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## Tourism, the hotel industry at the time of the COVID-19 pandemic

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### Turystyka, hotelarstwo w czasie pandemii COVID-19

#### Streszczenie

Branża turystyczna jest szczególnie wrażliwa na niespodziewane katastrofy, takie jak pandemia, klęski żywiołowe, wojny, ataki terrorystyczne. Konsekwencje nie są jednakowe, ponieważ każda sytuacja kryzysowa ma swój unikalny charakter. W 2020 roku wybuch pandemii COVID-19 i ograniczenia w podróżowaniu spowodowały problemy w branży turystycznej i hotelarskiej. Zarządzający hotelami, personel hotelowy i ich goście musieli stawić czoła różnym wyzwaniom, było konieczne podejmowanie szeregu działań, aby sprostać nowej sytuacji.

Artykuł zawiera prezentację skutków pandemii COVID-19 w sektorach turystycznym i hotelarskim oraz strategii przetrwania, już obecnych i możliwych do wdrożenia podczas kryzysu pande-

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micznego (w perspektywach krótko- i długoterminowej). W tekście wykorzystano przegląd literatury przedmiotu, dane statystyczne oraz przepisy sanitarne opracowane przez UN WHO i branżę hotelarską. Poddano krytycznej analizie systemy zarządzania w hotelarstwie wdrażane w odpowiedzi na kryzys pandemii (przegląd literatury przedmiotu, dane jakościowe) oraz dane ilościowe uzyskane w oparciu o dostępne informacje statystyczne na temat ruchu turystycznego i obłożenia hoteli (lata 2019–2020). Tak zgromadzony materiał pozwolił porównać, pod kątem różnych aspektów, sytuację branży hotelarskiej przed pandemią oraz podczas kryzysu COVID-19. Wnioski końcowe zostały przedstawione w kilku wątkach problemowych: kryzys branży hotelarskiej, ochrona personelu i gości, ograniczenia wynikające z reżimu sanitarnego i możliwe rekomendacje zarządzania hotelem.

**Słowa kluczowe:** turystyka, branża hotelarska, COVID-19.

## Abstract

THE tourism industry is especially sensitive to a pandemic and other unexpected circumstances as natural disasters, war, terrorist attacks. Different types of crisis bring various consequences. In 2020 the outbreak of the COVID-19 disease and travel restrictions caused bruises to the tourism and hospitality industries. Hotel managers, hotel staff and their guests had to take a series of measures to deal with various challenges and face a new situation.

This paper aims to critically examine the effects of the COVID-19 pandemic on the tourism and hotel industries and discuss some possible survival strategies to be implemented in the hotel sector during the pandemic crisis (in the short and long-term perspective). The research was based on an overview of the relevant literature and sanitary rules developed by UN WHO, local governments and the hotel industry. The authors critically investigated some available statistic data to compare room occupancy before the pandemic and during the COVID-19 crisis and hospitality services offered to hotel guests before the pandemic and after its outbreak. The main findings are presented from several dimensions: hotel and health crisis, sanitary restrictions and possible recovery recommendations.

**Keywords:** tourism, hotel industry, COVID-19.

## Introduction

The hotel industry is closely linked to tourism, as hotels are the most common overnight accommodation for travelling people. Travellers could find there also meals and many other services (as tourist information, concierge services, excursion booking etc.).

The etymology of the contemporary meaning of ‘hotel’ has its roots in a French word ‘hôtel’, which meant in the Middle Ages a building providing care (hospital). However, the tradition of a building offering accommodation for travellers is much older and derives from the ancient Persian, Greek and Roman culture.

Possibly the oldest in the world, but still operating hotel, is Nishiyama Onsen Keiunkan in Japan, founded in 705 AD. In mediaeval Europe the chain of inns offered food, lodging and stabling for horses for travelling pilgrims, traders and others being ‘on the road’. However, the hotel industry flourished not earlier

than in the 18<sup>th</sup> century when the level of services met the expectations of more demanding clientele. The first hotel in modern sense was the Royal Clarence in Exeter, founded in 1768, the next was Mivart's Hotel in London founded in 1812 (today known as Claridges Hotel in London), followed by Tremont House in Boston (1829), the Astor House in New York City (1836), the Savoy Hotel in London (1889), Hotel Ritz in London and Paris (1890). It is to be underlined, that all these facilities are luxurious and famous, focused on wealthy and demanding tourists [18].

There are no reliable statistic data providing information of how many hotels are today around the world. Possibly we have about one million buildings, offering together more than 21 000 000 rooms [8, 12].

These hotels vary in size (from 10 to 7500 rooms), having different functions and standards (category indicated by star classification).<sup>1</sup> Other than star categories are descriptions, as: luxury, boutique, resort hotel, economy, business and conference hotel, motel, capsule hotel, botels (adapted boats), extended stay (more than a month) and micro stay hotel (less than 24 hours). There are hotels converted from nuclear bunkers (Null Stern Hotel in Teufen, Switzerland), cave hotels built into natural caves (hotels in Cappadocia, Turkey), cliff hotels built on the seacoast (Caesar Augustus Hotel, Capri), igloo hotels (The Ice Hotel, Jukkasjavi Sweden), underwater hotels (Utter Inn, Sweden) and overwater hotels (Maldives hotels on Indian Ocean islands) [18].

The hospitality industry before the outbreak of the COVID-19 pandemic flourished, generating about 1 250 billion USD per year in 2019 (as tourists' expenses in destinations) [8,12]. In 2020, as a result of travel restrictions some hotels experienced up to 90% losses and many had to close down [13]. Undeniably, due to the COVID-19 outbreak, tourism faced severe consequences. The hotel industry business was expected to make substantial changes in their management policy and development strategies in order to ensure staff and tourists' health safety and wellbeing. It means that some effective strategies had to be considered and implemented to rebuild travellers' confidence, mitigate the negative impact of the pandemic and help the hotel industry to recover [3, 8, 12].

## Research methods

Tourism was confronted with an unexpected effect of the COVID-19 disease, facing significant social and economic risks. The pandemic has challenged hospitality across the globe and impacted the hotel industry severely. In 2020 and

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<sup>1</sup> It is believed that the largest hotel in the world is the Izmailovo Hotel in Moscow (offering as many as 7500 rooms), according to the Guinness World Record Book [2021]. The facility offering less than 10 rooms formally cannot be recognised as a hotel [12].

2021, studies conducted in the different part of the world (Europe, Asia, North America) suggested that most people (over 50%) were not willing to travel any time soon and preferred to stay home [3, 10]. Therefore, today scholars are obliged to provide answers to a number of questions regarding possible effective strategies of the hotel industry, which might be crucial to mitigate the negative impact of the COVID-19 pandemic and rebuilt customers' confidence.

Our study was undertaken to assess consequences of the COVID-19 pandemic on the hotel industry. This paper aims to critically examine the effects of the COVID-19 pandemic on tourism and the hotel industry and discuss some possible survival strategies to be implemented in the hotel sector during the pandemic crisis (in the short and long-term perspective). The research was based on an overview of the relevant literature and sanitary rules developed by UN WHO, UN WTO, local governments and the hotel industry. Especially useful for evaluating the COVID-19 crisis impact on the hotel industry were empirical papers (included in the papers reference list) on pandemic consequences and management practices. The authors critically investigated some available statistic data to compare room occupancy before the pandemic and during the COVID-19 crisis and a range of hospitality services offered to hotel guests before the pandemic and after its outbreak.

This study used both the quantitative and qualitative research methods to examine the impact of the COVID-19 pandemic on the hotel industry and to consider possible 'crisis management' policies and strategies in 'new normal' days of the pandemic crisis to mitigate its negative impact and prepare for post-pandemic recovery.

The main findings are presented from several dimensions: hotel and health crisis, sanitary restrictions, guests and staff health security and wellbeing and possible recovery recommendations. This approach, as it is believed, could provide a more holistic understanding of the subject, including economic, social, marketing and other fields. Assuming that the tourism industry is extremely vulnerable to numerous factors (natural disasters, pandemics, terrorism, wars) and assuming that these disasters are unavoidable, the authors hoped that their main findings and formed conclusions of a general character might be helpful for shaping recovery strategies, and serve as a guidance in dealing with similar crises in the future [Table 2]. However, due to limited resources and objective implications of the study, this paper is unable to cover diligently the research material, as it is difficult to study the questions when every day brings new data. It is also to be underlined that as the COVID-19 pandemic is still evolving and the future situation is highly unknown and unpredictable – the study might be inductive.

## Tourism in the COVID-19 pandemic time: hotels

During the 20<sup>th</sup> century, especially after the II WW, tourism increased significantly, as travelling became more accessible to more people. All over the world, middle class members growing in numbers could afford relatively inexpensive air tickets and experience tourist trips for adventure, education and relaxation, as well as meet their business needs. In 2019 globally, there were more than 1.4 billion international trips, travel restrictions in 2020 reduced travels by 35%. The tourism industry is significantly fragile to pandemic and crisis. As a result of the COVID-19 pandemic, tourism declined more than ever in the recent decades: after terrorist attacks in 2011 – 11%, during the great recession in 2008 – 8%, and during the COVID-19 pandemic as many as 35% [13].<sup>2</sup>

The tourism industry is in a unique and dangerous position as transport and travels serve as a conveyer for spreading the virus. It makes the tourism industry both a catalyst and victim of the pandemic. In 2020 and 2021 travel restrictions such as border closures, quarantine and other sanitary measures were instituted by governments to minimize the spread of the COVID-19 pandemic. These actions were supported by the UN WHO recommendations to discourage travelling to the regions affected by the pandemic. These immediately resulted in flight cancellations and a number of hotel reservations declined.

Undeniably, hotels are among the segments of the tourism industry most severely impacted by the COVID-19 pandemic. For example, in March 2020 hotels in some popular tourist destinations of Italy (Rome, Venice, Milan) had an occupancy rate as low as 6% [14]. It means substantial revenue losses and endangered staff jobs. It is clear that the COVID-19 pandemic will leave the hotel industry heavily impacted and most experts agree that to survive hotels should adopt new strategies and implement innovative projects [1, 3, 4].

In other words, hotels cannot follow the already existing model of management [3]. This means the change of some hotel functions, rearrangement of hotel rooms, restaurants, spa and sport segments, conference rooms and other common areas, as well as deep changes in hotel sanitary protocols (as cleaning and disinfection routines). It also includes the revaluation of hotel services to make them more attractive in the COVID-19 pandemic time (as safe transfer to and from the airport, stations etc.) and revision concerning the use of facilities. For example, the UN World Health Organization recommends avoiding in hotels, where only it is possible, the use of fans and air – conditioning systems (split

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<sup>2</sup> Some of the crises are only regional. For example, the H1N1 Swine Flu pandemic in 2009–2010 caused to the Mexican tourism industry the loss of about 2.8 billion USD only over the 5-month period and had hardly any impact on travels in Europe [13]. It is to be underlined that this data vary according to the source: for example Dow Jones Index (2021) indicates the percentage change in travel and tourism equalling 32% [15].

A-C units or central cooling). Floor or ceiling fans are safe, when people occupying the room are from the same household, but not recommended in common areas like restaurants. Instead, rather outdoor air exchange is safer by opening doors and windows [6, 7, 11].

Cleanliness of hotel rooms (bedrooms and bathrooms) has always been a core component of hotel reputation and popularity. It includes all segments: key cards, door handles and light switches, bed linen, remote control and bath facilities – all devices receiving frequent human contact. It should be emphasized that since 2020 this factor has become even more important, seen as a principal determinant of travellers' choices and guest satisfaction and, as a consequence, hotel managers should revise their housekeeping procedures, to ensure effective cleaning and sanitation of hotel rooms and common areas [1, 2, 5, 8, 12].

Today, due to the health crisis caused by the COVID-19 pandemic, tourists tend to pay more attention to the health services they can find at their destination. The availability and quality of medical services are important in the travel decision making process. It is an important question how hotels could respond to this expectation; how they can assure guests that they can be provided with sufficient health services. Surely, it is not an issue for luxury hotels (in most cases they offered the 7/24 health service already in the pre-pandemic times), but remains a difficult problem to be solved satisfactorily in low-budget establishments (such as hostels).

Another issue to be solved is to keep physical distance in the common areas, including breakfast rooms, bars and restaurants. The virus is transmitted not only between guests and hotel staff, but also between tourists and staff themselves. Ensuring effective physical distancing and a limited number of guests and staff, not only in the hotel rooms and foyers, but also in the hotel kitchen and offices should be a priority [5, 6, 7, 11]. It is to be highlighted that the knowledge of sanitary measures to be implemented in the hotels is not a new issue to be now explored and discovered. We already have sufficient knowledge based on experience of hospitals, medical hotels and sanatoriums. Often, it is enough to copy their health safety protocols, selecting these which are applicable to the hotel needs.

Assuming that staff health and well-being is an important issue, the UN World Health Organization has elaborated a series of detailed recommendations on this matter 'Coronavirus disease (COVID-19): Working in hotels and other accommodation establishments' [8,12]. It refers not only to the general sanitary protocols (as local government directives), but also insists on obeying everyday basic precautions, for example: washing hands for at least 20 seconds if using alcohol hand rub and 40 seconds with soap and water after exchanging objects such as money or credit cards, maintain at least a 1-meter distance from other

staff and guests, if possible stay behind Plexiglas boards at reception and concierge desk, if possible work online to avoid physical contact with others, use a face mask to reduce droplet transmission of the virus [8, 12]. These recommendations also refer to the sanitary protocol, which should be implemented in case of a hotel guest becoming sick: the hotel manager should contact the local health authority, the sick person should be isolated in a room alone, no visitors should be permitted to enter the room occupied by the affected guest, people travelling with the sick person should be moved to a different room, staff entering the room of the ill person should keep the distance of at least 1 meter and wear a face mask and eye protection.

It is to be underlined that most governments in EU countries (including the Polish government) have issued a number of projects to help the hotel industry, in the form of relief funds, tax cuts, subsidies, credit facilities and employment support. Nevertheless, it is mostly in the individual hotel manager's hands to institute a COVID-19 crisis recovery plan to ensure their business can survive. One of the surviving strategies promoted in 2021 by the UN WTO is the 'COVID' management plan (Cost-cutting, Orderliness, Virtualization, Integration and Domestication) [14]. It is based on the following measures:

- 'C' – hotel cost – cutting budget,
- 'O' – orderliness in sanitation, health, safety and operational strategies,
- 'V' – virtualization of hotel information and services, developed online presence and leverage technology,
- 'I' – integrated efforts with other hotels and other destination stake holders along with local government authorities,
- 'D' – domestication, targeting domestic visitors.

In 2021 we are still facing the serious repercussions of lockdowns in many countries worldwide. However, the impact of the coronavirus pandemic seen globally is not black and white. Some countries suffer very severe restrictions and its consequences, while others had brilliant opportunities to recover [5, 8, 12]. The latter mostly refers to domestic tourism and hotels in Europe and North America. For example, in the summer months of 2020 and 2021, hotels located in mountains or sea resorts in Poland achieved record numbers of guests [Table 1]. It was due to an almost complete shutdown of international travels along with the government economic initiatives supporting hotels (tourist vouchers for children).<sup>3</sup>

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<sup>3</sup> Some scholars believe that instead of vague promises of cash infusion and 'tourists' vouchers' given to particular groups of society (for example, families with children, seniors), which are frequent tools of social tourism, but might destabilize the financial balance of the state economy, a better way to deal with the problems of the hospitality industry is to help individual companies to limp through the crisis [10].

As a result of the COVID-19 pandemic, global tourism has declined and the estimated time of recovery is 2023. Meanwhile, the hotel industry accepts the situation (colloquially called 'new normal') and tries adapting to it, implementing various measures.

According to the UN WHO recommendations to avoid infection and to slow down the COVID-19 virus transmission [6, 7], people are encouraged to practise the following: wash hands regularly with soap and water or with alcohol-based hand rub, secure at least 1-meter physical distance (more if others are coughing and sneezing), avoid touching their face, cover their mouth and nose when coughing and sneezing, stay home if they are unwell, avoid unnecessary travel and stay away from large groups.

Following the UN WHO suggestions, first of all, 'in the new normal', health safety, wellbeing and hygiene of staff and hotel guests should be the priorities. It means strict cleaning protocols on hotel premises (indoor and outdoor) along with DDM (distance – disinfections – masks) rules, vaccination of staff and demanding COVID passports of visitors. Hotel-based health care facilities might play a crucial role in the industry effective recovery. These facilities could reassure guests that in the event of any disease they are in the safe hands, getting professional help.

The next important issue is efficient communication with potential customers and reliable information – preferably transmitted by hotels online [2, 3, 9].

The other aspect of effective dealing with COVID-19 is flexibility of hotel managers and staff and readiness to adapt to an evolving situation. By offering understanding and flexibility in booking, hotels might offer their customers a sense of security and courage to plan their trips. What mainly causes the increase in the number of hotel guests is a sense of insecurity while booking accommodation, fear of closing borders or flight cancellations [2].

Today experts try to predict post-pandemic prospects for the hotel industry, also reflecting upon tourists' evolving expectations. Some scholars believe [3, 9, 10] that COVID-19 has so deeply changed people's lifestyle that hotel managers should be prepared to answer these new needs. For example, many people reconsidered their life values and now rather than adventure cherish slow pace of living, family life, meditation. Possibly, a future hotel trend will be focused on mental well being, offering meditation classes, detox weekends and healthy diet programmes [Table 2].

Some consulting firms (for example, McKinsey report on the path of hospitality recovery in the US, 2021) [17] predict that in the years to come, travellers will be more flexible and relaxed, adapting better to an evolving situation, for example, while looking for safer solutions, they shall be making rather last-minute bookings than planning their trip in advance. According to McKinsey report titled 'The path to recovery for US hospitality' luxury hotels will be the slowest



to recover, while low-budget accommodation possibly will rebound more easily.<sup>4</sup> [17]

## Recommendations of security measures

It is obvious that the COVID-19 pandemic has deeply impacted the tourism industry, including hotels. Since 2020 the hotel industry has been devastated by a low level of visitors, as globally there were 30% less international trips in 2020 than in 2019 (Europe and Asia saw the most significant decrease). Even today travellers are still not comfortable with staying at hotels and possibly low-occupancy rates will impact the hospitality industry in the year 2022. Hospitality has taken up a new meaning these days, including innovative projects which could help to encourage people to travel. Today, for example, hotel guests expect online information displayed on the hotel website or social media about the current COVID-19 pandemic situation and restrictions to be obeyed in a region they plan to visit. The hotel should provide detailed information about security measures, hotel staff should be prepared for different inquiries regarding sanitary rules and restrictions, along with concierge services and available museum tickets. What is more, hotel staff should offer advice on how to meet local sanitary restrictions.

Some of these actions are to be implemented immediately, some are important in a long-distance perspective. All of them are crucial to activate the hospitality sector:

- updating a booking and cancellation policy, considering the possibility of the COVID-19 pandemic as well as natural disasters and different alerts (e.g. terrorist attacks),
- rearranging hotel rooms to allow guests to have a comfortable space in case of unexpected quarantines (it includes securing a working place in a room),
- flexibility of check-in and check-out times, as hotel guests have no chance to wait in common areas, restaurant, museum or cinema,
- securing 24/7 medical care for hotel guests,
- developing a clear and consistent protocol for staff and guests (for example, about quarantines), displayed on the website, updated each day,
- informing about the hotel policy of sanitary safety (i.e. face masks wearing obligation in the hotel common areas) on the website, updated each day,
- creating a guide about COVID-19 local sanitary restrictions on the website, updated each day,

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<sup>4</sup> However, according to McKinsey report in 2021 'The path to recovery for US hospitality', issued on June 14, 2021 (cited and commented by Hotel Tech Report 2021), about 70% of the respondents to their poll were fearful to stay at an Airbnb [13, 17]

- ensuring safe transport to the hotel (transfers from airports and railway/ bus stations),
- providing hotel services according to current sanitary safety measures (laundry, gastronomy),
- implementing very strict and consistent protocol of cleaning the hotel area,
- using chemicals recognized (authorized) and recommended by government directives,
- installing automatic doors wherever it is possible, if it is not – frequent cleaning of door handles is necessary,
- doormat at the hotel entrance should be regularly disinfected,
- facemasks should be available for hotel guests at the entrance along with a trash bin for items already used,
- floor marking in the common area (like a foyer) to help keeping physical distance,
- installing plastic shields at the reception to protect staff,
- hotel guests should be able to pre-book snacks, meals (limits of guests at a restaurant are necessary),
- training staff to identify possible symptoms caused by COVID-19,
- implementing a body temperature control system for hotel guests and staff,
- displaying hand disinfection dispensers at the hotel entrance, in common areas and hotel rooms,
- upgrading the ventilation system (A-C system) in the hotel common area and hotel rooms,
- displaying visible information about prevention measures in the whole area of the hotel, along with information issued by TV internal channels to the hotel rooms.<sup>5</sup>

To make a rebound of hotel services possible, it is crucial to communicate hotel actions based on security measures and local sanitary restrictions to potential customers. It is important to transmit a clear message to the visitors about the hotel policy during the pandemic crisis.

Future guests should be sure that maximum effort is being made to meet hygiene measures and provide them with security and comfort. The situation is certainly unique and hotel managers need to react quickly and efficiently to find a rational balance between social responsibility (safety and wellbeing of guests and staff), government and local restrictions and sanitary measures, and last but not least, hotel economy and its future [Table 2].

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<sup>5</sup> It is important to build trust by open communication; information should be synchronized and transparent, as misinformation could lead to various social issues at the hotel, inciting hotel guests against staff (it might include different types of anti-social behaviour as verbal and physical aggression, violence and even crime).

It is to be underlined that the role of new technologies is rising. They are a great tool used to build customers' trust and efficient communication. Moreover, today various software applications and staff knowledge about them are important to secure different hotel services. Furthermore, as it was proved, social networks during the COVID-19 crisis are very important for communication with future customers, helpful to build their trust, convince to travel and increase room reservation rates. Overall, nowadays hotel managers pay undeniably more attention to potential benefits of new technologies, including artificial intelligence (AI) and its applications (as robotics), so helpful in rendering everyday hotel services during the pandemic crisis. Possibly it is one of these issues which could foster positive changes in hotel segment practices also after the pandemic crisis.

## **Final results and discussion**

The crisis has challenged tourism across the globe and deeply impacted the hotel industry. In 2021, the COVID-19 pandemic is not over and we have still an ongoing crisis, therefore it is difficult to get the whole picture of the situation (even within one country).

However, new, more detailed and accurate data and information are yet to come. So far, there are only very few studies regarding the hospitality industry and its response to the pandemic crisis, therefore there is an urgent need to fill this gap.

Undeniably, there is a need for future interdisciplinary research projects (undertaken by scholars and practitioners) to examine the impact of this crisis on the hotel industry and to learn how to effectively shape and develop some recovery schemes.

It is also worth emphasising that we have past experience in managing different crises in the hotel industry sector and it is important to accumulate this knowledge and use some of the already known solutions (selecting these, which could be applicable in this particular situation), to deal more efficiently with the present COVID-19 pandemic crisis. Nevertheless, given that each crisis is unique, it is necessary to adapt schemes to the present situation (which might significantly vary even across the same country).

In the crisis situation (like the COVID-19 pandemic), it is impossible to have one perfect solution. Flexibility is important and strongly recommended. It is crucial to monitor and evaluate the present situation and try to minimize its negative impact as much as it is possible [Table 2].

**Table 1.** Hotels in Poland: Occupancy of tourist accommodation establishments (2019–2020)

	2019	2020	Change in 2020
1	11 251 – Number of tourist accommodation establishments	circa 11 000 – Exact number of tourist accommodation establishments, no detailed data available	NA.
2	93 300 000 – Number of all overnights stays	51 400 000 – Number of all overnights stays	–45%
3	35 700 000 – Number of tourists accommodated in all establishments	17 900 000 – Number of tourists accommodated in all establishments	–49,9%

Source: The authors' elaboration based on: Statistical Office GUS data, Poland [16] Notice: data concern tourist accommodation establishments with 10 or more bed places (hotels, motels, boarding houses, guesthouses, inns etc.).

**Table 2.** Hotel management and the COVID-19 pandemic crisis

	Category	Suggested practice
1	Marketing practices	Reducing prices, special offers, marketing and promoting new products and services, marketing aimed at international and domestic tourists in joint campaigns with local authorities, local merchants
2	Maintenance practices	Cost cuts by postponing works or purchasing lower cost supplies (for example, to hotel offices), closing less used facilities, extending credit payments or postponing scheduled payments
3	Epidemic prevention	Implement body temperature check on entering the hotel premises (for staff and guests), provide face masks (for staff and guests) and hand disinfection dispensers in the public areas of the hotel and hotel rooms, install Plexiglas shields at the concierge counter and the reception desk, secure sufficient cleaning chemicals, inform guests and staff about prevention procedures, develop, implement and update regularly epidemic prevention procedures, encourage staff to take vaccination, and if it is legal in the hotel location – demand the COVID-19 passport from the guests
4	Human resource practices	Reduce personal contact if possible (between staff members, staff and guests), by self-service, replace traditional services (concierge desk, reception desk) by online or tele-services.
5	Governmental assistance	Tax benefits and tax reduction policy, subsidies provided by the government or local governments.

Source: The author's elaboration based on: Ka Wai Lai I., Weng Chou Wong J. (2020): Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19 [in:] International Journal of Contemporary Hospitality Management (IJCHM), Vol. 32, No 10/2020, pp. 3135–3165; <https://www.emerald.com/insight/0959-6119.htm> and UN WTO reports [4, 11, 12].

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## Netography

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#### **DEKLARACJA BRAKU KONFLIKTU INTERESÓW**

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