

## TOURIST ARRIVALS AND OVERNIGHT STAYS IN HOTELS IN ROMANIA DURING THE COVID-19 PANDEMIC VERSUS 2019 AND FUTURE TRENDS IN 2022

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### Abstract

*The paper analyzed the dynamics of tourist arrivals and overnight stays in Romania during the COVID-19 pandemic versus 2019 and expectations in 2022. The methodology includes dynamics and structural indices and regression equations. Of the highest performance achieved in 2019, tourist demand declined to 48% in 2020 and 65% arrivals in 2021, and to 64% and 67% overnight stays. Hotels accounted for 64-67% in total arrivals and 45-64% in stays. The Romanians' share during the pandemic was 92.9% in 2020 and 85.2% in 2021. In hotels, their weight 69%. The polynomial equations showed a parabolic trend of arrivals and stays by month. Thus, 2021 was a better year than 2020 and in 2022 it is expected that arrivals to represent 85% of the 2019 level. In 2022, 941 new 5 stars hotels will be built to assure more comfort and accommodation capacity. Hotel managers have to use creative and efficient methods to attract more tourists. Offer diversification, customized packages, bonuses, price flexibility, high quality services, an intensified virtual promotion (web-site, social media) could attract more visitors and improve hotels performance.*

**Key words:** arrivals, overnight stays, hotels, tourism, COVID-19 pandemic, future expectations, Romania

### INTRODUCTION

During the last decades, despite that global tourism had an ascending evolution, being the most dynamic branch of the world economy, it has become more and more affected by disasters and crises [2].

Besides natural disasters (floods, fires, droughts, tsunamis, hurricanes, earthquakes, etc.), recessions, terrorist attacks, epidemics registered during the last decades, the COVID-19 outbreak was an unexpected event affecting the whole globe by the fast spread of the virus [5, 11]. It has deeply disturbed tourism industry and many other economic sectors, employment, work style, cultural and sport activities and human life [18].

The restrictive measures imposed by each state to protect population's health and diminish the spread of the virus (thresholds of movement, travels, frontiers' closing, green certificate, COVID tests), had and still have a

negative impact on tourism and travel industry [10], leading to losses in tourist flows, occupancy rate, personnel, income and turnover [4].

Domestic tourism has a great importance in many countries being a tool to strengthen economic growth, create jobs, improve infrastructure, preserve cultural heritage, reduce poverty and improve life quality [3].

In the two years of the pandemic, it was the drive of the sector in its forms adopted by many people: close to home, open-air, nature based products and rural tourism [13, 29].

A balanced demand/offer ratio assures tourism growth [6], but during the COVID-19 pandemic, the supply remained the same or extended by investments while the demand of tourism services suffered due to the fluctuation in the infection degree, restrictive or relaxed measures taken by the authorities, loss of jobs, income reduction, illness contracting.

Across 2020 and 2021, tourism has been supported by UNWTO and other organizations [22]. But the most difficult task belonged to governments which had to provide immediate measures. The periods of relaxed measures have been a mouth of fresh air helping tourism to restore. To face the challenges and diminish the negative effects, a new strategy was adopted to build resilience, pointing out the responsibilities and intervention actions for recovery [14, 9].

Tax exemption and provision of loans at reduced interest rates, increased government expenses, cost efficiency, travel subsidies, low airfares have been measures taken for sustaining tourism but temporary as long as people's willingness to travel is still low [13]. Government subsidies, technology innovation, local involvement, consumer and employee fidelity are the key four factors which could build resilience in tourism industry [26].

Keeping the highest accommodation capacity, hotels play the key role in supporting domestic tourism and economic growth. During the pandemic, room rates fluctuated in connection to the period of holidays and organized events [21]. To encourage customers, at the beginning, hotels offered discounted rooms, and then created unique and customized packages according to the desires of their clients who were willing to pay higher prices [8]. The online platforms have become the main communication tool with the customers [15].

The percentage of people admitted to be accommodated and served in the restaurants has been respected to assure a safe stay to tourists and staff protection. Terraces were installed or extended, and a corresponding distance was assured between tables. Hygiene materials were assured in rooms, restaurants, bars and the protection rules were displayed (wearing a mask and respecting social distance, etc.). The hotel staff was vaccinated in 2021 [12].

A special attention was paid to service quality, the main criterion influencing the customers' confidence and satisfaction degree [22]. As an emblem of a tourism brand, service quality is given by hotel staff who provides intangible services such as:

information, room reservation, assistance, personalized services, etc. [30].

The gradual vaccination has contributed to an increased consumer confidence, relaxed travel restrictions and it is expected to sustain tourism to return to the pre-pandemic level in the coming years [28, 29].

In Romania, HoReCa sector has been deeply affected mainly in the year 2020, and in a lower proportion in the year 2021. The fluctuation of the activity was connected to the pandemic trend, the people's fear to travel and resulted in a low tourist flow, overnight stays, income, and turnover, and, in consequence, it required support from the Government. The turnover of the hotels accounted for only Euro 570 million, much less than in 2019. The whole tourism industry registered 705% less turnover.

The hotel managers applied a flexible policy (discounted rooms, cancellation without penalty) to encourage customers. Then, during the relaxation periods mainly starting from May-June till September late, when usually holidays are planned, the demand increased and prices went up [1]. Also, an important role played the "holidays vouchers" and the discount for "last minute" and "early booking" for sustaining tourism.

In addition, during the pandemic, using their own digital platforms, restaurants have successfully developed deliveries of packages and special menus for certain occasions at the request [16].

In this context, the purpose of the paper was to analyze the dynamics of the domestic tourism in terms tourist arrivals and overnight stays in Romania during the years 2020 and 2021 in order to evaluate in what measure tourism was affected by the COVID-19 pandemic compared to 2019, the year with the highest performance in tourism industry. The results are expected to offer an image of the future trends and on how hotel managers have to proceed to attract more tourists.

## **MATERIALS AND METHODS**

In order to set up this paper, the statistical data were provided by National Institute of Statistics for the period 2019-2021. For the

year 2021, there were taken into account just 11 months for which the data were available.

The studied indicators were: number of tourist arrivals and tourist overnight stays at the national level and also in hotels in the years of the COVID-19 pandemic 2020 and 2021 versus the year 2019.

The data have been processed utilizing the following methods:

-The dynamics index with fixed basis,  $I_{FB} = (X_n/X_1) \times 100$  for establishing the increase/decrease in the years 2020 and 2021 compared to 2019.

- Structural Index,  $S\%$ , for reflecting the distribution of arrivals and overnight stays by type of tourists (Romanians and foreigners) and also, for showing the share of these indicators in hotels compared tourist arrivals and overnights stays in Romania.

- Graphical illustration of the dynamics of each variable using the polynomial equation of the 2nd degree,  $Y_i = a + bt + ct^2$ , considered the model suitable to present the trend by months of the two analyzed indicators.

Also, the coefficient of determination,  $R^2$ , was calculated to assess in what measure the variation of the indicator level was caused by time change. The results have been

commented, tabled and illustrated in graphics and finally the main conclusions were drawn.

## RESULTS AND DISCUSSIONS

### Tourism demand in terms of arrivals in Romania

The year 2019 represented the peak in Romania's tourism both regarding the demand in terms of tourist arrivals and overnight stays, and also the offer expressed in various tourism services with the most favourable impact on income and turnover. In this year, 2019, Romania had 13,374 thousand tourists, of which 79.9% Romanians and 20.1% foreigners. In the year 2020, when the COVID-19 pandemic started, tourism was deeply affected economically and socially like in many other countries. Tourist flows declined and overnight stays as well for many reasons like: the fear to travel, loss of jobs and a reduced income per family, etc. When the infection rate was lower and the restrictions were more relaxed, most of people has been oriented to spend vacations close to home, choosing safer destinations with accommodation in smaller hotels and tourist guesthouses in isolated areas, using more time in open air [19].

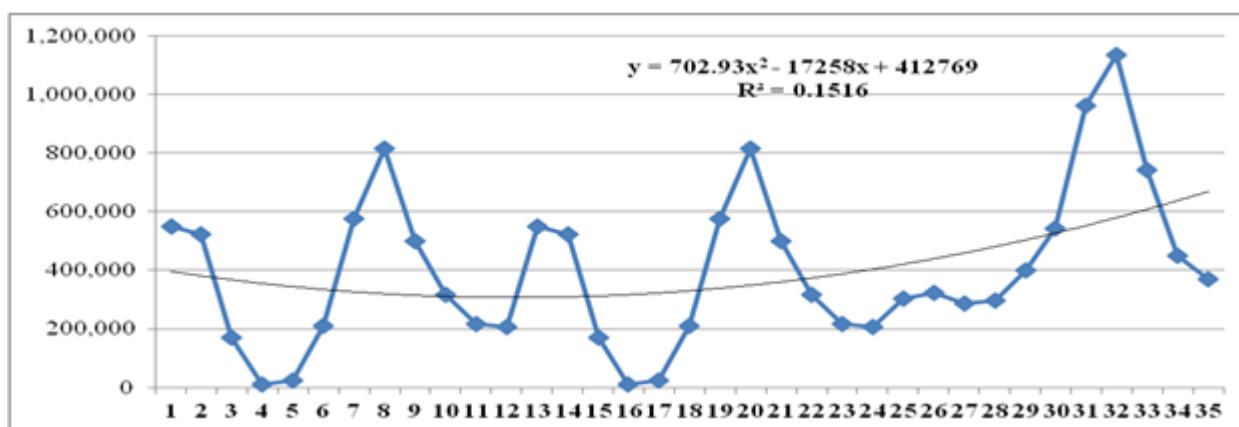


Fig. 1. Monthly dynamics of tourist arrivals in Romania in 2019, 2020 and 2021 (35 months)

Source: Own calculation and design based on NIS, 2022 [17].

Once vaccination has begun on December 27, 2020 and continued in the year 2021, the authorities started to apply more relaxed measures earlier and for a longer period than in 2020, and as a consequence tourist arrivals have recovered.

In 2020, tourist arrivals accounted for 6,398 thousand being by 52.13% less than in 2019, while in 2021, their number was 8,697 thousands, being by 35.9% higher than in 2020 and by only 35% smaller than in 2019 (Figure 1).

In total arrivals, Romanians have the highest share: 79.93% in 2019, but 92.9% in 2020, as most of tourists preferred to spend their holidays in the country and not to travel abroad to uncertain destinations. From about 20% in 2019, foreign tourists registered only 7.1% in 2020.

In 2021, Romanian tourists represented 85.29% in total arrivals while foreign tourists increased their weight especially during the periods when they had the feeling of health safety due to vaccination and green certificate and also when restrictions looked to be more relaxed (Table 1).

Table 1. Dynamics of tourist arrivals in Romania in 2020 and 2021 versus 2019 (Thousands)

	2019	2020	2021	2020/2019 %	2021/2019 %	2021/2020 %
Total arrivals	13,374	6,398	8,697	47.87	65.02	135.92
Romanian	10,691	5,944	7,418	55.60	69.39	124.92
Foreign	2,693	453	717	16.91	26.72	157.99
Share of RO (%)	79.93	92.90	85.29	+12.97 pp	+5.36 pp	-7.61 pp
Share of FO	20.07	7.10	14.71	-2.97 pp	-5.36 pp	+7.61 pp

Source: Own calculation based on NIS, 2022 [17].

Note: pp represents percentage points.

The most attractive destinations for tourists in Romania during the pandemic remained in general the same like in 2019. Their importance in the decreasing order, is: Bucharest, the capital of Romania and the cities of residence in the 41 counties, the resorts in the mountain areas [20, 24], the seashore resorts at the Black Sea [21, 23], the balneary resorts [25], the Danube Delta and the city of Tulcea, other destinations.

**Tourism demand in terms of overnight stays in Romania**

The year 2019 also recorded the highest performance in terms of overnight stays, whose number accounted for 30,086

thousand, of which 82.41% belonged to the Romanian tourists.

In the year 2020, the overnight stays declined by 45.23% accounting for 14,579 thousand, of which 93.16% reflected the Romanians' demand.

In 2021, due to the growth in the arrivals, the stays in accommodation units also increased and reached 19,552 thousands, of which 91.29% belonged to the Romanian visitors.

In this year, the number of foreigners who visited Romania went up, having a positive influence on the number of stays (Figure 2 and Table 2).

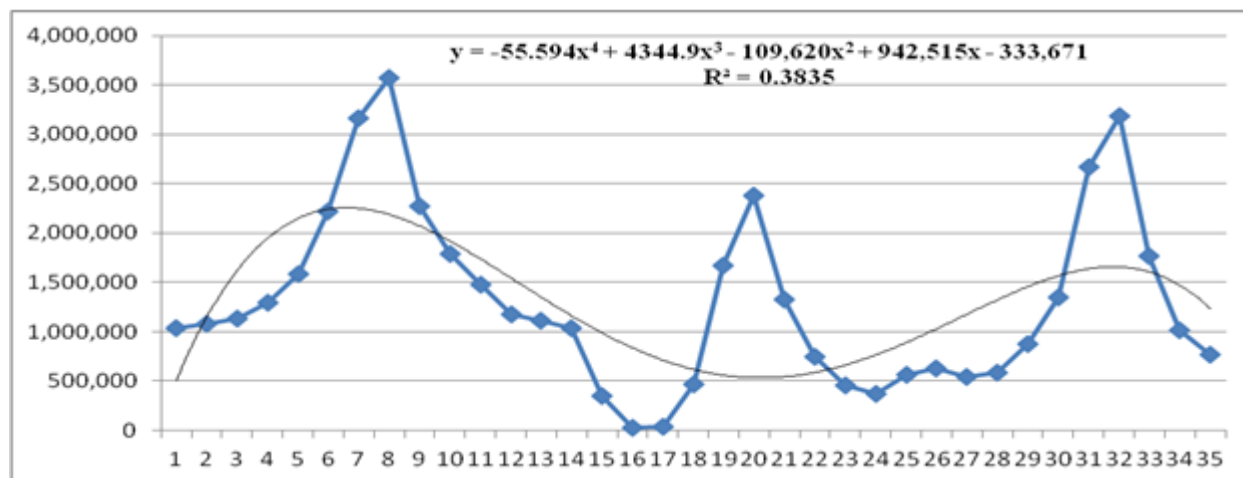


Fig. 2. Monthly dynamics of overnight stays in Romania's tourism in 2019, 2020 and 2021 (35 months)

Source: Own calculation and design based on NIS, 2022 [17].

Table 2. Dynamics of overnight stays in Romania's tourism in 2020 and 2021 versus 2019 (Thousands)

	2019	2020	2021	2020/2019 %	2021/2019 %	2021/2020 %
Total overnight stays	30,086	14,579	19,552	48.45	64.98	134.11
Romanian	24,795	13,582	17,850	54.77	71.99	131.42
Foreign	5,291	997	1,702	18.84	32.16	170.71
Share of RO (%)	82.41	93.16	91.29	+10.75 pp	+8.88 pp	-1.87 pp
Share of FO	17.59	6.84	8.71	-10.75 pp	-8.88 pp	+1.87 pp

Source: Own calculation based on NIS, 2022 [17].

### Tourism demand for accommodation in hotels

Besides transport, public food and entertainment services, accommodation is an important factor which influences tourism demand [27].

Hotel is the main accommodation unit preferred by tourists [7] for it offers: comfort conditions, high quality services (reception, accommodation, restaurant, bar, information and assistance services, cultural and artistic events, entertainment, commercial services, etc.), online access for booking and payment. The number of hotels is dominant in Bucharest, in the cities of residence of all the

counties, and also in the seashore resorts at the Black Sea, in the mountain and balneary resorts.

In addition, taken into consideration the large variety of hotels depending on their stars, it is obviously that hotel offer suits to any tourist, of course the decision is made by client in function of the budget allotted for accommodation during the length of stay.

### Tourist arrivals in hotels

In Romania, the dynamics of arrivals in hotels follows the same trend as at the national level. After the peak of 9,275 thousand arrivals in hotels in the year 2019, in 2020, their number was by 55.62% smaller due to the pandemic.

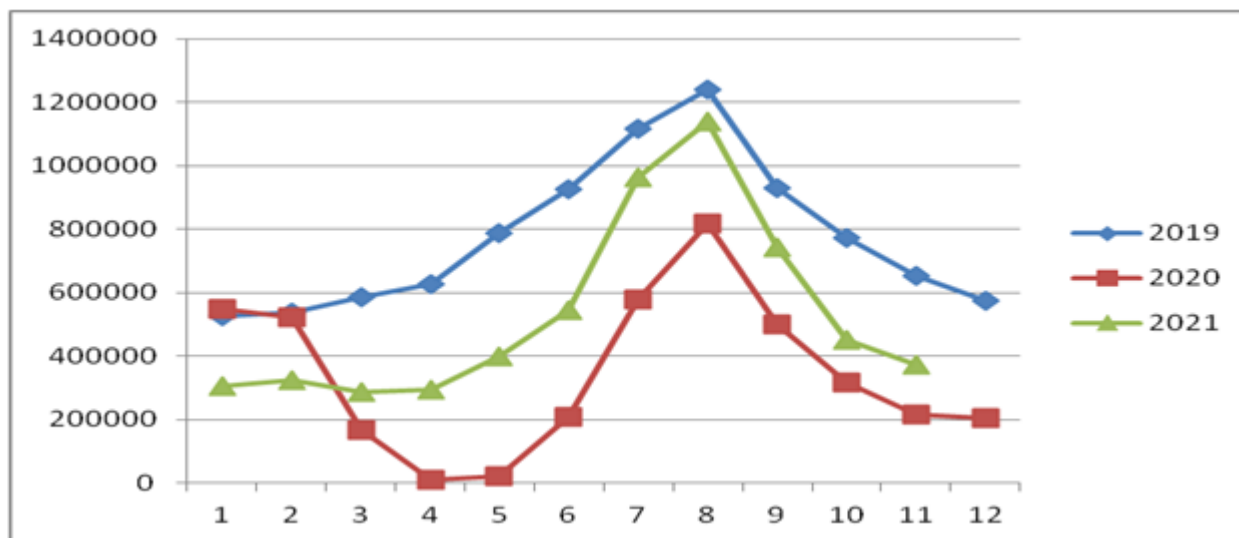


Fig. 3. Monthly dynamics of tourist arrivals in hotels in the years 2019, 2020 and 2021 (number)

Source: Own calculation and design based on NIS, 2022 [17].

As a result, the activity, staff and turnover in hotels, and in "HoReCa" in general was negatively affected. Hotels were facing with closure for a period of time or reduced activity, low tourist flows and overnight stays, a low occupancy rate, reduction of personnel, low income and turnover.

The situation was more difficult in 2020 than in 2021. In 2021, it was noticed a recover of tourist arrivals determined by the vaccination campaign, and more relaxed measures applied for a longer period of time lasting from May to September in 2021 compared to July September in 2020. In 2021, the number of arrivals in hotels increased by 38.2%

compared to 2020, and by only 26.35% versus 2019 (Figure 3). The share of the Romanians who preferred accommodation in hotels represented 75.41% in the total arrivals in the country in 2019, but during the pandemic their share reached 90.33% in 2020 and

88.47% in the year 2021. The percentage difference belonged to foreign tourists. If in 2020, their weight was the smallest, accounting for 9.67%, in 2021 it reached 11.53% (Table 3).

Table 3. Dynamics of tourist arrivals in hotels in Romania in 2020 and 2021 versus 2019 (Thousands)

	2019	2020	2021	2020/2019 %	2021/2019 %	2021/2020 %
Total arrivals	9,275	4,117	5,822	44.38	62.78	141.41
Romanian	6,995	3,719	5,151	53.17	73.64	138.50
Foreign	2,280	398	671	17.45	29.40	168.59
Share of RO (%)	75.41	90.33	88.47	+14.92 pp	+13.06 pp	-1.86 pp
Share of FO	24.59	9.67	11.53	-1492 pp	-13.06	+1.86 pp

Source: Own calculation based on NIS, 2022 [17].

The share of tourist arrivals in hotels in total arrivals accounted for 69.35% in 2019, while in 2020 it declined by -2.41 pp, but in 2021 it increased by +2.59 pp compared to 2019.

Romanians had the highest share in arrivals in hotels and this accounted for 65.43% in 2019. In 2020, it was noticed a slight decline by -

2.87 pp, but in 2021, it was observed an increase by +4 pp compared to the year 2019. This reflects a tendency to recover in the number of arrivals in hotels and also the preference of tourists for this type of unit where to be accommodated (Table 4).

Table 4. The share of tourist arrivals in hotels in total arrivals in Romania in 2020 and 2021 versus 2019

	2019 %	2020 %	2021 %	2020-2019 pp	2021-2019 pp	2021-2020 pp
In Total	69.35	64.35	66.94	-5	-2.41	+2.59
Romanian	65.43	62.56	69.43	-2.81	+4	+6.87
Foreign	84.97	87.85	93.58	+2.87	+8.61	+5.73

Source: Own calculation based on NIS, 2022 [17].

Foreign tourists' arrivals in hotels had a high share, 84.97%, in total arrivals of foreigners in 2019, but during the pandemic, this weight raised by +2.87 pp in 2020 and +8.61 pp in 2021. Also, in 2021, the share recorded +5.73 pp versus 2020 (Table 4). Studying the evolution of tourist arrivals, we may easily notice the parabolic shape of the distribution

of arrivals by month, the peaks being reached in summer season when most of people have vacation and also when the incidence of infection had the lower rate, as confirmed by the calculated regression equations and the values of R square (Table 5).

The regression equations could be used for setting up the adjusted values and trend.

Table 5. Regression equations and R square reflecting the time evolution of tourist arrivals in hotels by month in Romania in the studied years: 2019, 2020 and 2021

	$Y_i = a + bt + ct^2$	$R^2$
2019	$y = -16,261x^2 + 232,052x + 145,392$	$R^2 = 0.6773$
2020	$y = -26.219x^2 - 732.59x + 349,239$	$R^2 = 0.0002$
2021	$y = -14636x^2 + 216174x - 94512$	$R^2 = 0.4252$

Source: Own calculation based on NIS, 2022 [17].

**Tourist overnight stays in hotels**

The number of overnight stays in hotels is closely linked to tourist arrivals.

In 2019, Romania registered the highest level of stays in hotels, accounting for 21,785 thousands. During the pandemic, their number decreased by 54.27% in 2020, but with only 36.07% in 2021, reflecting that in this year the situation was better being recorded a surplus of stays of +39.8% compared to the year 2020. Most of the Romanian tourists preferred accommodation in hotels and their overnights

stays reached the highest level of 17,322 thousand in 2019, but a lower level by 47.51% in 2020 and by 27.98% in 2021, the years of the pandemic. In 2021, it was noticed an increase by +37.1% versus 2020.

The stays of the foreign tourists in hotels represented 20.49% in the total overnight stays in 2019. In 2020, their weight decreased and reached only 8.74%, but in 2021, it was found a slight growth by +10.44% (Figure 4 and Table 6).

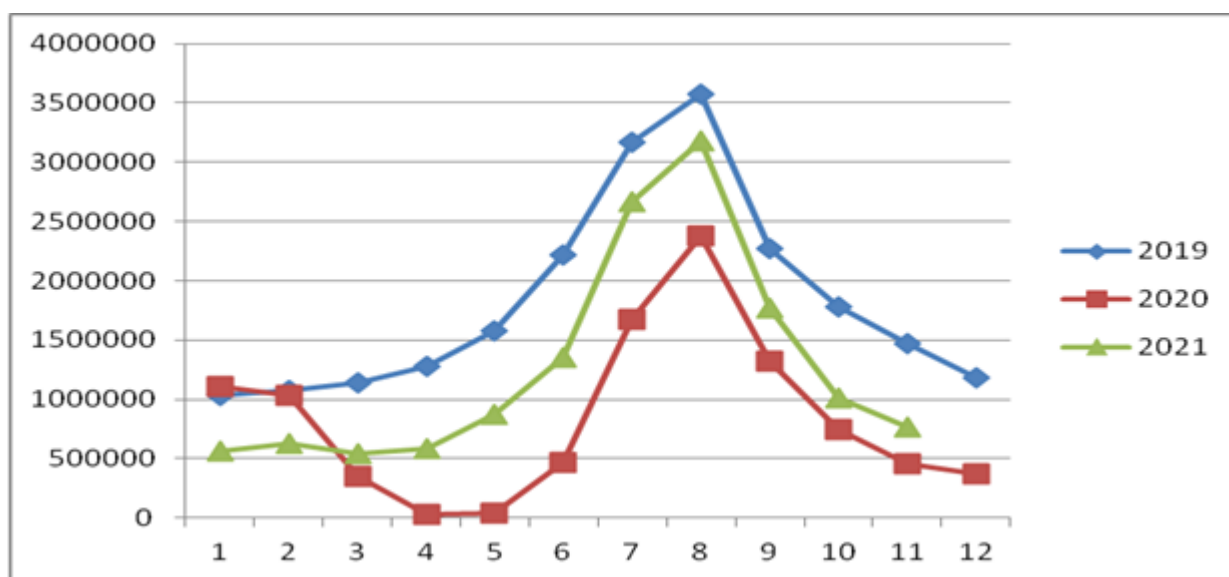


Fig. 4. Monthly dynamics of tourists' overnight stays in hotels in Romania in the years 2019, 2020 and 2021 (number)

Source: Own calculation and design based on NIS, 2022 [17].

Table 6. Dynamics of tourists' overnight stays in hotels in Romania in 2020 and 2021 versus 2019 (Thousand)

	2019	2020	2021	2020/2019 %	2021/2019 %	2021/2020 %
Total overnight stays	21,785	9,963	13,929	45.73	63.93	139.80
Romanian	17,322	9,093	12,476	52.49	72.02	137.20
Foreign	4,463	870	1,453	19.49	32.55	167.01
Share of RO (%)	79.51	91.26	89.56	+11.75 pp	+10.05 pp	-1.70 pp
Share of FO	20.49	8.74	10.44	-11.75 pp	-10.05 pp	+1.70 pp

Source: Own calculation based on NIS, 2022 [17].

The overnight stays in hotels have the highest share in total stays in Romania's tourism. In 2019, their weight registered 72.40%, but during the pandemic, it recorded a slight decline by -4.07 pp in 2020 and -1.16 pp in 2021. In 2021, also it was noticed a recover by +2.91 pp more than the level of 2020.

The stays in hotels of the Romanian tourists has the highest share in total overnight stays

in the tourism of the country. It accounted for 69.86% in 2019.

During the pandemic, only in 2020, this share declined by -2.92 pp, but in 2021, it was by +0.03 pp higher than in 2019 and by +2.95 pp over the level of 2020.

The majority of foreign tourists prefer accommodation in hotels. For this reason, in the total overnight stays in the country, they accounted for 84.35% in 2019, and with

higher levels in 2020 and 2021: 87.26% and, respectively, 85.37% (Table 7).

Table 7. The share of tourists' overnight stays in hotels in total overnight stays in Romania's tourism in 2020 and 2021 versus 2019

	2019	2020	2021	2020-2019	2021-2019	2021-2020
	%	%	%	pp	pp	pp
In Total	72.40	68.33	71.24	-4.07	-1.16	+2.91
Romanian	69.86	66.94	69.89	-2.92	+0.03	+2.95
Foreign	84.35	87.26	85.37	+2.91	+1.02	-1.89

Source: Own calculation based on NIS, 2022 [17].

The overnight stays in hotels registered a similar trend line like the arrivals, as reflected by the parabolic shape, taking into account the values recorded in each month in the three analyzed years. The regression equations and the values of R square determined for this indicator are shown in Table 8. Also, in this case, the regression equations could be used

for setting up the adjusted values and trend. The lowest rates accounted for 6.9% in the month of April and 6.9% in May. Then, starting from June, the rate increased and reached the highest level of 44.6% in August, but smaller than 62.5% in 2019 and than 57.5% in 2021.

Table 8. Regression equations and R square reflecting the time evolution of tourists' overnight stays in hotels by month in Romania in the studied years: 2019, 2020 and 2021

	$\hat{Y}_i = a + bt + ct^2$	$R^2$
2019	$y = -52,434x^2 + 75,6834x - 262,973$	$R^2 = 0.5785$
2020	$y = -12,090x^2 + 171,931x + 367,579$	$R^2 = 0.0414$
2021	$y = -47,230x^2 + 68,7134x - 683,903$	$R^2 = 0.4247$

Source: Own calculation based on NIS, 2022[17].

### Net use of accommodation capacity in hotels

This indicator followed a similar tendency during the analyzed years. The lowest rates

were carried out in the year 2020, much below than the ones achieved in 2019.

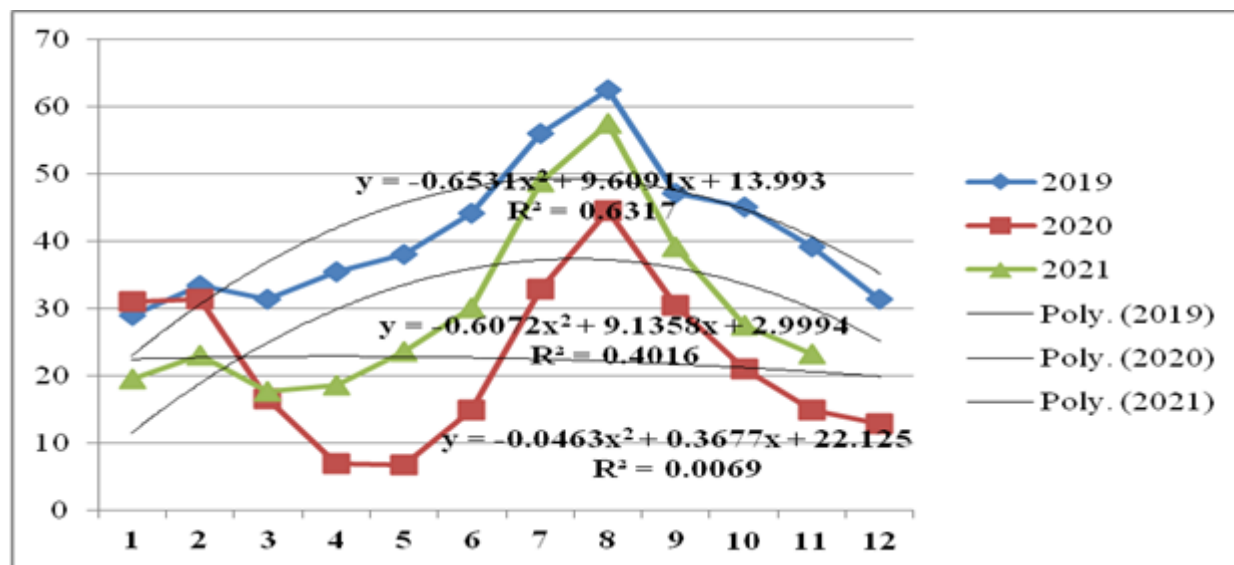


Fig. 5. Monthly dynamics of net use of accommodation capacity in hotels in Romania in the years 2019, 2020 and 2021 (%)

Source: Own calculation and design based on NIS, 2022 [17].



The year 2021 was the best from this point of view for hotel industry. In this year, the lowest rate was 17.7% registered in March and the highest 57.5% in August (Figure 5).

### **Future expectations on tourist arrivals and overnight stays in hotels and what hotels managers have to do to attract more tourists**

The results in 2021 are promising. In 2022, it is expected as tourist arrivals and overnight stays to represent about 85% of the 2019 level, taking into account that the relaxation measures will start from the middle of March, assuring a longer safe period for travels.

To sustain HoReCa sector, Romanian Government, by means of Ministry of Entrepreneurship and Tourism has implemented the Program of Business Recovery and Relaunch especially developed by SMEs. Government credits for Start-Up, SMEs' Pro, Garant Construct and Innovation were offered to tourism units affected by pandemic. Also, grants for working capital were destined to compensate the losses.

In addition, important EU funds are available for the development of production activities.

To diminish the difficulties in assuring labor force, public aids are offered for seasonal employees and also technical unemployment has been reintroduced.

During the COVID-19 pandemic, the need for accommodation has increased, as tourists requested extra comfort and services in the same place. For this reason, in 2022, 940 new 5 stars hotels will be built as, at present, Romania has only 41 of this standard.

Hotel managers have to keep pace with tourist market and to adapt to the increased competition and to grow tourists flow, they have to use creative and efficient methods like the following ones: Integration of accommodation offers in the packages of travel agencies; Virtual promotion on the hotel web-site of the services offered (relevant images, virtual tour etc); Use of an easily accessible reservation system (room availability, fast online and telephone reservation); Diversification and increase of quality services (safety, hygiene, cleanliness, comfort, meals, spa, jacuzzi, fitness, massage etc); Personalized offers, special packages,

promotions, free for children, alternative payment methods (Tourist Pass Card), loyalty programs and other bonuses for customers; Promoting the hotel on Google, Facebook, Instagram, the use of influencers on social media and advertise on map applications; Use of hotel software for managing activities; Taking into account the customers' reviews on Booking and Trip Advisor and fixing the reported problems, and also checking the accommodation conditions (furniture, installations etc) to maintain comfort; Organizing events even in small groups in pandemic (courses, conferences, anniversaries etc).

### **CONCLUSIONS**

The study showed the negative impact of the COVID-19 pandemic in the Romanian tourism demand. After the peak of 13.3 million arrivals and 30 million overnight stays in the year 2019, in the years 2020 and 2021, total arrivals represented only 47.8% and, respectively, 65%, while the overnight stays accounted for only 48.4%, and, respectively, 64.9%.

Romanians are the main category of visitors and the pandemic offered them a chance to rediscover their own country, as their share in total arrivals increased in 2020 to 93.1% and in 2021 to 91.2%.

In 2019, there were recorded 9.3 million arrivals and 21.7 million overnight stays, representing 69.9% and respectively 72.3% of tourism industry. In 2020 and 2021, compared to 2019, the arrivals in hotels represented only 64.4%, and, respectively, 66.9%. Also, the overnight stays, accounted for 45% and, respectively, for 64%.

Romanians dominate arrivals in hotels, having a share ranging between 62% and 69%, and also 89-91% in overnight stays. Less foreigners visited Romania in pandemic, but in 2021 it was noticed a slight growth. Most of foreigners prefer hotels, their share accounting for 87-93% in arrivals and 85-87% in overnight stays during the pandemic.

In consequence, the net occupancy rate in hotels was much lower in 2020 versus 2019 and much better in 2021 compared to 2020.

The rate was 6.9% in April, and its peak was 44.6% in August 2020. In 2021, the rate reached the peak of 57% in August and the lowest level, 17.7%, in March. The rate is higher in hotels than the average rate in the national tourism.

Thus, the worst year in Romania's tourism demand was 2020, but 2021 has brought a recovery and hopes that in the coming years, tourism could return to the pre-pandemic level.

The measures taken by Romania's Government and Ministry of Entrepreneurship and Tourism have sustained tourism industry to recover.

The relaxing measures which are going to be taken from the middle of March 2022 give a hope that in this year tourist arrivals and overnight stays will be higher, being estimated at 85% of the 2019 level.

To improve its performance, hotel industry needs a more flexible strategy. A diversified offer, customized packages, bonuses, price flexibility, high quality services, an intensified communication with customers, booking and cancelling facilities, more measures for assuring a safe stay, an intensified advertising in media and other initiatives could attract more visitors and meet in a higher measure their needs with a positive impact on occupancy rate and business return.

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