

Hotel Strategies in Uncertain Times

Presented by Galen Atanasov (2212026)
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Lecturer: Dr. Ernest Wavei

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Introduction: Navigating Contemporary Challenges

The hospitality sector faces significant vulnerability to global shocks.

Contemporary Theme

Uncertain times: geopolitical conflict, economic downturns, pandemics.
(Sigala, 2020)



Hospitality Impact

Demand loss, revenue shocks, operational disruptions.
(Brown et al., 2018)

This presentation explores how hotels responded and adapted to crises like COVID-19.



Literature Review: Insights from Past Crises

Research on past events highlights resilience and adaptability.

1

2003: SARS Outbreak

Early studies (Tew et al., 2008) on pandemic impact.

2

2008: Financial Crisis

Kimes (2009) explored hotel financial adaptations.

3

2020: COVID-19 Pandemic

Gössling et al. (2020), Sigala (2020) on digital transformation.

Early adopters of technology generally achieved better outcomes.

Methodology: Framework for Analysis

A desk-based subjective research approach was employed.



Desk-Based Research

Subjective data collection.



PESTEL Framework

Analytical tool for crisis impact and hotel responses.



Secondary Data

Journals, case studies, industry reports.

PESTEL framework guided the analysis of crisis impact and hotel responses.



PESTEL Analysis: Political & Economic Factors

External forces heavily influenced hotel operations.

Political

Government lockdowns, travel bans, evolving regulations.

100% of destinations imposed restrictions during COVID-19.

Hotels were forced to shut down or pivot to domestic markets.

Economic

Revenue collapse, demand loss, inflation, cost-cutting measures.

PESTEL Analysis: Social & Technological Factors

Changing societal expectations and tech accelerated adaptation.



Social Changes

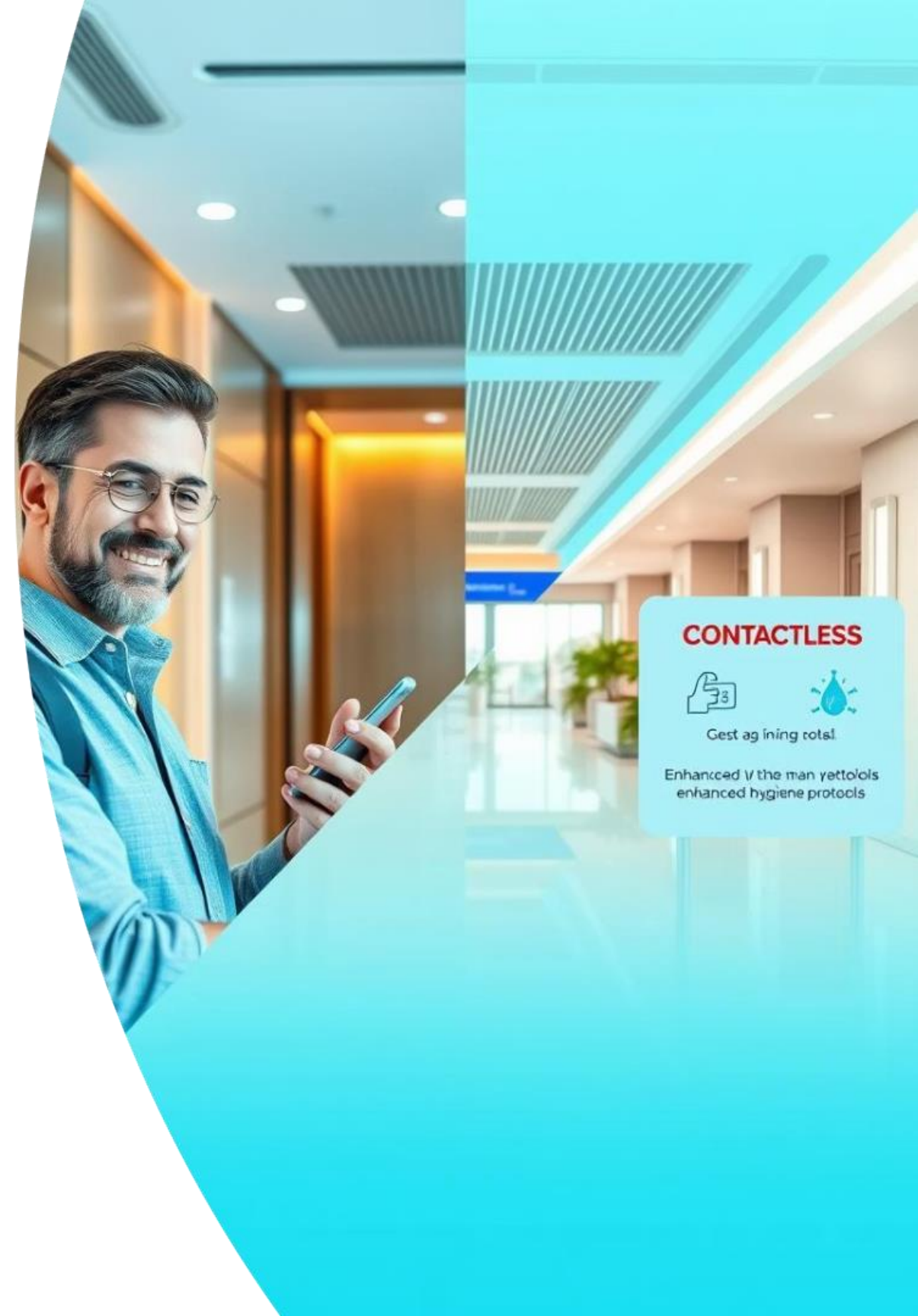
Guest expectations shifted: trust, hygiene became critical.



Technological Advances

Digital transformation, mobile check-in, contactless. Services (Matijević, Zielinski & Ahn, 2024)

Hotels offering virtual concierge and keyless entry remained competitive.





PESTEL Analysis: Environmental & Legal Factors

External environment and legal frameworks posed new risks.

Environmental

Climate crises: fires, hurricanes disrupting travel.

Legal

Compliance with public health laws, insurance policies.
Increased legal risks: refunds, employee safety.

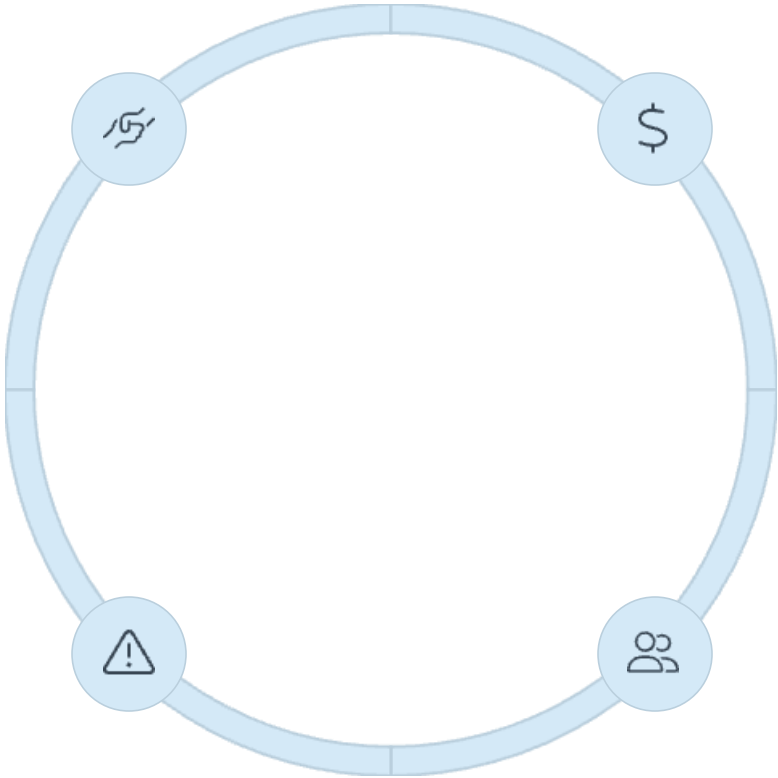
Disasters and legal obligations increased operational complexity.

Industry Responses: Strengths & Limitations

Hotels implemented various strategies with mixed success.

Health Protocols
Accor's AllSafe program.
(Herédia-Colaço & Rodrigues, 2021)

Limitations
Low cash reserves, global travel dependency.



Flexible Pricing
Dynamic revenue management.

Employee Training
Cross-skilling for adaptability.
(Baum & Hai, 2020)

Diversified hotels recovered better, but many lacked financial buffers.

Conclusion: Towards Strategic Foresight

Uncertainty demands proactive planning.



Recap PESTEL

Political, Economic, Social, Technological, Environmental, Legal impacts.



Stress Foresight

Anticipating future disruptions.



Resilience Planning

Building robust crisis responses.

Preparedness is no longer optional; it is a fundamental survival skill.



Recommendations for Future Resilience

Proactive measures are key to navigating future crises.



Crisis Plans

Detailed, actionable crisis response strategies.



Financial Reserves

Building strong financial buffers.



Staff Well-being

Prioritizing employee training and support.



Digital Investment

Robust digital infrastructure for operations.

Hotels must operate as if the next crisis is always around the corner.

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**Thank you for
your attention**