

Assessment of the impact of the COVID-19 pandemic on the hospitality industry in Poland. Theoretical and empirical approach

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Abstract: The global COVID-19 pandemic has significantly affected the economy, including the functioning of the hospitality industry. The aim of the article is to analyse the impact of the SARS-CoV-2 virus pandemic on the functioning of Polish hotels, as well as to identify solutions used in the hospitality industry as part of reducing its negative effects. Through quantitative and qualitative research, the current situation of the hospitality industry in Poland was analysed and a survey was carried out among categorized hotel facilities using the CAWI method. The authors of the article collected and analysed selected solutions in the hospitality industry in the light of COVID-19. The results of the survey were also thoroughly analysed. The survey included issues related to the sanitary safety of facilities, the financial aspect of functioning in the legal restrictions caused by the pandemic, the effects of the pandemic on individual areas of hotel operations, or the assessment of the effectiveness of assistance offered to the hospitality industry by the state as part of anti-crisis shields. The obtained results confirmed the extremely difficult situation of hotels in Poland, insufficient state aid and difficulties that the hotels will face in the near future.

Key words: hospitality, COVID-19, CAWI

JEL: L83, I18

Introduction

The functioning of the hospitality industry in Poland and in the world is subject to many external (usually independent from entities) and internal (dependent on the entity's decision) market factors. One of the external phenomena that have a direct impact on the functioning of the market and the entities operating in it are pandemics. Since 2019, the whole world has been affected by the COVID-19 pandemic, which has also a direct effect on the hospitality industry. In Poland, the course of the pandemic in the hospitality industry can be described by looking at the scope of the applicable restrictions regulating its activities. The article focuses on hotel entities in Poland that are struggling with the effects of the COVID-19 pandemic. Through quantitative and qualitative considerations, the current situation of the hospitality

industry in Poland was analysed and a survey was carried out among categorized hotel facilities using the CAWI method. An important aspect is the conducted scientific discussion in the field of dynamic and unpredictable market changes determined by the pandemic, and conclusions regarding the future situation of the industry.

Literature review

COVID-19 in global and national literature on the subject

The hospitality industry, in addition to gastronomy, tourist passenger transport and the activities of entities facilitating the purchase of the so-called related tourism services, as well as the activities of entities providing tourist attractions and tourist information, can be classified as the basic components of the tourism economy (Panasiuk, 2020). The participants of the tourist market, similarly to other economic entities, are subject to permanent fluctuations caused by various external factors. Many of them are threats that can significantly affect their functioning. Delimitation, as well as the very listing of these threats in the literature on the subject, takes place in different ways, depending on the criteria adopted by the authors (Panasiuk, 2008, 2013; Riganti & Nijkamp, 2008; Zhiyang et al., 2012). It should be added that these phenomena, depending on their nature, may have different durability, range and impact strength. Among the various threats, the most difficult to predict, and at the same time the most radical in their consequences, include natural disasters, industrial accidents (including transport ones), terrorist attacks, economic crises, armed conflicts as well as epidemics and pandemics. Although the tourism business in the current century often has had to face various threats²⁶, the scope and limitations resulting from the current COVID-19 pandemic²⁷ take place on an unprecedented scale, which is an unparalleled phenomenon, practically unknown in modern history (Guan et al., 2020; Li et al., 2020; *WHO Director-General's Opening Remarks at the Media Briefing on COVID-19 - 11 March 2020*; n/a, *COVID-19 Map.*; *WHO Coronavirus Disease (COVID-19) Dashboard*; Gossling et al., 2020).

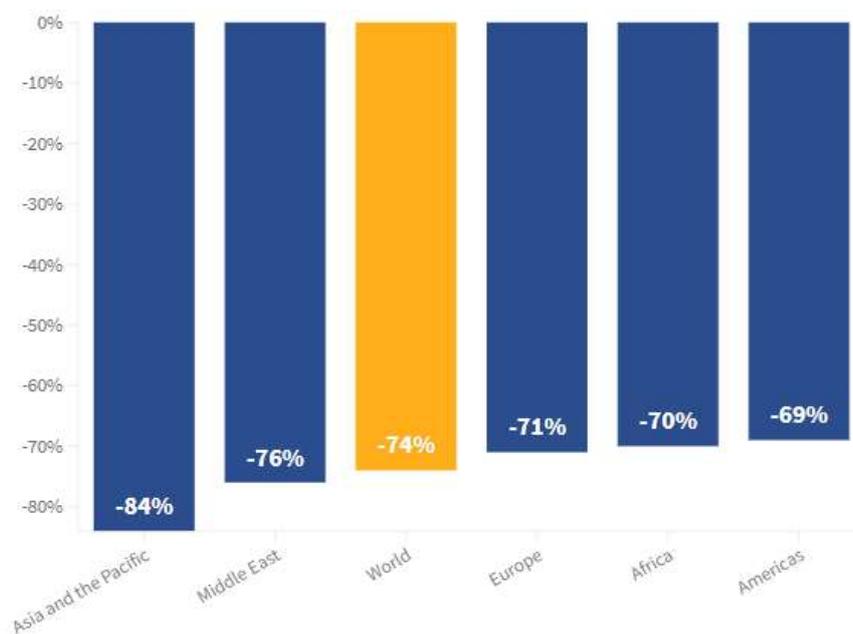
²⁶ For example, it is worth mentioning here the terrorist attacks on the WTC in New York on September 11, 2001, which severely affected the aviation industry practically all over the world, the bird flu epidemic (2003-2006), the SARS epidemic (2002-2003), the global 2008/2009 financial crisis, swine flu pandemic (2009-2010), Ebola epidemic (2013-2016) or MERS epidemic (2015).

²⁷ COVID-19 standing for coronavirus disease 2019 - severe acute respiratory syndrome caused by SARS-CoV-2 (severe acute respiratory syndrome coronavirus 2) (Gorbalenya et al., 2020; Naming the Coronavirus Disease (COVID-19) and the Virus That Causes It, n/a; "The Illness Now Has a Name, COVID-19", 2020).

The impact of the SARS-CoV-2 coronavirus causing the COVID-19 disease on tourism is discussed in international and national literature from many perspectives and takes into account its many effects. This pandemic, as mentioned, is described in an unprecedented and extremely severe approach (Baum & Hai, 2020), (Breier et al., 2021; Chadee et al., 2021, Panasiuk, 2020). The impact of COVID-19 on tourism is subject to numerous studies in the field of: demand, including tourist behavior (Wojcieszak-Zbierska et al., 2020), supply (Breier et al., 2021), and employee behavior (Park et al., 2020; Jung et al., 2021, Vo-Thanh et al., 2020), or relationships within and outside the industry (Chadee et al., 2021; Vo-Thanh et al., 2020), as well as newly observed phenomena (Clark et al., 2020).

The World Tourism Organization data, presented in Figure 1, clearly shows that the severe changes affect all regions of the world and result in a decrease in arrivals by at least 69% (UNWTO, 2020, 2021).

Figure 1. Percentage change in the size of tourist arrivals in the world



Source: Source: World Tourism Organization (UNWTO) ©

Data as collected by UNWTO, January 2021. Published: 28/01/2021

The decline in tourist arrivals around the world has an impact on every economy, with particular emphasis on places where tourist traffic was high and accounted for a significant part of gross domestic product. Information from the American agency Electronic System for Travel Authorization (ESTA) concerns the billion-dollar decline in tourism revenues due

to reduced tourist traffic, e.g. in the US - \$ 147.25 billion, in France - \$ 46.7 billion, and \$ 42.03 billion in Spain. In Europe, the largest decrease in revenues has been recorded in Turkey – \$ 21.35 billion, the Netherlands (14.86) and Portugal (13.86) (turystyka.rp.pl, 2021). Individual countries and governments are responsible for limitations in world tourist traffic, which, striving for the safety of their citizens, have introduced appropriate restrictions regulating the functioning of the market. The restrictions determined and still determine the functioning of the hospitality industry in Poland and in the world, thus generating specific effects in relation to individual entities.

The impact of COVID-19 on the functioning of the hospitality industry

The pandemic had also influenced decisions made by hotel entities in the field of broadly understood management or marketing (Jiang & Wen, 2020; Vo-Thanh et al., 2020), in order to be able to operate in a new environment in line with market expectations and the restrictions in the world (Bayat, 2020). Offering a hotel product has taken a new form and has been associated with the need to modify the product or other marketing instruments – mix, building and implementing new strategic and operational goals (Bayat, 2020; Jung et al., 2021). Ways and ideas to reduce the negative effects of the pandemic in the hospitality industry were implemented and included, primarily, efforts to operate in a limited scope with ensuring the safety of guests and employees (Jiang & Wen, 2020). Due to the fact that the principles of the indicated functioning, or its complete absence, were and still are dependent on the recommendations, advice, and restrictions of individual countries, Table 1 lists selected solutions, activities taking place in the hospitality industry during the pandemic.

Table 1. Selected solutions implemented in the hospitality industry in the light of COVID-19

Activity type	Scope	Objective	Description
The way of functioning in changed conditions (exemplified by the Accor group)	international	including security, reduction of operating costs	<ul style="list-style-type: none"> - business travel ban for all employees, - shortening the working hours or introducing holidays for 75 percent teams from the headquarters in second quarter of 2020, - salary freeze, - reducing capital expenditure with the adjustment of all other costs to the reduced revenues.

Activity type	Scope	Objective	Description
Counteracting the resignation from purchasing a product (current and future reservations)	international	encouraging customers to fulfil their travel decisions	- #DontCancelPostpone campaign conducted mainly in social media,
	national (Poland)		- #ZmienTerminNieOdwoluj and #WspierajmyTurystyke - Polish equivalent of the #DontCancelPostpone campaign described in the previous point, - promoting domestic tourism
Industry security	international	providing guests with sanitary safety in the facility	<ul style="list-style-type: none"> - creating a code of good practice containing 40 rules of conduct, guidelines aimed at taking actions to reduce threats and, above all, taking care of the safety of guests. - self-check-in or self-service at the hotel in order to avoid unnecessary physical contact so as to maintain a safe social distance. - non-contact communication between hotel employees and guests using, for example, mobile applications or modern hotel TV systems. - HRS Clean & Safe certificate - a new standard in safety and cleanliness certification in hotels served by HRS. The "Clean & Safe" sign guarantees that a given facility meets as many as 50 requirements grouped in 12 categories, <ul style="list-style-type: none"> o providing disinfecting liquids for guests and staff, o a contactless service of meals with the "take-away" option and a contactless reception, where without queuing and having to fill out forms, you can safely check in and out of the hotel as well as pay for the stay, o all public places as well as frequently touched surfaces (e.g. door handles) are frequently cleaned and disinfected.
Social involvement of hotels	international and national (e.g. Poland)	social commitment, solidarity, social responsibility	<ul style="list-style-type: none"> - admitting doctors who fight the pandemic, - delivering food from hotel restaurants to hospitals fighting the virus, - <i>Mobile</i> Collection Point (MOP) organized by the Central Clinical Hospital of the Ministry of Interior

Activity type	Scope	Objective	Description
			and Administration is located in the Courtyard by Marriott Warsaw Airport hotel belonging to the Polish Hotel Holding, which is located directly in front of the Chopin Airport Terminal building.
Changes in marketing and strategic activities	international and national	maintaining contact with the client, building new, impeded relationships with the environment	<ul style="list-style-type: none"> - use of social media, - new solutions, e.g. in catering, - creating offers adequate to the current customer needs (e.g. security, technological solutions) (Alonso et al., 2020)

Source: own elaboration based on: (Dobry Hotel z certyfikatem HRS „Clean & Safe”, 2020; Kamińska, 2020; Morawski, 2021; Stępnik, 2020; WOT, 2020; Alonso et al., 2020)

The actions and solutions indicated in Table 1 not only constitute a form of adaptation of hotels to the existing situation (obligatory - e.g. sanitary; or optional - additional hygienic solutions), but also are a proof of a difficult fight for the client. It is worth noting that customer service solutions such as: self check-in or impersonal, indirect communication can be considered long-term, far-reaching changes in the industry. The changes will include not only the hotels themselves, but also possibly irreversible customer behaviour (e.g. recognition of remote work in the future, restrictions on business meetings, in-house training, etc.). S. Kumar identified certain areas in the hospitality industry that should recover from (Kumar, 2020). The list is so long and relatively complex that the process will take a long time.

Methodology

The aim of this article is to analyse the impact of the COVID-19 pandemic on the functioning of Polish hotels, as well as to identify solutions used in the hospitality industry as part of reducing its negative effects. These solutions were discussed due to the periods selected on the basis of restrictions introduced in Poland in the hospitality industry.

For the purposes of implementing the above-mentioned, the group of all hotels representing all quality categories (1 * - 5 *) was considered the research entity. After formulating the research problem, there was performed an analysis of the existing methods,

which would make it possible to provide answers to the problem questions. Out of numerous survey measurement methods, it was decided to choose the CAWI online survey, which was addressed to hotel facilities.

Based on official data prepared by the Marshal's Offices for the Ministry of Sport and Tourism, and available in the Central Tourism Register and List²⁸ (Edukacja.gov.pl/cwoh/index, access date: February 5, 2021) as of February 5, 2021, there were 91 five-star hotels, 505 four-star hotels, 1743 three-star hotels, 829 two-star hotels and 265 one-star hotels in Poland; 3,433 hotels in total. This List contains the e-mail addresses of the hotels that were contacted in relation to the online survey conducted for the purpose of the study. The link to the study was also made available in the thematic (hotel) groups of the Facebook social networking site.

102 entities located in Poland took part in the study, which constitutes 3% of the research sample. During the pandemic, which is a particularly difficult time for hoteliers, the obtained result is satisfactory for the researchers. The respondents mainly represented 3-star and 4-star facilities (47% and 28% of respondents), 1-star, 2-star - 19% and 5-star - 6%. In terms of the declared type of hotel, business entities dominated - 59% of responses (including training and conference as well as conference and banquet), tourist (55%) or city (43%) responses. The type of facility could be mixed (e.g. city and tourist at the same time). The survey shows the dominance of facilities with up to 50 employees (74%), with more than 100 employees (14%) and 51-100 employees (12%). Every fourth facility was a chain-brand hotel.

Results and discussion

An extremely important and significant aspect for researchers was to get to know the subjective opinion of hoteliers on the level of ensuring the safety of staying in their facility. According to the research, the vast majority of respondents (88%) believed that they could create safe conditions for guests to stay during a pandemic, and the remaining respondents (12%) believed that they were able to prepare the facility, suggesting the answer "rather yes". It is worth emphasizing that none of the respondents indicated the impossibility of ensuring safety, especially sanitary. In the opinion of their representatives, the surveyed hotels in Poland are properly and reliably prepared to operate in a pandemic. It would be very

²⁸ particularly in – Central List of Hotel Facilities

valuable to confront the above responses with the opinions of customers of hotel facilities, which in turn would require additional survey research among people using hotel services.

Furthermore, most hotel facilities have implemented measures to prevent the spread of COVID-19 in their facility using: a sanitary regime in line with the recommendations of the Ministry of Health and Social Security (98% indicated by respondents), the possibility of cashless payments and free hygiene protection measures for guests (80%) or ozonation of rooms hotel rooms - 55% of respondents' indications. The time of the pandemic allowed or influenced the implementation of a number of solutions, not only in the field of hygiene, but also: guest service (e.g. videoconferences), facility marketing strategies (new forms of communication), expansion of the customer portfolio or changes in the way employees' work is limited (e.g. multifunctionality, flexible working hours).

The restrictions, prohibitions and orders in Poland are based on regulations that regulate the functioning of the national economy. The regulations apply directly to the hospitality industry and translate into the situation of individual accommodation entities. The relevant periods of the applied restrictions had their assumptions and resulted in specific effects - Table 2.

Table 2. Restrictions, prohibitions and orders with regard to accommodation facilities in Poland during the COVID-19 pandemic

Period	Regulation	Scope of restrictions	Proposed State Support
I March 13, 2020 - May 3, 2020	The Regulation of the Minister of Health of 13 March 2020 regarding the announcement of the state of epidemic threat in the territory of the Republic of Poland	<ul style="list-style-type: none"> - suspension of international connections (air and rail), - ban on gatherings of more than 50 people, - suspension of the operation of restaurants, bars, cafes, - ban on movements, - closing of gyms, swimming pools, fitness clubs, libraries, cinemas, theatres, a complete ban on conducting activities related to the operation of tourist accommodation facilities and short-term accommodation facilities (included in the Polish Classification of Activities in subclass 55.20), - a sanitary regime is in force 	Anti-crisis Shield of 18.03.2020 (<i>The Anti-Crisis Shield is to protect companies and employees from the effects of the coronavirus epidemic - Coronavirus, no data</i>), access date 06.02.2021.

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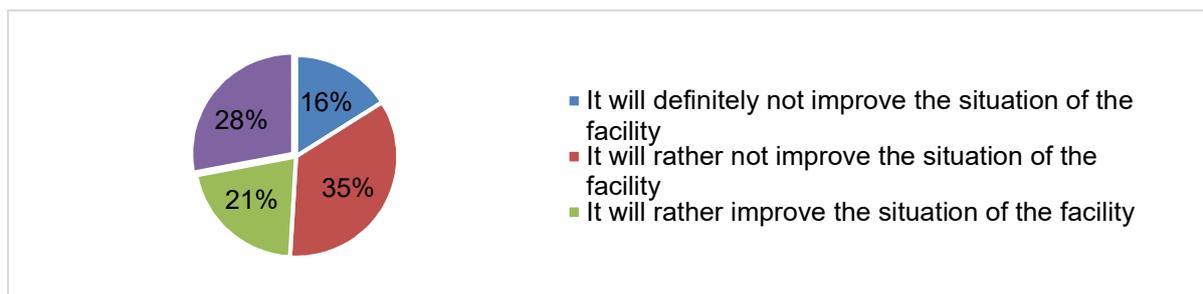
Period	Regulation	Scope of restrictions	Proposed State Support
II May 4, 2020 - October 22, 2020	including: Regulation of the Council of Ministers of 21 December 2020 on the establishment of certain restrictions, orders and prohibitions in connection with the occurrence of a state of epidemic	<ul style="list-style-type: none"> - hotel services subject to special safety rules, - limited activities of hotel restaurants and recreational spaces in hotels and accommodation establishments, - closed gyms, lounges and swimming pools, - hotel restaurants served meals to hotel guests in their room, - a sanitary regime is in force 	
III October 23, 2020 - February 11, 2021	including: Regulation of the Council of Ministers of October 16, 2020 amending the Regulation on the establishment of certain restrictions, orders and prohibitions in connection with the occurrence of a state of epidemic	<ul style="list-style-type: none"> - Poland as a red zone, - suspension of the operation of health resorts with the possibility of completing already started stays, - hotels available only to guests on a business trip - from November 7 to November 29; - limiting the functioning of hotels - available to uniformed services, medics, patients of specialized hospitals, Central Sports Centres (COS), - exception: open workers hotels, - a sanitary regime is in force 	<p>including:</p> <ul style="list-style-type: none"> -Anti-Crisis Industry Shield (<i>Anti-Crisis Industry Shield - support for companies in connection with COVID-19 - Coronavirus</i>), access date 06.02.2021. - additional support: (<i>Another package of anti-crisis measures for Polish companies - Coronavirus, 2020</i>), as of 06.02.2021; (<i>Another support for entrepreneurs - the PFR 2.0 Financial Shield is launched - Coronavirus, 2020</i>), as of 06.02.2021.
IV February 12, 2021-March 20, 2021	Regulation of the Council of Ministers of February 11, 2021 amending the Regulation on the establishment of certain restrictions, orders and prohibitions in connection with the occurrence of a state of epidemic	<ul style="list-style-type: none"> - opening of hotels with a reduction of 50% of available rooms - meals served only in rooms, at the request of guests, - closed hotel restaurants, - a sanitary regime is in force - open: cinemas, theatres, operas and philharmonics (maximum 50% of seats may be occupied during cultural events; masks are required; consumption is prohibited). - Open: swimming pools, slopes (aqua parks closed) 	

Source: own elaboration based on: (Legal acts and documents issued in connection with COVID-19 - Silesian Voivodship Office in Katowice, 2021), as of 02.18.2021.

So far, the Council of Ministers in Poland has issued 47 regulations, while the Minister of Health has presented 5 ones (as of 02/18/2021) directly related to COVID-19 (Legal acts and documents issued in connection with COVID-19 - Silesian Voivodeship Office in Katowice, 2021). Restrictions, orders or prohibitions also applied to hotels. In the opinion of 51%

of respondents, partial possibility to function in the period 02.14.2021-03.20.2021 definitely not or rather not improve the functioning of the hotel; in the opinion of 49% of them it definitely or rather improved the situation of the hotel (Figure 1). Thus, the opinions are divided and not correlated with the type of facility.

Figure 1. Respondents' assessment of the impact of restrictions on the hotel in the period 02.14.2021-03.20.2021 in Poland



Source: own elaboration

53% of the researched facilities have been operating on the market for over 10 years. When taking into account only these facilities, 60% of them indicated that the possibility of operation in the period of 02.14-03.20.2021 will definitely not or rather not improve the facility's situation. Greater optimism was indicated in the group of hotels operating on the market for 3 to 5 years, where 70% of them indicated that it would rather or definitely improve their situation.

Table 2 shows four specific periods during the pandemic, related to, inter alia, the scope of activities of accommodation facilities in Poland. In the first period, the activity was not possible, but during the next - II and III, the activity could be carried out, but only for guests on a business trip or professional groups directly related to the fight against COVID-19 (e.g. uniformed services, medics). In the fourth stage, it was possible to operate within a maximum of 50% of the facility's occupancy. After March 20, 2021, due to a significant increase in the incidence, the restrictions from the second and third periods were reintroduced.

The majority of the respondents agreed that the limitations in the operation of hotels since the beginning of the pandemic did not allow covering the fixed costs of the facilities they ran (51% of responses; allowed to a small extent - 28%). Fewer than 8% of the respondents declared the possibility of operating at capacity that would cover half of the fixed costs, while

13% declared functioning at capacity that would cover the fixed costs in part or in full (9% and 4%, respectively). Very similar response values were indicated in chained-brand and individual facilities. Importantly, there were no significant differences in this respect between the different types of hotels. A similar structure of responses occurred regardless of the size of the facility, the length of its operation, category or network affiliation²⁹.

Cost aspects were not the only ones identified in the impact of the hospitality pandemic. Table 3 summarizes the negative and positive effects of the pandemic along with the assessment of their importance in the respondents' facility.

Table 3. Assessment of the impact of the listed effects of the COVID-19 pandemic on the hotel in the opinion of the respondents

Effect	Significant effect	Strong effect	Small effect	Very small effect	Not applicable
Staffing problems	20%	24%	22%	22%	12%
Financial problems	70%	28%	2%	0%	0%
The need to create new operating strategies	56%	33%	10%	0%	1%
Risk of guests returning too slowly	58%	35%	7%	0%	0%
Loss of contracts with contractors	48%	24%	20%	3%	5%
"Disappearance" of existing contractors from the market	44%	40%	12%	1%	3%
Debt	48%	14%	22%	9%	7%
Guests' fear of traveling	48%	41%	11%	0%	0%
A new trend in remote communication	50%	22%	20%	5%	3%
New technological trends (e.g. self check-in, online conferences)	28%	22%	38%	9%	3%
General deterioration of the economic situation in the country and in the world (e.g. business client; limitation of business trips)	64%	28%	7%	1%	0%
Other (please indicate what?)	8%	3%	10%	3%	76%

Source: own elaboration

The transformations taking place in the hospitality industry can be proved by the fact that 89% of the respondents indicated the necessity to create new operating strategies as a

²⁹ The strength of the correlation between selected variables was attempted using the V-Cramer coefficient; however, values >0.3 (weak relationship) were obtained.

significant result. Certainly, one of the main areas here may be to encourage the public to travel again, as it was the guests' fear of traveling that was indicated by 89% of respondents.

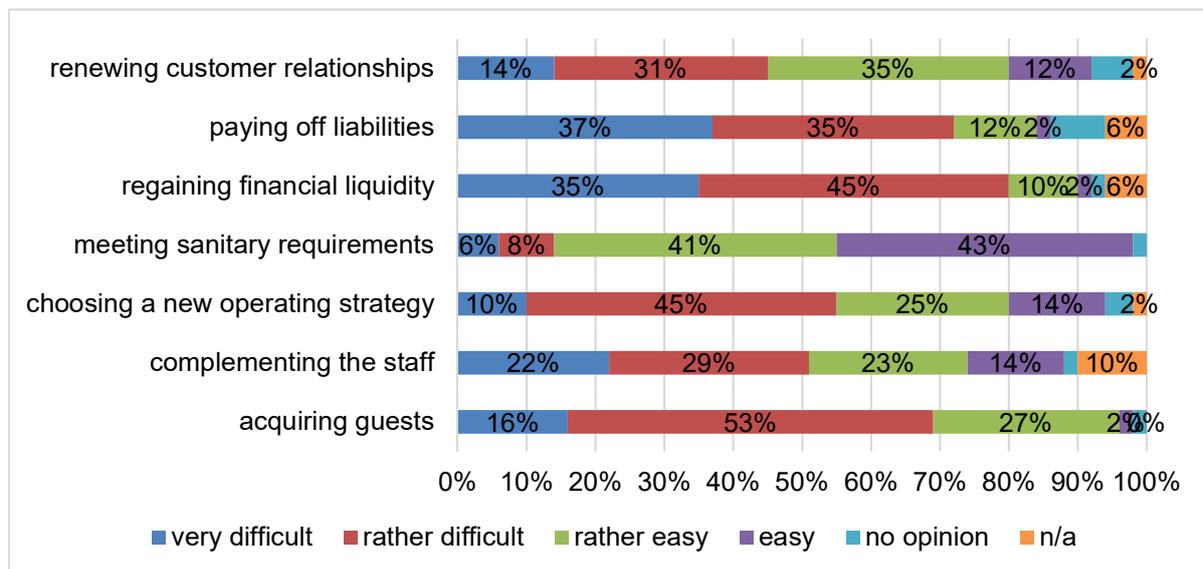
Although many commentators are optimistic about how the tourism market will recover after the pandemic, many authors point out that these predictions are too bright. There is significant evidence that COVID-19 will be a different and breakthrough pandemic for the tourism sector. Governments are just beginning to understand that, unlike other sectors of the economy, tourism revenues are permanently lost as unsold quantities in tourism (for example, accommodation) cannot be marketed in subsequent years, with corresponding employment implications in this sector (Gossling et al., 2020). Another problem that looms over the hospitality industry is that the pandemic causes changes of certain behaviours, which may be permanent. An example may be remote meetings or conferences, which will significantly reduce the need for trips and thus the use of hotel services. This fear is clearly visible in the responses of the respondents to the survey. As many as 84% of respondents are afraid of the "disappearance" of existing contractors from the market, and 72% of them declare their fear of the new trend in remote communication.

The entrepreneurs participating in the survey agreed in the assessment of the effectiveness of the anti-crisis shields offered by the state. As many as 88% of respondents assessed the proposed aid as insufficient (53% - definitely insufficient, 35% - insufficient). In the opinion of less than 10%, this aid was rather (partially) sufficient. Although the Polish government estimates that the total value of the support offered under the Anti-Crisis Shield and the Financial Shield of over PLN 312 billion (*Anti-Crisis Shield - Anti-Crisis Shield - Gov.pl Portal*, 2021), these values are still insufficient.

Hoteliers most often took advantage of the total or partial exemption in paying ZUS contributions (63%) and The Polish Development Fund (PFR) subsidies (61%). More than half of the surveyed facilities also benefited from the possibility of subsidizing the salaries and social security contributions of employees (51%). A lot of respondents declared the use of idle time pay (43%) as well as the possibility of limiting working time (39%). The least popular was aid in the form of recapitalization of a given company (2%) as well as loans and subsidies (19%). 12% of the respondents did not use any form of support.

The research results also allowed to determine the level of difficulty of rebuilding many aspects in the future, assessed by the respondents. These fears will determine the continued existence of the entity on the market. The individual elements are shown in Figure 2.

Figure 2. Assessment of individual aspects in relation to the difficulty of recovering from the pre-pandemic condition



Source: own elaboration

The respondents classified, first and foremost, regaining financial liquidity (80% of respondents), paying off liabilities (72%) and acquiring guests (69%) as very difficult and rather difficult aspects. These elements determine whether a given entity will operate on the market at all, therefore the results indicate a very difficult and uncertain position of the studied facilities. The relatively easy aspects of the respondents included meeting sanitary requirements (84%), which only confirms that the surveyed hoteliers are sure about the security provided in their facility (mainly for the guests, but also the employees).

Summary, recommendations

The discussion allows for a clear assessment of the hospitality industry in Poland during the COVID-19 pandemic. The key aspects indicated by the majority of respondents are the inability to cover the fixed costs of the facility, concerns about regaining financial liquidity or paying off liabilities. In the opinion of the respondents, state support is insufficient, and the restrictions in force make their situation even more difficult. Despite many implemented solutions - creative, pro-social, integrative and technological - the lack of functionality (even to a limited extent) may lead to serious and irreversible changes in the quantitative structure of the market. The confidence of the respondents as to the safety of guests and staff

in the promise, the ability to react quickly to changes in the industry, or openness to innovation should be underlined. The behaviour of the surveyed hoteliers is determined by the struggle for their own facilities, with the awareness of probable difficulties in the future, mainly those related to changes in the way of communication, universal acceptance of remote work by existing business customers. It is certain that with the end of the pandemic, the hospitality industry will recover in the changed market conditions, primarily determined by the demand.

Dealing with the most severe effects of the pandemic will take time, and those which according to the respondents are the most troublesome, have a long-term impact on the operation of the facilities. As far as the financial problems are concerned the solution seems to be clear, emphasized by the hoteliers, to be able to operate without restrictions and limitations. Hoteliers will have to prioritize the safety of their guests and thus ensure that hygienic conditions of the hotel are respected. The challenge of modern tourism will also be to encourage guests to be active and use accommodation facilities. This can be solved by offering guests additional benefits during their stay, a guarantee of safety, cost-free cancellation or rescheduling. Mutual respect and understanding is essential in any facility's relationship with its environment.

Limitations and future research

In future scientific considerations, a very important aspect will be to compare the structure of supply and demand in the hospitality industry before, during and after the pandemic. Tourism trends will change as they determine new solutions, behaviors and expectations. The limitation of this type of research, especially on the supply side of the hospitality industry, is the low level of survey return. The research presented in the article was conducted in the light of the careful observation of hoteliers who, during a pandemic, expressed their regret, dissatisfaction and helplessness in relation to the situation in which they found themselves. The biggest challenges in the second quarter of 2021 include survival on the market, achieving financial stability, maintaining qualified employment, or changes in marketing activities. Assessing the return of the hospitality industry to the pre-pandemic state will be a research challenge.

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