



# The Impact of COVID-19 on the Hotel Industry

## Operation Shifts Due to the Pandemic

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**Abstract.** The purpose of this paper is to focus on the impact of COVID-19 on the hotel industry in China and the local hotel industry in Foshan, including the impact on variables such as industry economy, customer groups, business models, and resource regulation. In order to evaluate from various perspectives, the paper draws a comparison of two hotel industry examples in China, namely Jin Jiang WeHotel and Foshan Xin Jun Yue International Hotel. At the same time, the opinions given by other senior managers of local hotels in Foshan were also collected. Finally, this article will make personal evaluations and suggestions on the future operation and transformation of the hotel industry.

**Keywords:** Pandemic · Hotel Industry · Transformation

## 1 Introduction

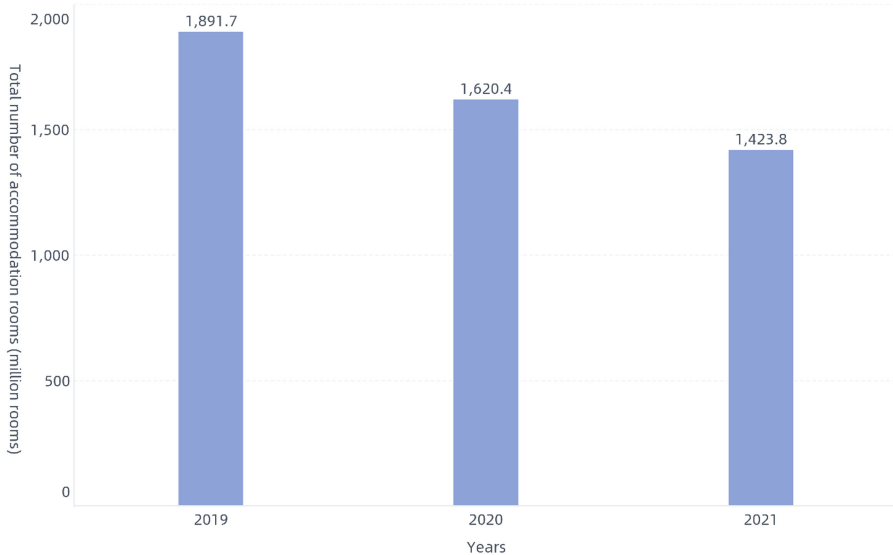
Since January 2020, COVID-19, a fatal pandemic spreading across the world, has swept worldwide industries. Because of people's mobility restrictions, the tertiary industry, which is greatly supported and financed by offline consumption, is severely impacted by COVID-19, and the Hotel industry, a key component of the service industry, is one of the greatest victims affected by the pandemic [1].

Faced with these difficulties, how would the Chinese hotel industry respond to the pandemic? From this point of view, this article will analyze the business models and marketing strategies of the hotel industry, and discuss the countermeasures given by the Chinese hotel industry.

### 1.1 Methodology (Qualitative and Quantitative)

In order to study the impact of COVID-19 on hotels in a comprehensive manner, this paper will mainly collect two types of data: Quantitative (Objective) data and Qualitative (Subjective) data. These two types of data are gathered in the form of field interviews and financial reports. The first type of data, Quantitative data, is the collection of digital data, which is specific and clear. The data use key indicators such as RevPAR or Occupancy rate to reflect the change in hotel industries' performance. The second type of data, Qualitative data, is the data obtained through interviews, which changes with individuals. The data is collected from different hotel managers about their operation thoughts and

■ Total number of accommodation rooms in China (million rooms)



**Fig. 1.** Total number of accommodation rooms in china (million rooms) (Source: Self-drawing)

decisions when facing the pandemic. Since the hotel managers involved in the interview have worked in the hotel industry for a large number of years, the questions collected can be regarded as highly professional and experienced answers. By comparing the answers of different hotel management personnel, the response of the hotel industry to the outbreak of the pandemic can be professionally depicted [2] (Fig. 1).

## 2 Topic I – Performance Report (Objective Data)

In this topic, the following will compare the first-hand data collected from the Xin Jun Yue International Hotel and the financial report of Jin Jiang Hotels Co., Ltd. These data present key performance indicators such as hotel room occupancy rate, average revenue, and customer group proportion, laterally reflecting the decisions made by the hotel management, and forecasting local and even Chinese hotels' changes in service structure.

The data come from “Shanghai Jin Jiang International Hotels Co., Ltd. 2020 Annual Report” and the field survey data from Xin Jun Yue international hotel. Jin Jiang Hotels Group is a leading hotel company in China and has a total of 919,496 rooms (Direct + Franchised), covering 31 provinces and 333 cities in mainland China (enough to represent the hotel industry in China). Xin Jun Yue international hotel has a total of 390 rooms. Since the outbreak of COVID-19 occurred in early 2020, most of the following data analysis is the comparison of data indicators in 2020 with those in 2019, reflecting the direct impact of the outbreak.

(To be noticed, the 2022 data in Xin Jun Yue hotel is due on August 14th.)

## 2.1 Data I – Operating Revenue

When discussing financial impact, the indicator operating revenue can directly represent the income situation of the company. Judging from the financial report of Jin Jiang WeHotel, the operating revenue has been greatly reduced after the outbreak: the revenue in 2020 has decreased by nearly 5 billion yuan (724 million dollars) compared with 2019 (the year before the outbreak), a year-on-year decrease of 34.67%. Similarly, looking at Xin Jun Yue Hotel, the operating revenue in 2020 decreased by 14 million yuan (2 million dollars) compared with 2019, a year-on-year decrease even as high as 53.82%. Therefore, whether it is a leading hotel group in China or a local hotel, the revenue has been greatly affected by the pandemic [3].

## 2.2 Data II – Occupancy, ADR, and RevPAR

In addition, KPIs such as Occupancy rate (OCC), Average daily rate (ADR), and Revenue per available room (RevPAR) can measure hotel room sales performance, which can show the operation of the hotel industry from a more detailed perspective.

This paragraph is mainly used to introduce these three KPIs. Among them, OCC indicates the proportion of occupied rooms in all hotel rooms, so OCC can be calculated by the total number of occupied rooms/the total number of available rooms \*100. ADR indicates the average revenue per room, in other words, the average room price, which is usually used to measure the pricing range and room level of hotel rooms, so ADR can be calculated by total room revenue/number of occupied rooms sold. Finally, RevPAR is the only measure of hotel room profit, which represents the average actual profit per room for the hotel and the hotel's revenue. Therefore, this measure is jointly determined by OCC and ADR –  $OCC * ADR$ .

First of all, on the financial report data of Jin Jiang WeHotel, which integrates the data of all hotel types, the annual OCC in 2020 decreased by 12.7% compared with 2019, a year-on-year decrease of 16.4%; The annual ADR in 2020 decreased by 23.13 RMB/room compared with 2019, a year-on-year decrease of 10.13%; The RevPAR in 2020 decreased by 43.96 RMB/room compared with 2019, a year-on-year decrease of 24.88%. In addition, the data of Xin Jun Yue Hotel also showed a similar downward trend. The annual OCC in 2020 decreased by 21.35% compared with 2019, with a year-on-year decrease of as much as 47.67%; The annual ADR in 2020 decreased by 48.57 RMB/room compared with 2019, a year-on-year decrease of 11.99%; The RevPAR in 2020 decreased by 97.89 RMB/room compared with 2019, a year-on-year decrease of 58.94%.

Based on the above room data, the downward trend of 20% or even 50% is far beyond the hotel industry's normal fluctuation range, which means the outbreak of the pandemic has brought a huge negative impact on the sales of rooms in China's hotel industry (Fig. 2).

## 2.3 Data III – Customer Groups Proportion

Studying the change of customer groups over the COVID periods can uncover the change in customer structure base. As the hotels in the operation of Jin Jiang Hotel Group cover

**Comparison of RevRAP of the Domestic Hotels in Operation for Over 18 Months as at 31 December 2020 with the Same Period in Prior Year**

	Hotels in operation for over 18 months		Increase/Decrease on year-on-year basis (%)
	January - December 2020	January - December 2019	
<b>Mid-scale hotels</b>			
<b>Average occupancy rate (%)</b>	<b>69.88</b>	<b>80.95</b>	<b>-11.07</b>
Including: Direct	70.60	82.97	-12.37
Franchised	69.77	80.65	-10.88
<b>Average room rate (in RMB/room)</b>	<b>242.18</b>	<b>269.18</b>	<b>-10.03</b>
Including: Direct	282.24	338.71	-16.67
Franchised	236.28	258.51	-8.60
<b>RevPAR (in RMB/room)</b>	<b>169.24</b>	<b>217.90</b>	<b>-22.33</b>
Including: Direct	199.26	281.03	-29.10
Franchised	164.85	208.49	-20.93
<b>Economic hotels</b>			
<b>Average occupancy rate (%)</b>	<b>58.25</b>	<b>73.13</b>	<b>-14.88</b>
Including: Direct	59.02	72.39	-13.37
Franchised	57.62	73.73	-16.11
<b>Average room rate (in RMB/room)</b>	<b>149.73</b>	<b>173.82</b>	<b>-13.86</b>
Including: Direct	154.10	172.58	-10.71
Franchised	146.12	174.80	-16.41
<b>RevPAR(in RMB/room)</b>	<b>87.22</b>	<b>127.11</b>	<b>-31.38</b>
Including: Direct	90.95	124.93	-27.20
Franchised	84.19	128.88	-34.68
<b>Total</b>			
<b>Average occupancy rate (%)</b>	<b>64.70</b>	<b>77.40</b>	<b>-12.70</b>
Including: Direct	62.05	75.13	-13.08
Franchised	65.68	78.25	-12.57
<b>Average room rate (in RMB/room)</b>	<b>205.15</b>	<b>228.28</b>	<b>-10.13</b>
Including: Direct	192.25	220.19	-12.69
Franchised	209.63	231.20	-9.33
<b>RevPAR(in RMB/room)</b>	<b>132.73</b>	<b>176.69</b>	<b>-24.88</b>
Including: Direct	119.29	165.43	-27.89
Franchised	137.68	180.91	-23.90

**Fig. 2.** Comparison of RevRAP of the Domestic Hotels in Operation for Over 18 Months as at 31 December 2020 with the Same Period in Prior Year (Source: Jinjiang Hotels Annual Report 2020 Full Text.pdf (jinjianghotels.sh.cn))

mid-scaled, high-scaled, and economic hotels in all parts of China, the customer groups of individual hotels change due to the differences in geographical location and demography, so it is of little significance to refer their change of customer structure. Therefore, the final customer structure data survey only takes Xin Jun Yue Hotel as the object to predict the trend of the local business structure in the future. The general customer groups of hotels are OTA (online travel agency) guests, Tour groups, MICE (Meetings, Incentives, Conferences, and Exhibitions), Commercial customers, and Walk-In Guests. According to field interviews, the main sources of customers of this hotel before the pandemic were Travel groups and conference groups, which is generally due to its location at the attractions circle and enterprise circle (surrounded by enterprises such as Chimelong and Midea).

Before the pandemic (2019), MICE guests and Tour groups accounted for 45.05% and 24.80% of the total occupancy rate, respectively, and dominated more than half of the hotel's room source. At this time, OTA and Walk-In guests only accounted for 10.18% and 9.86%. However, after the outbreak of the pandemic (2020), the rental ratio of MICE customers and group tour customers plummeted to 23.42% and 5.93%, the sum of which decreased by 57.98% year-on-year, and even reached a tiny 6.64% and 0.60% in this year (2022). On the contrary, the proportion of OTA and Walk-In Guest groups has been rising: from 23.79% and 30.41% in 2020 to 26.89% and 47.63% in

2022. It can be seen that the pandemic has brought huge changes in customer groups to local hotels.

## **2.4 Topic Conclusion**

All the data provided above are sufficient to show that the impact of COVID-19 on China's hotel industry has posed an unprecedented threat. The tragic decline in performance has plunged individual hotels into a period of continuous break even. Capital operation and loan repayment risk have gradually become a huge pressure, resulting in most hotels wandering on the verge of bankruptcy. At the same time, the local hotel industry has also entered a predicament of transformation. Under the unprecedented operating pressure, China's hotels also have to realize high-cost strategy transformation so as to adapt the changes in market demand. This is undoubtedly the double pressure created during the pandemic period, and also represents that Chinese hotel enterprises are facing the burden of the "superposition effect". In general, the pandemic has brought huge deficits to the Chinese hotel industry.

## **3 Topic II – Business Modes in the Hospitality Industry (Subjective Data)**

The hotel industry is labor-intensive and capital-intensive. The fixed salary of employees accounts for most of the costs, and the revenue greatly depends on the mobility of visitors. In the face of the loss of tourists caused by the pandemic, most hotels have problems with cash flow, and the huge fixed cost of labor far exceeds the exponentially declining interests of tourists. With the gradual normalization of the pandemic, consumers' consumption habits and concepts have quietly changed. What kind of decision-making changes will the hotel industry make to cope with huge losses? Taking the direction of the hotels' business model transformation, the following will summarize the strategies for the transformation of different hotel operations through interviews with managers of three different hotels (which do not wish to reveal their hotel brands) at Foshan; They are managers Chen, Deng, and Zhou.

### **3.1 Basic Operation Modes of Hotels Before the COVID-19**

With respect to the five customer groups, OTA (online travel agency) guests, Tour groups, MICE, Commercial customers, and Walk-In guests, "tourists from tour groups and conference groups account for 50% of all sources of tourists," said manager Chen. Manager Chen and manager Zhou jointly emphasize the huge benefits brought by group guests such as Hong Kong Group or Shanghai group to the local hotels. Therefore, most hotels will devote most of their resources to the promotion of conference groups and tour groups. This is also the focus of manager Deng before the pandemic. As the head of the sales department, manager Deng mentioned that the hotel sales manager would often carry out marketing tasks for offline group customers, such as seeking long-term cooperation with travel agencies to promote large room booking volumes and ensure stable, long-term hotel incomes. In addition, it will also optimize the online platform in order to attract the praise of OTA customers and realize self-advertising benefits (virtual marketing).

### 3.2 The Impact of the COVID-19 Outbreak on the Hotels Operation Modes

After the outbreak of COVID-19, almost none of the above five sources of tourists was spared, and the source of passenger flow and hotel occupancy rate plummeted, which seriously hit the revenue of the hotel industry. The impact of the pandemic is mainly attributed to two aspects, COVID-19 prevention policies and the change in the consumer decision-making process. First and foremost, the COVID-19 prevention measures issued by the government severely restrict the mobility of guests. Manager Chen mentioned that various policies restrict the gathering of people, prohibit cross-border access of people in medium and high-risk areas, and require consumers to show their health code and trip record code when checking in. When these policies forcibly cut off the links of visitors from different regions, they also generated great inconvenience to all customers, further lowering the willingness to travel of the local customers, the few remaining customers who could have consumed in hotels.

“During the pandemic, only a very small number of ‘inelastic customers’, referring to customers who had no choice to travel due to extreme reasons, came to visit, which far from making up the cost of the hotel”, manager Deng mentioned. Making matters worse, the local government of Shunde even issued a notice of hotel suspension in 2020 and 2021, resulting in the direct stagnation of hotel operations. Moreover, consumer spending habits have also changed dramatically. Due to the multiple travel requirements issued by the government for hotels, traveling became troublesome and time-consuming for guests; Meanwhile, MICE guests, once a large source of tourists of the hotel, had gradually adapted to the form of online meetings, presumably causing the hotel industry permanently lose most of their loyal guests.

“The biggest difference between hotels before and after the epidemic is undoubtedly incomes,” manager Zhou mentioned. The battle line between the hotel industry and the pandemic is in a long-term period: the cancellation or rescheduling of customers’ trips caused by the repeated pandemic has continuously suppressed the recovery process of the hotel industry. Therefore, the accidental outbreak of the regional pandemic has long affected the mobility of tourists and posed the future of the hotel industry in panic uncertainty.

### 3.3 Countermeasures of Hotels After the COVID-19 Outbreak

Then, how did hotel managers respond to the COVID-19 outbreak? According to the large number of countermeasures given by the three managers, the following will first summarize the measures unanimously agreed by the three managers, and then unfold their respective strategies.

First, to cope with the continuous deterioration of revenue, it is essential to reduce hotel costs. The three managers put forward the redundancy strategy at the same time. As mentioned above, the salary of employees accounts for nearly 60% of the fixed cost of the hotel. Reducing the number of employees can directly stop the loss of the hotel. The core of this strategy is to appropriately adjust the number of employees according to the situation of the hotel and the needs of the market economy so that the number of employees can just match the needs of the depressed market and maximize the income generated per employee. During the pandemic, employees in each shift would be cut

into smaller numbers. For example, the original mode of two to three people working a shift in the front office was reduced to one person working a shift, so as to just support the basic operation mode of the hotel with the minimum number of employees.

### **3.4 Manager Chan – Energy-Saving Measures**

In addition to controlling costs in terms of employee salaries, another way to reduce operating costs is to control the energy output of the hotel, that is, to save power. Under a low occupancy rate period, hotels only open one floor for guests to book: all visiting guests are arranged on the only open floor. At the same time, the power supply of other floors (corridor lighting and air conditioning system) is all turned off. When the rooms on the open floor are full, the housekeeping department should turn on the power of the adjacent floor to arrange the rooms. “Concentrating a small number of guests on one floor can make efficient use of common power resources and reduce the marginal cost brought by each guest,” said manager Chen. After calculation, if the guest rooms are arranged in a disorderly manner, the power cost alone will increase by 25%.

### **3.5 Manager Deng – Controlling Room Prices and Changing from Quality to Quantity**

Hotels should also flexibly adapt to changes in the consumption concept of customers. One of the strategies is to seize consumers’ consumption values of guests during the pandemic by changing the house price. The pandemic had affected almost all enterprises. Companies across the country are in an economic recession, resulting in a corresponding reduction in the travel cost budget of the company group. Therefore, when choosing a hotel to stay in, the groups took the price/performance ratio into greater importance. To win the attention of customers from the competition, the hotel attempted to reduce its own profit requirements and sell the hotel rooms at the lowest acceptable rental price. Imagine that if the price of a star hotel falls to the same level as that of an economic chain hotel, OTA guests or MICE guests will give higher priority to the high-quality stay experience that a star hotel can bring at the same price. Although the incompatible, low price cannot cover the operating cost that the room type would make in the short-term, with the increase of the inflow of tourists, the positive feedback for the high price/performance ratio of the hotel attracts more potential tourists in the long-term. Manager Deng’s evaluation of the change of marketing strategy in the hotel industry is, “from quality to quantity.” The customer groups of hotels are also changing quietly.

### **3.6 Manager Zhou – Uses of Resources and Transformation of Hotel Promotion**

Hotels can also change under the internal resources and promotion forms. The first is the resource transformation of the catering department. Manager Zhou’s hotel has a set of Chinese and Western food. Due to the loss of a large number of customer sources, the catering department has been in a state of continuous loss for a long time, especially the Western restaurants that mainly serve group meals and buffet meals for hotel guests. Therefore, the hotel decided to directly merge the western food department

with the staff canteen, providing staff meals in the form of buffet meals and retaining the provision of breakfast for guests, and the business for the remaining period is suspended. Adjustment and merge of departments in this situation flexibly utilize originally idle resources and contribute value again on staff matters. Another use of resources is the senior management. Manager Zhou created an executive team during the shortage of workers. The team gathered executives and workers from different departments as a group to favor certain tasks in difficult times, such as carrying goods and materials or cleaning guest rooms. It is worth noting that the executive team can adjust the work mentality when providing a sense of balance and comfort to work together for the slack and negative feelings originally caused by the sparse customers. Therefore, the change of senior management resources not only improves the overall work efficiency of the hotel but also improves employees' psychological experience.

### **3.7 Topic Conclusion**

The hotel industry has its particularity, vulnerability, and irreparability. It is not like actually visible goods that can be sold later. Hotel rooms have gradually fallen from the trend of insufficient supply to an oversupply, and are facing a major sales crisis. To sum up, under the influence of the COVID-19 pandemic, hotels have to make changes to the original product structure and target customer groups, and gradually shift from the offline business model to the online business model. In the environment of long-term pessimism about the future of hotels, the impact of the pandemic is a test of their own immunity for most hotels, but from another perspective, it is also a major opportunity.

## **4 Topic III – Further Personal Discussion and Suggestions**

### **4.1 Discussion**

The meticulous and flexible response measures taken by the three senior managers highlighted the full preparation for the pandemic. Among them, the complex transformation of operation patterns and utilization of resources reveal how the hotel industry solves problems when facing the situation in which the impact of COVID-19 had penetrated from various angles. However, even though the three managers have turned the general direction of the hotel industry's services by reducing costs, adjusting resources, and changing promotion targets, most of these measures are still in the same adjustment as other affected industries to relieve the hotel industry's profit wound. From a long-term point of view, after five or even ten years, these countermeasures cannot guarantee whether the hotel industry can again undertake the huge stress under similar disastrous impacts. On the contrary, hotel managers should consider how to adapt to the long-term coexistence with the disaster that caused the depressed market. Therefore, the hotel industry has to return to the essence of the hotel market system and its product positioning to lay a stable transition track.

From my personal perspective of the market, the imbalance between supply and demand in the hotel industry, the irrationality of product positioning, and the downturn of the labor market caused by the pandemic are the key to putting pressure on the hotel



industry. In addition to the above solutions, the following measures for internal and external adjustment of the hotel industry are not only alternative angles of solutions to the pandemic issue but also the thoughts under severe market conditions.

#### **4.2 External Adjustment: The Focus on Customer Purchasing Journey**

Throughout the service system, the Customer Purchasing Journey is what determines the value of a firm or, in this case, a hotel can give. To revive the peak guest flow in the hotel industry before the pandemic, three parts of purchasing journey have to take into consideration. The above analysis has clearly pointed out that local hotel customers are now mainly OTA and Walk-In guests, and the hotel's future sales focus will inevitably shift to individual customers. In the past, a large number of tours were supplied by agreed travel agencies, so the disappearance of tours represented a loss of the ability of travel agencies to provide continuous guests to hotels. Therefore, the hotel's sales strategy should reduce the cost of contracting travel agencies, and instead shift funds to the promotion of diversified customer sources, selling more directly to individual guests themselves. This means that today the hotel industry needs to focus on succeeding in "Zero Moment of Truth" (ZMOT), in which consumers make expensive research before a decision or purchase is made. If the competition with other hotels in ZMOT fails, a large number of potential customers may be lost permanently. The suggestion to reduce the probability of failure on ZMOT is to transfer the capital cost originally placed on the travel agency to the website construction project of optimizing the OTA platform, so as to attract individual customers by improving the user's browsing experience.

In addition to attracting potential customers, the customer's in-store experience is also a great factor in the journey. The development of the pandemic has brought continuous changes to the hotel's COVID-19 prevention policies, which usually bring inconvenience to customers. For example, the guests are refused to check in because they do not know the COVID test requirements, or they cannot check in due to the lack of document information. This unexpected time cost will seriously affect the customer's "First Moment of Truth", that is, the customer's first experience after consumption, and will also lead to the loss of customers who could have stayed. In order to improve customer experience under strict COVID-19 prevention policies, the first point is that hotels should provide real-time and accurate information popularization online. If the check-in requirements or relevant policies are updated, the hotel information platform (such as the OTA platform or social platform like WeChat's official account) should immediately guide customers to the preparations and procedures they need to do before arriving at the hotel. The second point is that hotels should provide physical cues in the locations where the flow of customers is the greatest. For example, placing a vertical digital advertising machine in front of the hotel door or placing multiple signs on the front desk table. Such a clear prompt operation can improve the execution and efficiency of the hotel during the pandemic, and from the perspective of guests, it is a faster check-in experience.

Finally, it is the improvement of the "Second Moment of Truth", the experience of guests after enjoying the service. After being hit by the pandemic in terms of passenger flow, the loyalty of staying guests is very critical: only by building a guest loyalty hotel can we accumulate passenger flow and restore the customer base previously built by the hotel. In order to achieve this goal, the hotel can upgrade the service of pandemic

prevention equipment such as providing free medical-graded masks and disinfection water and showing customers the disinfection and cleaning work in the lobby, all of which can increase the positive impression that the hotel takes care of the safety of guests after checking in. At the same time, increasing the after-sales service training of hotel attendants, such as the retention of lost items and comment replies, can also improve the guest's departure experience. A good accommodation experience can bring new customer groups to the hotel after guests leave the hotel, forming a virtuous circle [4].

### 4.3 Internal Adjustment: Staff Management

Training purpose: facing a large proportion of OTA customers due to the loss of groups traveler, hotel executives should train employees' skills in serving OTA customers. The point is that the experience of OTA customers will directly affect the reputation and value of the hotel in the future because of the right they have to conduct online reviews. The information about the online hotel reservation platform has spread to its customers all over the world. Whether positive or negative reviews of a single OTA customer can be previewed by countless people before booking, and the degree of influence on customers' decision to choose a hotel in the future can be significant. In addition, there are not many online users who have enjoyed a good experience and write favorable comments on the online platform, simply because they consider it a normal experience. However, if they have had a slightly bad experience, the customers usually exaggerate the shortcomings of the hotel on the Internet due to revenge psychology. Under the originally scarce passenger flow, the impact of a serious negative review on the hotel will be permanent trauma. Therefore, OTA customers' experience has to be strictly handled. On one hand, when training employees to arrange OTA customers, it is worth spending more time on service than other sources of customers. When arranging rooms for OTA customers, the lobby should ask more about the taboos on numbers and floors, whether they are willing to live next to lifts, corners, or high floors, etc., and then arrange rooms with good scenery views for customers according to the corresponding requirements, so as to ensure the infallibility of the check-in experience. On the other hand, train employees to fully meet the requirements of OTA customers. If the room type required by OTA customers has been booked, they can upgrade the room grade for free and stay in a higher level of rooms at a lower price. Considering the value that OTA customers can bring in the future, this move will greatly enhance the satisfaction of OTA customers and even exceeds the sacrifice of the hotel room cost for them. Considering the large proportion of OTA customers and their greater value, this measure can only operate on OTA customers. When OTA customers enjoy good service content beyond expectations, the rate of positive reviews can be promoted.

The internal staff status of the hotel turns out to be a vulnerable variable under a dim industry prospect so it is also another point hotel managers should continuously pay attention to when facing the pandemic. While adapting to the changes in the external customer source structure, staff cannot be ignored. Hotel industry is a complex system of various departments. The cooperation between employees and departments reflects the smoothness of a hotel's executive ability and is also the standard for customers to evaluate the quality of hotel services [5].

#### 4.4 Topic Conclusion

COVID-19 changed the operation direction and service standards of hotels, led to the imbalance of market supply and demand curves, and further created panic in the hotel industry. In general, all hotel industry's decision-making plans are inseparable from the consideration of customers and employees. Furthermore, in the face of the pandemic, both senior managers and employees experienced this great challenge together. The randomness of the accidental outbreak of the pandemic has tempered the adaptability of the hotel industry, and at the same time, it has also melted the cohesion of hotel personnel, rubbing off unprecedented executive ability. The characteristics of each hotel change with the change in region and population. The above-mentioned countermeasures are only a small part of China's hotel industry. There are always more methods than difficulties, and the struggle against the pandemic will eventually come to an end.

### 5 Conclusion

For the hotel industry, the influence of the pandemic is irreversible, and the formulation and restriction of the national COVID-19 prevention policy is not something that hotel practitioners can resist. How to survive in the cracks and find a stable and profitable management model in the changing consumer culture and habits is a major test for hotel managers in today's era. Most of the time, the management experience and experience of managers are more important than the educational level of managers. As a Chinese saying goes, "it is better to travel ten thousand miles than to read ten thousand books". It is a proposition of the times whether we can resolutely give up previous successful business methods and accept the radical change of the hotel industry under the objective environment of the long-standing pandemic. In our era, we are looking forward to where the hotel industry will go and how it will evolve.

For the hotel industry, the impact of the pandemic is irreversible, and the formulation and restriction of the national epidemic prevention policy is not something that hotel practitioners can resist. How to survive in the cracks and find a stable and profitable management model in the changing consumer culture and habits is a major test for hotel managers in today's era. Most of the time, the management experience of managers is more important than the educational level of managers. As a Chinese saying goes, "it is better to travel ten thousand miles than to read ten thousand books". Whether they can resolutely give up the previously successful business methods and accept the long-standing objective environment of the pandemic to completely change the hotel industry is a proposition of the times. Under the environment of this era, it is a great expectation to look forward to where will the hotel industry go, and how will the hotel industry evolve.

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