

“Furloughs, innovation and differentiation, reorientation to closer markets and obtaining information from official sources among the main strategies that have a positive impact on the recovery”

Does hotel management matter to overcoming the COVID-19 crisis? The Spanish case

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1 Intro

- Spain was one of the most affected European countries during the first wave of COVID-19.
- Its exposure to the international market and the importance of tourism in the national economy made Spain one of the countries most affected by the pandemic.
- The COVID-19 pandemic differs from other catastrophic events due to its intensity, geographic scope, duration, and uncertainty.

2 Objectives

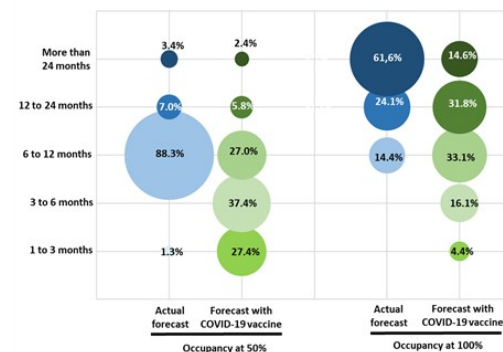
- Develop a survey adapted to the particularities of the pandemic crisis, differentiating the actions carried out during the first stage of the crisis as well as potential medium-term strategies.
- To know if the different strategies carried out by hoteliers have an impact on recovery expectations. The use of expectations can be relevant when analysing the suitability of various actions in the short term when results are not available.

3 Results

- Location matters:** urban destinations and islands present the worst recovery expectations in the short term, mainly due to the intensity of the pandemic, on the one hand, and because of their dependence on international markets.
- Using expectations to predict outcomes:** the occupancy rate expected by hoteliers and that observed coincided for summer 2020, validating the use of expectations as a key tool when predicting results in the short term.
- The importance of furlough schemes:** Labour market actions seem to have a greater impact on the prospects for recovery by reducing the uncertainty generated by the pandemic.
- Differentiation, innovation and reorientation to closer markets:** Price strategies and market reorientation favour reopening in the short term, although the former may compromise the recovery path in the medium-long term.

Survey

- Method:** Electronic survey of Spanish hotels and hostels belonging to the *Central de Comunicación* database and stratified sample of hotel managers from *LinkedIn*.
- Time frame:** from May 12-26, 2020.
- Sample:** 540 answers (396 hotels and 133 hostels).
- Variables:**
 - Identification data
 - Growth forecasts
 - Actions taken during the State of alarm
 - Short-medium term strategies and opinion about certain public policies
- Table I: Expectations for occupancy rates with or without the vaccine.**



“The progress of the vaccination campaign is key to recovering hotel occupancy to pre-pandemic levels”



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