.
- The energy crisis, which hinders the functioning of basic services and tourism infrastructure.
- The lack of maintenance and renovation of hotel and recreational facilities, which reduces the quality and competitiveness of the tourism product.
- The shortage of qualified, motivated and well-paid human resources, which affects the level of customer service and satisfaction.

The health crisis caused by Covid-19 severely affected the Cuban economy, which relies heavily on tourism and re-

mittances as sources of income. The pandemic forced the closure of borders and reduction of flights, resulting in a loss of income and foreign exchange. On the other hand, the energy crisis in Cuba has had a significant impact on basic services and infrastructure. tourism in the country. The situation has led to a reduction in the gastronomic and entertainment offer, affecting the tourist experience and decreasing the competitiveness of the tourism offer. In addition, the crisis has exacerbated existing challenges, such as travel restrictions and shortages of basic supplies, leaving tourism in a fragile position at a time when the sector worldwide is seeking to recover. the Cuban economy has had structural problems for years, such as low productivity, little productive diversification and a lack of incentives for the private sector.

The Cuban government has taken measures to boost domestic production, diversify sources of foreign exchange and protect the most vulnerable, but the medium- and long-term outlook is uncertain and challenging. Greater economic openness, regional integration and international cooperation are needed to overcome the obstacles and ensure the well-being of the population (Rodríguez, J. L., & Salinas, E., 2021; Hidalgo, V., & Triana, J.,

Despite achieving health success in containing the pandemic and developing its own vaccines, the country has not been able to take full advantage of the opportunities for revival. With mass vaccination of its population and the gradual reopening of its borders, the year 2022 looked to be a year of hope. It was predicted that the flow of tourists and remittances would increase, alleviating the shortage of foreign exchange. However, the reality has been more complex, as the tourism sector continues to grow at a slower rate than the main Caribbean destinations. (Table)

Table 5. International tourist arrivals (thousands) to the main Caribbean tourist destinations

	2019	2023	% (19 /23)
Caribe Mexicano	7,924	10,041	26.7
República Dominicana	6,446	8,058	25
Cuba	4,263	2,437	-42.8
Puerto Rico	3,180	4,091	28.6

Rooms, international tourist arrivals and receipts in Cuba (2013 -2023)

Tourism in Cuba has experienced growth in hotel infrastructure and an increase in international tourist arrivals. This growth is driven by the government's strategy of opening opportunities to international hotel chains and strengthening relationships with tour operators and airlines, which has helped to expand the tourism market. However, despite the increase in the number of rooms and tourist arrivals, tourism revenues have faced challenges.

The COVID-19 pandemic had a significant impact, drastically reducing the number of tourists in 2020 and affecting the sector's revenues. Although the numbers have shown a recovery in 2023, with an increase in sector revenues, the relationship between hotel infrastructure growth and tourism revenues remains complex, influenced by external factors such as international relations and global health and economic crises. **Table 6**

Table 6 Rooms, international tourist arrivals and receipts in Cuba (2013 -2023)

	2015	2019	2023	CAGR*
Economic impact (millions of USD)	2607	2645	1308	-7.38%
International Arrivals (thousands)	3525	4263	2436	-4.02%
Rooms	54651	62630	75434	3.65%

*CAGR (Compound Annual Growth Rate)

Source: Own elaboration based on data from the National Statistics and Information Office (ONEI)

The country has not been able to take full advantage of the opportunities for revival. With the mass vaccination of its population and the reopening of the gradual of its borders. The year 2022 was seen as a year of hope. It was predicted that the flow of Statistics and Information of the Republic of Cuba (ONEI) reported that as of October 2024, the nation received approximately 2.49 million visitors, representing a 96.1% increase compared to the same period last year.

Although there are signs of recovery in Cuban tourism, these are insufficient to compete with other Caribbean destinations that are experiencing strong growth. The situation requires attention to economic policies and a re-evaluation of tourism strategies to improve Cuba's

competitiveness in the global market

Forecast of international tourist arrivals to major Caribbean tourist destinations by 2024

Foresight and forecasting are useful tools to anticipate and prepare for the future; they allow us to identify trends, scenarios and challenges that may affect society, the economy and the environment (Mc Loughlin, E., & Hanrahan, J., 2023). (Dunn, M., 2020; Oncioiu, I., & Priescu, I., 2022) These tools are not a way to predict the future, but to explore possible alternatives and their implications.

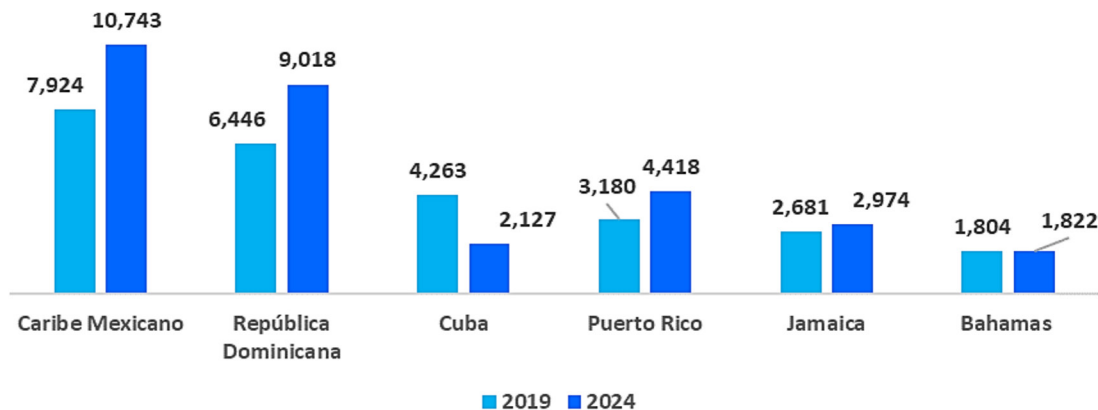
Tourism in the Caribbean has shown a positive trend for the year 2024, with an encouraging forecast suggesting a solid and sustained recovery. According to data from the World Tourism Organisation (UNWTO), international tourist arrivals are expected to reach or even exceed pre-pandemic levels by the end of 2024. Figure

The tourism industry in Cuba has experienced significant fluctuations in recent years. Between 2015 and 2019, the compound annual growth rate (CAGR) of the tourism sector's contribution to the economy was -7.38%, marking a notable change in the growth trend observed in previous years. However, despite this decline in the overall economic growth of tourism, the number of hotel rooms on the island experienced an absolute increase of 38%. This growth in hotel infrastructure indicates continued investment in the sector, possibly in anticipation of future recovery and increased tourism demand.

In fact, studies suggest that international tourism in Cuba maintained stable growth rates in recent years, despite the difficulties faced by the sector. In addition, the construction of new luxury hotel rooms continued, reflecting a focus on attracting high-end tourism.

These efforts to improve and expand tourism facilities are critical to Cuba's economic development and its ability to attract international visitors in the future. **Figure 5**

Figure 5 Forecast of international tourist arrivals to the main Caribbean tourist destinations by 2024



Source: Based on data from UNWTO Barometer Vol. 21, 2023, Central Bank of the Dominican Republic and Ministry of Tourism. Quintana Roo Datatur. Oficina Nacional de Estadística e Información (ONE) de Cuba 2024, Jamaica Tourist Board, 2024, bahamas.gov.bs, public/Statistics 2024

CONCLUSIONS

The systemic crisis of tourism is a phenomenon affecting the tourism sector globally, characterised by loss of competitiveness, declining demand, environmental and social deterioration, and lack of adaptation to technological and market changes. This crisis has multiple causes and consequences, and requires comprehensive and sustainable solutions involving all actors in the sector.

The current systemic tourism crisis, which has been aggravated by the Covid-19 pandemic, has had a negative impact on the island Caribbean region. The island Caribbean region. This has meant a loss of income, jobs and development opportunities for the countries and territories that rely heavily on this economic activity.

Moreover, the crisis has highlighted the structural vulnerabilities of the Caribbean tourism model, based on overcrowding, seasonality, dependence on external source markets and poor integration with the local productive fabric. Given this scenario, there is a need to promote a transformation of the sector towards a more sustainable, resilient, diversified and inclusive tourism that contributes to the well-being of local populations and the conservation of the region's natural and cultural resources.

Tourism in Cuba faces important challenges for its development in the face of the current systemic crisis affecting the sector globally. at the global level. To achieve environmental, social and economic sustainability, as well as innovation and competitiveness, the tourism sector needs a strategic vision, integrated management and constant adaptation to the changing environment. Moreover, it is necessary to diversify and differentiate tourism products in order to offer unique and quality experiences to visitors.

REFERENCES

- Aburumman, A. A. (2020).** "Covid-19 impact and survival strategy in business tourism market: the example of the UAE MICE industry". *Humanities and Social Sciences Communications*, 7 (141), 1-11. <https://doi.org/10.1057/s41599-020-00630-8>
- Castellanos, L. P. (2023).** La evolución de la economía mundial entre 2021-2022: la coyuntura económica de América Latina y el Caribe. *Revista Cubana de Economía Internacional*, 10(1), 1-28. <https://revistas.uh.cu/rcei/article/view/4689>
- Castellanos, L. P. 2024** La crisis de la economía cubana: un problema concreto y un recetario abstracto. *Revista Cubana de Economía Internacional*, Vol. 11 No. 2, 2024 <https://www.researchgate.net/publication/38>
- Dunn Cavely, M. (2020).** From Predicting to Forecasting: Uncertainties, Scenarios, and their (Un-) Intended Side Effects. In *The Politics and Science of Prediction: Governing and Probing the Future* (pp. 89-103). Routledge DOI:10.4324/9781003022428-8
- es. statista(2023)** <https://es.statista.com/contribucion-total-del-turismo-al-pib-en-los-paises-del-caribe/>
- Fondo Monetario Internacional (FMI) 2023** Perspectivas de la Economía Mundial <https://www.imf>.
- Ginsburg, M. (2023).** Economic and media war against socialist societies. *International Journal of Cuban Studies*, 14(2), 272-308. <https://doi.org/10.13169/intejcubastud.14.2.0272>
- Qiao, G., Hou, S., Huang, X., & Jia, Q. (2024).** Inclusive tourism: applying critical approach to a Web of Science bibliometric review. *Tourism Review*. <https://www.emerald.com/insight/content/doi/10.1108/tr-04-2024-0332/full/html>
- Guetterman, T. C., & Fetters, M. D. (2018).** Two methodological approaches to the integration of mixed methods and case study designs: A systematic review. *American Behavioral Scientist*, 62(7), 900-918. <https://doi.org/10.1177/0002764218772641>
- Hidalgo, V., y Triana, J. (2022).** Macroeconomía y crecimiento en la agenda de transformaciones del modelo económico cubano en el período pos-pandemia W FORO EUROPA~CUBA WORKING PAPER Vol. 37. mayo 2022 <https://www.researchgate.net/publication/362345>
- Higgins-Desbiolles, F. (2020).** The "war over tourism": Challenges to sustainable tourism in the tourism academy after COVID-19. *Journal of Sustainable Tourism*, 29(4), 551-569. <https://doi.org/10.1080/09669582.2020.1803334>
- Haryanto, T. (2020).** COVID-19 pandemic and international tourism demand. *JDE (Journal of Developing Economies)*, 5(1), 1-5. DOI: <http://dx.doi.org/10.20473/jde.v5i1.19767>
- Hoarau, J. F. (2022).** Is international tourism responsible for the outbreak of the COVID-19 pandemic? A cross-country analysis with a special focus on small islands. *Review of World Economics*, 158(2), 493-528. <https://doi.org/10.1007/s10290-021-00438-x>

- ICEX, 2022** Informe Económico y Comercial Informe económico y comercial y guía país <https://www.icex.es/cuba/DOC2019815156>
- Khoa, B. T., Hung, B. P., & Hejsalem-Brahmi, M. (2023).** Qualitative research in social sciences: data collection, data analysis and report writing. *International Journal of Public Sector Performance Management*, 12(1-2), 187-209. SSN 1741-105X, ZDB-ID 2471977-8.
- Kumar, P., & Ekka, P. (2024).** Statistical analysis of the impacts of COVID-19 pandemic on the small and large-scale tourism sectors in developing countries. *Environment, Development and Sustainability*, 26(4), 9625-9659. DOI <https://doi.org/10.1007/s10668-023-03112-4>
- Larrinaga, O. V., & Rodríguez, J. L. (2010).** El estudio de casos como metodología de investigación científica en dirección y economía de la empresa. Una aplicación a la internacionalización. *Investigaciones europeas de dirección y economía de la empresa*, 16(3), 31-52. DOI:10.1016/S1135-2523(12)60033-1
- LeoGrande, W. M., & Hershberg, E. (2023).** Cuba Emerging from COVID. *Revista de Ciencia Política*, 43(2). <http://dx.doi.org/10.4067/s0718-090x2023005000110>.
- Leonardi, V., Elías, S., y Tortul, M. (2022).** Sitios de patrimonio mundial como determinantes de la demanda de turismo internacional en Latinoamérica y Caribe. *Lecturas de Economía*, (96), 171-200, <https://doi.org/10.17533/udea.le.n96a342804>
- Leyva, B. S., Velázquez, F. F., y Pompa, F. D. (2023).** Productos turísticos creativos e innovadores. Potencialidades de destinos turísticos cubanos. *RILCO DS: Revista de Desarrollo sustentable, Negocios, Emprendimiento y Educación*, 5(39), 3. <https://doi.org/10.51896/rilcods>
- Mc Loughlin, E., & Hanrahan, J. (2023).** Evidence-informed planning for tourism. *Journal of Policy Research in Tourism, Leisure and Events*, 15(1), 1-17. <https://doi.org/10.1080/19407963.2021.1931257>
- Mordor Intelligence (2023)** Informe de la Industria de Viajes y Turismo de América Latina <https://www.mordorintelligence.com/es/industry-reports/opportunities-in-latin-america-travel-and-tourism-industry>
- Moriarty, D., De Villavicencio, P., Black, L., Bustos, M., Cai, H., Mehlenbacher, B., y Mehlenbacher, A. (2019).** Durable Research, Portable Findings: Rhetorical Methods in Case Study Research. *Technical Communication Quarterly*, 28(2):124-136 DOI: <https://doi.org/10.33996/revistahorizontes.v5i19.236>
- Mulder, N. (2020).** The Impact of the COVID-19 Pandemic on the Tourism Sector in Latin America and the Caribbean and Options for a Sustainable and Resilient Recovery. Santiago: Economic Commission for Latin America and the Caribbean (ECLAC), United Nations. <https://www.cepal.org/en>
- Oncioiu, I., & Priescu, I. (2022).** The use of virtual reality in tourism destinations as a tool to develop tourist behavior perspective. *Sustainability*, 14(7), 4191 <https://doi.org/10.3390/su14074191>
- ONEIC, Inversiones** <https://www.onei.gob.cu/sites/default/files/publicaciones/2024-05/inversiones-indicadores-seleccionados-marzo-2024.pdf>
- Peralta, L., (CEPAL), (2021).** El turismo de Centroamérica y la República Dominicana ante las tecnologías digitales: retos y oportunidades para las mipymes (LC/MEX/TS.2021/10), Ciudad de México, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. <https://www.cepal.org/en>
- Rodríguez, H. E. P. (2021).** La economía internacional y la pandemia. Principales efectos y algunas lecciones. *Revista Cubana de Economía Internacional*, 8(1). <https://revistas.uh.cu/rcei/>

Rodríguez, J. L., y Salinas, E. (2021). Desafíos para el desarrollo del turismo en Cuba. El nuevo escenario post COVID-19. *Revista Estudios del Desarrollo Social: Cuba y América Latina*, 9(2) <http://scielo.sld.cu/scielo.php?>

Rodríguez, R. (2023). Las sanciones económicas como pilar de la política de Estados Unidos hacia Cuba a partir de 1959. *Études caribéennes*, (54). DOI: <https://doi.org/10.4000/etudescaribeennes.25730>

Salinas, E., Mundet, L., & Salinas, E. (2018). Historical Evolution and Spatial Development of Tourism in

Cuba, 1919–2017: What is Next? *Tourism Planning & Development*, 15 (3), 216–238. <https://doi.org/10.4324/9780429030185-2>

Saner, R., Yiu, L., & Filadoro, M. (2019). Tourism development in least developed countries: Challenges and opportunities. *Sustainable Tourism: Breakthroughs in Research and Practice*, 94-120. DOI: 10.4018/978-1-5225-7504-7.ch006

World Tourism Barometer 2024- Barómetro del Turismo Mundial Volume 22, Issue 3, septiembre 2024 (Versión española). DOI: <https://doi.org/10.18111/wtobarometeresp>.