

Proposal for creative tourism activities to diversify offerings at Grand Memories Holguín Hotel

Propuesta de actividades turísticas creativas para diversificar la oferta del

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ABSTRACT

The recreational offerings within the hotel are crucial for achieving customer satisfaction and setting the hotel from competitors. Therefore, it is essential to plan animation activities creatively and innovatively in order to diversify the tourist offerings and adapt them to the changing needs of the market. The objective of this article is to propose creative tourism activities to enhance the offerings at the Grand Memories Holguín hotel. The methodology used in the paper includes tools such as documentary review, direct observation, brainstorming, checklists and identification of strengths and weaknesses. The results highlight challenges in the hotel's animation process despite an overall positive image. Additionally, creative tourism activities have been suggested to diversify the hotel's offerings and cater to the needs of the main market segments: Canadian and Cuban-American clients. It is recommended to implement the proposal, conduct a feasibility analysis, allocate necessary resources, monitor activities and identify areas for improvement.

Keywords: Creative tourism, creative tourism activities, hotel entertainment.

RESUMEN

La oferta recreativa dentro del hotel resulta importante para lograr la satisfacción del cliente y lograr diferenciación. Por lo que es necesaria la correcta planificación de las actividades de animación desde un enfoque creativo e innovador que permita diversificar la oferta turística adaptándose a las necesidades cambiantes del mercado actual. Por esta razón, el objetivo del presente artículo consiste en proponer actividades turísticas creativas para diversificar la oferta en el hotel Grand Memories Holguín. La metodología empleada contiene diversas herramientas como la revisión documental, observación directa, lluvia de ideas, lista de chequeo e identificación de debilidades y fortalezas. Los resultados muestran dificultades en el proceso de animación del hotel a pesar de una imagen general positiva. Asimismo, fueron propuestas actividades turísticas creativas en aras de diversificar la oferta del hotel, las cuales están dirigidas a los principales segmentos de mercado, clientes canadienses y clientes cubanos-americanos. Se recomienda la implementación de la propuesta, realizando un análisis de viabilidad y recursos necesarios, así como el control de las actividades e identificación de mejoras.

Palabras clave: Turismo creativo, actividades turísticas creativas, animación hotelera.

INTRODUCTION

In an increasingly competitive tourism sector with travelers seeking unique experiences, hotels must innovate in their offerings to stand out and meet changing market demands. This need for differentiation has sparked a growing search for creative tourism activities. It is recognized that creativity in tourism encompasses a wide range of aspects, which include enhancing tourism experience, attracting different markets by creating networking and new tourism spaces, as well as helping to make small communities more visible and promoting authenticity (Cohendet et. al., 2010; Hall et. al., 2009; Richards, 2014).

Creative tourism is defined as a form of tourism that enables tourists to enhance their creative abilities by actively participating in activities unique to the destination. According to Richards and Raymond (2000), this type of tourism “provides visitors with the chance to unlock their creative potential through engaging in courses and learning experiences specific to the destination.”

This definition has been fundamental in the development of the concept, although it has evolved over time to include aspects such as creative self-expression, learning and connection with the local community, as highlighted in the CREATOUR project (Remoaldo et. al., 2020). Thus, creative tourism contributes to revitalizing the entertainment offers in hotels, differentiating them in a competitive market.

Creative tourism activity programs differ markedly from traditional hotel entertainment programs. While the latter tend to focus on passive entertainment, creative activities promote an active and participatory experience. This is summarized in the following table:

Table 1. Comparison of conventional and creative programs

Items taken into account	Traditional programs	Creative programs
Approach	Passive (observation)	Active (participation)
Type of experience	Recreational experience	Educational and transforming experience
Relationship with culture	Superficial	Deep and immersive

Source: Developed by the authors.

This shift to a more active approach enables tourists to truly immerse themselves in the destination. In this context, innovation is crucial in the field of hotel entertainment, as modern tourists are seeking for experiences unique and personalized experiences. Creative tourists are no longer content <https://www.sciencepubco.com/index.php/ijet/article/view/12383> with simply observing cultural events and passively visiting cultural sites; they want to actively engage with them (Remoaldo et. al., 2020). They are in search of memorable experiences (Pine & Gilmore, 2013) and value utility over mere novelty (Tan et. al., 2013). There are mindful visitors (Moscardo, 1996) who desire to become part of the daily life of the destination (Ilincic, 2014) and looking for active participation and deeper connections with the local community (Carvalho et. al., 2016; G & J, 2007; Mihajlović & Koncul, 2016; Ohridska-Olson & Ivanov, 2010; Richards, 2003; Richards & Raymond, 2000; Smith, 2016; Zhang & Yu, 2018).

Understanding the profile of creative tourists, who are classified into novelty seekers, knowledge and skills seekers, and creativity and leisure seekers (Remoaldo et. al., 2020), enables strategies to be tailored to the specific needs and motivations of different tourist groups, enhancing the experience and impact of creative tourism. Therefore, providing creative activities is a crucial strategy to enhance the experience of this type of tourist.

Creative activities enhance the customer experience by offering distinctive and memorable moments. This not only creates instant satisfaction, but also fosters a positive perception of the hotel,

ultimately boosting the chances of guests returning and recommending the establishment. As Egger et. al. (2016) point out, “satisfied guests are more inclined to revisit and refer the property to their loved ones.” It is crucial for hotel businesses to acknowledge the importance of incorporating such innovative ideas into their services to stay competitive in a dynamic and ever-changing tourism industry.

Diversification of hotel offerings has become a key strategy to attract different market segments and improve customer satisfaction. In a saturated tourism environment, hotels must innovate and offer unique experiences. According to Baker and Cameron (2008), diversification in the hotel industry helps establishments optimize the use of resources and create competitive advantages by expanding their range of services. The ability to offer creative activities can be a key differentiator in a market where tourists are looking for memorable experiences.

METHODOLOGY: MATERIALS AND METHODS

For the selection of a methodology for the current research, the authors conducted a search on the main methodologies used to improve the animation process and design animation programs in hotels. After the analyzing research by Camero et. al., (2024); Chang, (2021); La O López et. al., (2024); Rodríguez et. al., (2018); Sánchez Romero & Oviedo, (2019) (Table 2), the authors chose to use the methodology proposed by Rodríguez et al. (2018). Thid methodology was complemented with the adaptive perspective of La O López et. al. (2024), as it best suited the research objectives and interests. The methodology was also highly topical and applicable, especially in the target geographical context of Holguín province. The chosen methodology was adapted and adjusted to fit the specificities of Grupo Gaviota SA. It involves a combination of literature review and analysis of the hotel's current offerings to design a specific and feasible program of creative tourism activities for Gran Memories Holguín.

Table 2. Methodologies of the background studies

Authors	Methodology	Strengths	Weaknesses
(Sánchez Romero & Oviedo, 2019)	Quantitative study using surveys to assess customer satisfaction with entertainment activities in a hotel.	Results indicated an improvement in customer satisfaction.	Limited focus on a single hotel, restricting the generalization of findings and lack of insight into motivations behind the choice of activities.
(Rodríguez et. al., 2018)	Mixed and applied approach, starting with a comprehensive literature review, followed by guest surveys and interviews with hotel staff.	Six-step structure facilitates application and adaptation in different contexts	Requires greater focus on qualitative perspectives of the customer experience and deeper analysis of the profitability of activities.
(Chang, 2021)	Qualitative approach through interviews with managers and employees, complemented by guest surveys.	Identification of perceptions about current activities.	The sample may not be representative of all customer segments, limiting the applicability of conclusions.
(La O López et. al., 2024)	Improvement of recreation management, adapting it to the particularities of the Brisas Guardalavaca hotel; flexible and adaptable approach to the specific context and needs of the entity.	Flexibility and adaptability to the specific hotel context	Designed for a specific context, reduces its universal applicability. Requires adaptation to consider cultural diversity, demographic needs. To ensure relevant tourism activity programs, careful adaptation is required.
(Camero et. al., 2024)	Methodology oriented to the exhaustive diagnosis of limitations in the management of the animation service, using a mixed approach that combines documentary analysis, surveys, group dynamics and process analysis.	Comprehensive approach that allows for an exhaustive diagnosis.	It requires a significant investment of time and resources to carry out all phases of the diagnosis, making it difficult to analyze and synthesize all the information gathered.

Source: Developed by the authors.

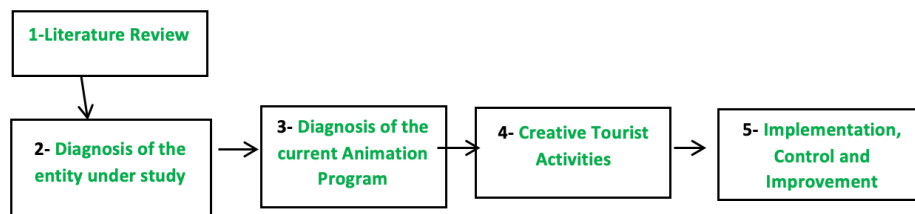
The scope of this study focuses on the conceptualization and design of creative tourism

activities (Step 4), leading to the development of a detailed proposal for the hotel under study. The

implementation, control and improvement (Step 5) will be considered by the hotel management and animation team. With their experience and

knowledge, they will manage the following steps of the proposed methodology. This is outlined below:

Figure 1. Methodology for the design of creative tourism activities



Source: Developed by the authors based on the methodology developed by Rodríguez et. al., (2018).

Methodological steps:

The authors adapted the methodology in the following steps:

- Literature review on creative tourism and creative tourist activities: A search was conducted in Scopus and Web of Science, databases relevant to scientific research. Thematic descriptors used were “Creative tourism” and “Creative tourist activities”. A review of existing literature on the subject was conducted, including consultation of scientific articles, books, industry reports and relevant case studies.
- Diagnosis of the Hotel Grand Memories Holguín: Through direct observation, documentary review and an exchange with the reception staff, pertinent information for the study was obtained. Aspects such as the group and the hotel chain to which it belongs, infrastructure, main markets, etc., were described.
- Diagnosis of the hotel's animation program: A detailed analysis of the recreational and entertainment activities offered at the Grand Memories Holguín Hotel was carried out. This analysis included an exchange with the animation staff, a review of documents, direct observation, evaluation of activity programs, identification of weaknesses and strengths, as well as gathering

information from the hotel's web site and the TripAdvisor reviews.

- Design of creative tourism activities: Based on the information gathered in the previous steps, a set of creative tourism activities was designed that integrated the principles of creative tourism with the resources available at the hotel. The activities included innovative and unique experiences that aimed to encourage participation, learning and connection with the local culture.
- Implementation, control and improvement of the proposed activities: The designed activities were implemented; detailed planning and resource preparation were critical to ensure successful execution. Control will involve data collection through observation and feedback to evaluate the performance of the activities and identify areas for improvement.

Data collection instruments:

The following data collection instruments were used:

- Direct observation: To analyze the hotel's activities and infrastructure.
- Document review: A review of the hotel's documents and promotional materials was conducted to gain a better

understanding of the hotel's offerings and current needs.

Data analysis

The data collected were analyzed using qualitative techniques, specifically through content analysis to identify relevant themes in this field.

Diagnosis of the entity and the animation program

The Grand Memories Holguín Hotel is located on the Ramón de Antilla peninsula, approximately 100 kilometers from the city of Holguín. It is part of Gaviota S.A. group and is managed by the Blue Diamond Resorts hotel chain. This 5-star sun and beach hotel operates under the all-inclusive modality. The facility consists of 10 blocks, with a total of 860 rooms, including 796 standard rooms, 40 junior suites, 16 suites, and 8 rooms equipped for disabled guests. Additionally, 86 of the rooms are interconnected.

The hotel offers several amenities such as 24 hour reception, teen club, towel club, kids club, SPA Aguamarina, theater, beauty salon, gym, nautical point, parking, WIFI service, nautical sports and 9 swimming pools. There are 7 restaurants and 9 bars on the premises. The hotel's main source markets include Canada, which has the largest representation and the growing Cuban-American market.

The management of tourist entertainment at the hotel has a positive reputation among the public for the recreational and cultural activities offered. This indicates that guests are having satisfactory experiences. The management of these activities is done by the knowledgeable animation team following a standard structure of recreational activities. These activities are divided into three main sessions: Daytime, Evening and Children's, covering a variety of interests and preferences, which include Spanish classes, dance, aerobics, water gymnastics, theme nights and chill out nights. The current programming features theme days like Cuban Day and Canadian Day, providing cultural and diverse experiences for guests. Families are attracted to the children's playground and play areas. Indoor activities have been

incorporated, showing an ability to adapt to weather conditions.

Although various activities designed by the entertainment team are offered, the absence of a structured entertainment plan and regulatory documents for this process, such as operating manuals, makes it difficult to optimize the management of resources and the design of activities. On the other hand, the lack of rotation in nighttime activities generates dissatisfaction among clients, which indicates the need to diversify the offer during these hours. The analysis shows a standard animation offer and although Cuban Day is held, the opportunity to promote local culture in a creative and authentic way is not fully exploited. The possibilities of creating memorable, participatory and innovative experiences that connect guests with the idiosyncrasies of the community are not being fully utilized. Diversifying the current offer by including creative tourism activities such as craft workshops, traditional Cuban music and cooking classes, in addition to encouraging the active participation of guests, will enrich their experience and strengthen their connection with the local culture in a sustainable way.

External customer ratings

After conducting the search on the opinion site TripAdvisor, it became clear that the hotel has a rating of "Very Good" (4.5). The rooms and cleanliness received the highest ratings (5 out of 5), followed by quality/price, service and quality of sleep (4.5 out of 5) and the location which was rated with 4 points. As of the consultation date on January 24, 2025, a total of 1205 comments have been recorded. Of these, 870 were excellent (72.19% of the total), 176 were very good (14.60% of the total), 51 were average (4.23% of the total), 56 were bad (4.64% of the total) and 53 rated it as awful (4.39%).

Comments on opinion sites and social networks such as Facebook highlight the hotel's main strengths as the hospitality of the staff, the comfort of the facilities and the quality of the catering service. On the other hand, among the main dissatisfactions with the animation process are the cancellation of activities, the modification or

elimination of activities due to noise complaints, which generates dissatisfaction among those seeking entertainment options. A decrease in the publicity of events is mentioned, making it difficult for guests to participate. There are complaints about the quality and lack of variety of evening entertainment. Although there are games in the pool, guests mention the absence of incentives or prizes. Similarly, although there are activities for children, the offer is not varied.

Diagnosis of the internal situation

For the analysis of the internal situation of Animation at the Grand Memories Holguín hotel, the main strengths and weaknesses of the area were defined (see Table 3), taking into account the literature reviewed and the opinions of the facility's clients on review sites.

Table 3. Strengths and weaknesses

Strengths	Weaknesses
Favourable public opinion	Absence of animation plan
Diversity of daytime activities	Little diversity in evening activities
Variety of animation areas in excellent condition	Lack of creativity in not creating own games
Promotion of recreational activities on social networks such as Facebook and Instagram.	Insufficient alliances with other recreational entities
Partnership between Marina Gaviota and the animation department	Insufficiency of training courses in animation management
Presence of an instructor with mastery of sports	Insufficient market research for the creation of animation shows.
	Untapped potential for activities involving local culture.

Source: Developed by the authors.

In order to enhance the diagnosis of the animation process at Hotel Grand Memories Holguín, the authors created a checklist (Table 4) based on key elements identified in research related to tourism animation. According to Sánchez Romero and Oviedo (2019), it is essential to conduct a diagnosis of customer needs in order to tailor activities to their expectations. Similarly, Chang (2021)

suggests a methodological approach that highlights the necessity of developing activities aligned with clear and measurable objectives. Additionally, Camero et al. (2024) stress the importance of planning and coordination among the various functional units of the hotel. These elements, along with others, enable the accurate evaluation of the animation process in hotels.

Table 4. Checklist

General requirements	Si	No	Remarks
Animation is performed at the facility	X		
There is a person in charge of the facility's animation	X		
They have the Chain Operating Manual.		X	The lack of standardized procedures could cause inconsistencies in the provision and quality of service.
Meets the requirements established by the chain		X	
Clear and measurable objectives are established for the animation program.		X	
Periodic reviews of the animation program are planned.		X	Periodic reviews identify areas for improvement to prevent the program from becoming obsolete.
Market studies are carried out to determine preferences and specific leisure needs.		X	
Animation programs are available		X	
A variety of activities (general, thematic and emergent) are included.	X		
Activities are tailored to different customer segments	X		
Technical sheets and scripts are prepared for each activity.		X	They are necessary because they allow for greater organization and optimization of resources.
Adequate human resources are allocated	X		
Availability of materials for the development of activities	X		
Activities are communicated to customers in a clear way through different channels	X		
Safety standards are complied with in all activities.	X		
Implement a system to collect feedback from customers on activities		X	The implementation of this type of system is necessary to identify areas for improvement and adapt the offer to satisfy customers.
Corrective actions are implemented to improve the animation program based on the results of the evaluation.		X	

Source: Developed by the authors.

Proposal of activities for the animation plan.

With the objective of enhancing the current animation offerings at Grand Memories Holguín hotel, the authors proposed a series of activities representative of creative tourism. These activities are based on brainstorming sessions after a literature review and aimed at providing a creative and co-creative approach to the hotel's animation process, contributing to the diversification of the current tourism offer. These activities will target the main source markets: the Canadian market and the Cuban-American market, which were identified through a facility diagnosis.

Canadian tourists typically prefer sun and beach tourism, often choosing all-inclusive tourist packages. They seek tranquility, rest, history and culture, with some interest in nature and adventure tourism as well, though, to a lesser

extent. (Felipe, 2017). According to Martínez (2018), "the Canadian tourist is attracted by the safety and hospitality of the Cuban people".

This segment mainly consists of middle-class tourists who are seeking affordable yet comfortable options. The majority of Canadians who visit Cuba come from a socioeconomic background that enables them to travel abroad frequently (Martinez, 2018). Although their demographic profile is diverse, there is a significant number of older adults looking for warm destinations during the winter months. Armstrong and Lemes (2020) report that 40% of Canadian tourists are over 50 years old.

Cuban-American tourists demonstrate a strong interest in visiting Cuba, often to connect with their families and experience their roots, while also enjoying sun and beach tourism. This segment is

diverse in terms of socioeconomic status. While many Cuban-Americans are part of the middle class, there is also a notable representation of working-class individuals who visit Cuba less frequently but still contribute to the tourism market. The Cuban-American community encompasses all age groups, with a growing trend among young adults who are seeking to reconnect with their cultural heritage through tourism.

Once the general characteristics of the main market segments that visit the Grand Memories Holguín hotel have been analyzed, it is possible to determine the various types of leisure that represent these clients. Many of them belong to the Socio-Active category, as they enjoy activities that allow them to interact with other people and the local community, developing social relations. This group seeks experiences that encourage human contact and coexistence, which is relevant in a tourist context where cultural interaction is valued.

On the other hand, some tourists are classified as Passive, because they prefer activities that allow them to relax and unwind. Likewise, several fit the profile of E-Inquirers, generally young people who enjoy activities that involve the use of technology and social networks. Finally, some tourists are considered Involved, because they enjoy activities that allow them to learn and develop personally. This leisure type has a particular interest in education and personal growth, seeking activities that help them improve their skills or acquire new knowledge (Rojek et al., 2019).

Through the analysis above, the authors deemed important to target the proposal of creative tourism activities towards these two specific market segments: Canadian tourists aged 40 to 60, and Cuban-American tourists aged 20 to 45. As a result, the following activities are suggested:

Canadian segment, individuals aged 40-60 years old:

- Coffee and tobacco route: A guided excursion to a nearby farm, ideally managed by locals, where clients can learn about the process of growing coffee and tobacco, from seed to final product.

The goal is for clients to actively participate in some stage of the process. Whether it be picking tobacco leaves, roasting coffee, or even learning how to roll a basic cigar. The experience includes a tasting of freshly brewed coffee paired with cigars, as well as local products such as honey, cheese and tropical fruits.

- Cuban cooking classes with flavors of Antilla: An interactive cooking class where guests learn to prepare traditional dishes from the region, using fresh ingredients from the local market. The class emphasizes the use of local products such as plantains, pork, citrus, herbs and fish. Additionally, guests will have the opportunity to visit to a market to select ingredients.
- Themed gastronomic tours: A tour that focuses on tastings typical dishes at family restaurants and local markets. Clients will have the opportunity to learn about local ingredients and culinary techniques, providing them with a unique cultural experience through their taste buds.
- Cuban music and rhythms workshop: An interactive session with local musicians who teach guests about the history of Cuban music, including different genres like son, salsa, guajira, as well as various rhythms. The main objective is for participants to learn to play simple instruments such as claves or maracas and to enjoy a live performance with dancing, fostering cultural connections and fun.
- Sunset catamaran ride with rum tasting: A relaxing sunset catamaran ride with soft music and a tasting of Cuban rums. The participants will learn about the elaboration process of each rum and they will also discover the perfect pairings for a truly unforgettable experience.
- Local crafts workshop: This class will teach clients techniques of traditional crafts from the region, including weaving with

natural fibers, wood or ceramic carving, and yarey hat making. A local artisan will provide guidance as participants create their own unique piece to take home as a personal souvenir.

- Guided photo tour of Antilla: Participants will join a local photographer for a guided walk through the community of Antilla. The experience will involve learning photography tips that will enable them to discover the best angles to capture subtle details about the beauty of architecture, local inhabitants, nature and everyday life in Antilla. There will also be a space provided to share and comment on the photos taken.
- Infusions with local herbs workshop: In this session participants learn about the medicinal properties of local herbs and how to prepare beneficial infusions. An expert will guide the experience, providing clear information about the uses and benefits of each herb. This activity combines wellness with knowledge of the local culture.

Cuban American segment, individuals aged 20-45 years old:

- Video editing workshop with family stories: This is a space where clients can learn to edit short videos and photos of their families using editing applications on their cell phones.
- Creation of community murals: This is a collaborative art workshop where clients work alongside artists to create a mural in a public space in Antilla. This initiative encourages creativity, fosters community interaction and leaves behind a tangible legacy for the local area.
- Rum and havana cigar tasting with chocolate pairing: This sensory experience combines the tasting of various types of Cuban rum with Havana cigars and handmade chocolate. Experts in rum and cigar will guide the tasting,

explaining the characteristics of each product and its pairing.

- Casino dance workshop: A Casino dance class, a very popular Cuban dance style, taught by local instructors. Guests will learn the basic steps and practice in a fun and festive atmosphere.
- Creation of a collaborative souvenir book: A workshop where clients come together to create a collaborative souvenir book, sharing their experiences, photos and drawings from their trip to Cuba. This book can be left at the hotel as a special keepsake for future guests.
- Cuban tropical night: An event featuring a tropical cocktail contest, where customers can create and present their own drinks. Prizes will be awarded for the best cocktails. A live band will be playing to enhance the atmosphere of the contest.
- Cuban urban music night, freestyle battle: The event involves organizing a freestyle battle with local rappers, complete with DJ to provide music. Additionally, an interactive area featuring music video projections is set up.

This research analyzed the animation process at the Grand Memories Holguín Hotel, identifying strengths and weaknesses in its recreational offerings. Despite the hotel having a structured program of activities and positive public opinion, it was found that there is an absence of a formal entertainment plan, limited diversity in evening and children's activities and a lack of incorporation of local culture in entertainment activities.

These elements represent opportunities to enhance the customer experience and strengthen the destination's cultural identity through innovative strategies.

The findings of this research are related to the results of Rodríguez et al. (2018), who developed a methodology consisting of six steps for planning animation in hotels. Following their model, a

thorough diagnosis of the current offerings was conducted, and a series of creative activities aligned with the customer profile were proposed. However, unlike their approach, which primarily focused on internal structuring of animation, the present research includes a co-creative element, encouraging active participation of tourists in experience generation.

Sánchez Romero and Oviedo (2019) emphasized the importance of customer satisfaction as a key indicator in hotel animation management. The present study analyzed guest ratings on digital platforms and identified the need to diversify activities and enhance the animation program with innovative experiences. As a result, a proposal for a range of creative tourism activities was put forward to expand the hotel's current offerings, meet customer expectations, and boost satisfaction levels.

Similarly, La O López et. al., (2024) developed a proposal for creative tourism activities at the Brisas Guardalavaca Hotel, integrating elements of local culture to complement the entertainment offerings. This study aligns with the current research in aiming to enhance the customer experience through creative tourism. However, while La O López et al. (2024) focused on activities like traditional music workshops, cooking classes and cultural excursions in Holguín destination, the present study adapts this approach Hotel Grand Memories Holguín, tailoring it to the hotel's primary source markets: Canadian and Cuban-American tourists. Therefore, the series of activities proposed combine cultural elements, immersive experiences and community involvement to encourage tourists to engage more deeply, with the destination.

CONCLUSIONS

The assessment of Hotel Grand Memories Holguín and the current entertainment options have revealed a significant opportunity to enhance the guest experience by introducing creative tourism activities to diversify the offerings.

The assessment identified strengths such as positive public opinion, a variety of daytime activities and social media promotion. However,

weaknesses were also identified, including the lack of a structured entertainment plan, limited nighttime activities, lack of creativity in programming and untapped potential of local culture. Based on these findings, 15 creative tourism activities have been proposed that align with the principles of creative tourism, providing engaging, memorable and innovative experiences.

The implementation of these activities will not only enhance customer satisfaction and increase the likelihood of return visits and recommendations, but also contribute to diversifying the hotel's tourism offerings.

It is recommended that the management of Hotel Grand Memories Holguín consider implementing these proposals, conducting a feasibility analysis, assessing necessary resources and establishing controls for ongoing improvement.

Future research could focus on evaluating the impact of these activities on customer satisfaction and hotel profitability.

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