

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Bachelor Thesis

**Evaluation of changes to the marketing strategy of a Prague
hotel due to the coronavirus outbreak 2020**

Vladimir Kostenko

Supervisor: Ing. Richard Selby, Ph.D.

© 2021 CZU Prague

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Vladimir Kostenko

Economics and Management

Economics and Management

Thesis title

Evaluation of changes to the marketing strategy of a Prague hotel due to the coronavirus outbreak 2020

Objectives of thesis

The general aim of this thesis is to identify the impact of the coronavirus outbreak on tourism in Prague.

The specific aim is to evaluate the results of changes to marketing strategies developed, and managerial decisions taken, to remain competitive on the market.

Methodology

There are two main parts to this thesis: the theoretical part and the practical part.

The theoretical part is based on a review of current literature on relevant topics.

The practical part is based on an analysis of a questionnaire completed by hotel guests, supported by the author's observations.

Conclusions are expected to identify the success (or otherwise) of the applied marketing strategies of a specific hotel in Prague, and predict the future prospects for Prague tourism in general, and this hotel in particular.

The proposed extent of the thesis

Approx 40-50 pages

Keywords

COVID-19, marketing strategy, Hotel Royal Prague, Tourism

Recommended information sources

Byeong Yong Kim, Haemoon Oh, (2004), "How do hotel firms obtain a competitive advantage?", International Journal of Contemporary Hospitality Management, Vol. 16 Iss 1 pp. 65 – 71.
Hlavackova M., (2020), Impact of COVID-19 on the Czech Tourism and Food Service Sectors, US Department of Agriculture, 6pp, Report Number EZ2020-0007
CHANDRA., (2010), Modern Marketing : Principles and Practice, PHI Learning (India), 324pp, ISBN 978-81-203-3945-3
Kotler P., (2016), Marketing Management, Harlow UK., Pearson Education, 832pp, ISBN-13: 978-9332557185

Expected date of thesis defence

2020/21 SS – FEM

The Bachelor Thesis Supervisor

Ing. Richard Selby, Ph.D.

Supervising department

Department of Management

Electronic approval: 3. 3. 2021

prof. Ing. Ivana Tichá, Ph.D.

Head of department

Electronic approval: 4. 3. 2021

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 09. 03. 2021

Declaration

I declare that I have worked on my bachelor thesis titled "Evaluation of changes to the marketing strategy of a Prague hotel due to the coronavirus outbreak 2020" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break any copyrights

In Prague on

Vladimir Kostenko

Acknowledgement

I would like to thank Ing. Richard Selby, Ph.D., for his wise advice, constructive criticism, patience, cooperation and inspiration during my work on this thesis. I would also like to express gratitude to my family and friends for their psychological support.

Evaluation of changes to the marketing strategy of a Prague hotel due to the coronavirus outbreak 2020

Abstract: at the very beginning the thesis briefly discusses the city of Prague as one of the most favorite destinations for tourists from all over the world and explains the factors, that has led to that. The thesis goes on to describe how valuable tourism is for the city of Prague and the whole country. At the end of the theoretical part most common marketing strategies will be introduced in order to show the tools, that are necessary to gain an advantage in such a competitive environment.

The practical part will be focused on the Hotel Royal Prague. It will be learnt which marketing strategies we applied there, how successful they were and based on that a prediction will be made, how bright the future is for the company in this harsh situation. At the end of the thesis a conclusion will be introduced, covering how efficient we were in achieving the objectives and what new information was learnt during the research.

Key words: COVID-19, marketing strategy, the Hotel Royal Prague

Vyhodnocení změn marketingové strategie pražského hotelu v důsledku propuknutí koronaviru v roce 2020

Abstrakt: na začátku práce stručně pojednává o Praze jako jednom z nejoblíbenějších cílů turistů z celého světa a vysvětluje faktory, které k tomu vedly. Práce dále popisuje, jak cenný je cestovní ruch pro město Praha a celou zemi. Na konci teoretické části budou představeny nejběžnější marketingové strategie s cílem ukázat nástroje, které jsou nezbytné k získání výhody v takovém konkurenčním prostředí.

Praktická část bude zaměřena na Hotel Royal Prague. Dozvíme se, jaké marketingové strategie jsme tam aplikovali, jak úspěšné byly a na základě toho bude provedena předpověď, jak jasná je budoucnost pro společnost v této drsné situaci. Na konci práce bude představen závěr, který pojednává o tom, jak efektivní jsme byli při dosahování cílů a jaké nové informace jsme se během výzkumu dozvěděli.

Klíčová slova: COVID-19, marketingová strategie, Hotel Royal Prague

Table of content

1. Introduction	11
2. Objectives and Methodology	13
2.1 Objectives	13
2.2 Methodology.....	13
3. Review of literature	14
3.1 Introduction of the city of Prague.....	14
3.2 Determinant factors for the tourists while choosing the travelling destination.....	14
3.3 Prague as a destination for visitors before the COVID-19 outbreak.....	16
3.4 The COVID-19 in Prague.....	18
3.5 Impacts on the tourism and economy of the Czech Republic caused by the pandemic	19
3.6 Definition of marketing	22
3.7 Marketing in the Hospitality industry.....	23
3.8 Specifics of the chosen industry	24
3.9 Popular marketing strategies that have already proven its efficiency	25
4. Practical part.....	27
4.1 Introduction of the enterprise Hotel Royal Prague	27
4.2 Hotel's indicators before the pandemic	30
4.3 The strategy of the Hotel Royal Prague during the pandemic.....	32
4.4 Hotel's indicators during the pandemic.....	34
4.5 The analysis of the experiment.....	36
5. Conclusion	43
6. References.....	45
7. Appendix	47

List of pictures

Picture 1. Prague – Guests and overnights 2014-2019.....	16
Picture 2. Prague – Total visitor monthly trends in the period 2015-2019.....	16
Picture 3. Leading European destinations for tourists on 2019.....	17
Picture 4. Contribution of tourism to GDP of the Czech Republic 1995-2020 (%).....	20
Picture 5. The Hotel Royal Prague	26

List of schemes

Scheme 1. Organizational structure of the enterprise before the pandemic.....	28
---	----

List of tables

Table 1. Number of guests by quarters 2020 and 2019.....	19
Table 2. Number of overnight stays by quarters 2020 and 2019.....	19

List of figures

Figure 1. Types of visitors of the Hotel Royal Prague in 2019.....	29
Figure 2. Average number of occupied rooms by month at the Hotel Royal Prague in 2019.....	30
Figure 3. Average rate per night by month (€) at the Hotel Royal Prague in 2019.....	31
Figure 4. Types of visitors of the Hotel Royal Prague in April-September 2020.....	33
Figure 5. Average number of occupied rooms by month in April-September of 2019-2020.....	34
Figure 6. Average rate per night by month (€) in April-September of 2019-2020.....	34
Figure 7. Comparison of the decisive factors for both types of visitors in 2020.....	36
Figure 8. Comparison of the department evaluation for both types of visitors in 2020.....	39

1. Introduction

Located in the very heart of Europe, the Czech Republic has a very comfortable climate - moderate continental, with warm summers and mild winters. Sharp weather changes are rare - the country has no access to the seas and is surrounded by small mountains. The landscape of the Czech Republic amazes us with its beauty and diversity: wide valleys with a vast network of rivers and lakes, dense forests, hills and finally mountains, where stalactite caves might be found. The country's tourism industry provides an excellent opportunity to get acquainted with its natural, cultural and historical sights, many of which have been preserved in their original form. There are more than two thousand castles and fortresses on the territory of this small state alone. Surrounded by numerous parks, they perfectly decorate and complement the picturesque natural landscape.

Cities, such as Český Krumlov, Kutná Hora and Telč, which are included in the UNESCO World Heritage List, make the Czech Republic even more attractive for visitors from all over the world. For people with permanent health issues there is an opportunity to receive needed rest and treatment at one of the several existing around the country resorts, with Karlovy Vary being the most famous. South Moravia with its outstanding vineyards is gradually becoming more and more recognized among the visitors as well. But the traditional leader in terms of the number of attractions, therefore in number of foreign tourists has always been the capital of the country - Prague. It is a very special city, filled in with a romantic, sometimes even mystic aura. It is also worth noticing, that even though the Czech Republic is not inferior to the countries of Western Europe neither in its beauty nor in its historical heritage, the prices here are much more loyal.

All of the facts, mentioned above, had made the Czech Republic one of the most popular touristic destinations in the world, thereby significantly replenishing the state treasury at the expense of visitors year after year. At least this was the case until March, 2020, when the COVID -19 outbreak drastically changed the situation around the world. Without any doubt, Prague has become one of the cities that was influenced the most because of the spread of the virus. The pandemic has affected absolutely all areas of life, but the consequences to the tourism industry simply cannot be underestimated.

By the time the pandemic began, I had been working in a hotel for several years and was very well acquainted with the hospitality business. It immediately became obvious that this new situation

will be deadly not only to our hotel, in particular but to the whole industry in general, unless some strict, but inevitable measures would be upheld. That is why I decided to take a closer look at the marketing strategies, applied at my working place - the Hotel Royal Prague. Since the pandemic was developing extremely rapidly, it demanded clear, immediate responses from the management of our hotel. By the end of the thesis, I would like to evaluate, how successful they would eventually become and whether the hotel would be able to survive this challenging period and remain competitive. I find this topic very exciting and up-to-date that is why I hope to come up with some interesting conclusions after the analysis.

2. Objectives and Methodology

2.1 Objectives

The main objective of the bachelor thesis “Evaluation of changes to the marketing strategy of a Prague hotel due to the coronavirus outbreak 2020” is to determine, how successful were the marketing decisions, made by the upper management in order to stay competitive on the market. Another objective of the thesis is to understand, which factors are the most decisive for the customer, while choosing a hotel during the coronavirus outbreak. This work will also give us a better realization, how crucial the pandemic was for the Hospitality business in Prague, which has always been one of the most desirable touristic destinations around the world. And, finally, a prediction will be made, based on the experiment and the theoretical information, learnt while writing the thesis, how bright is the future for the Hospitality business in general and for the Hotel Royal Prague, in specific.

2.2 Methodology

The first part of the work will be mostly focused on the theoretical analysis of tourism in Prague before the pandemic outbreak. The value of this specific type of business for the economy of Czech Republic will be observed and, based on that, a comparison to the current situation in this area will be conducted. Also in the first, the thesis will introduce the most common and popular marketing decisions, that have already been implemented before. Practical part of the thesis will consist of the introduction of the Hotel Royal Prague, as an enterprise, where our experiment took place. For the evaluation of the experiment the quantitative research method will be used. A questionnaire will be offered to our return guests that have at least stayed once at our hotel before. After, the data will be collected and analyzed. At the end a conclusion will be made describing how successful were the marketing strategies, utilized at the Hotel Royal Prague, based on the collected data from the questionnaires and, also, on my personal experience as an employee of this enterprise.

3. Review of literature

3.1 Introduction of the city of Prague

Prague is the capital of the Czech Republic and its largest city. Prague has been evolving to its current form for eleven centuries. It currently covers an area of 496 square kilometers and has a little over 1.3 million residents. (citypopulation.de).

Prague is a highly economically developed and rich region with a high standard of living, and thus excels not only over Czech but also over European standards. Prague is also generally considered to be one of the most beautiful cities in Europe. But it is not just the historic center of the city or the numerous monuments that attract millions of tourists from all over the world every year. Prague is the cultural capital of the Czech Republic: there is a great number of museums, galleries, theaters, cinemas and various cultural institutions. For example, the National Gallery in Prague manages the largest collection of fine art in the country. The extraordinary number and concentration of preserved architectural monuments is, among other things, caused by relatively minimal damage during the Second World War, unlike many other European cities.

The location of Prague is also very important, as it is situated approximately in the very middle of Europe, so it is relatively accessible for neighboring countries. Prague (as well as the Czech Republic) has a pretty mild climate. It represents a certain advantage for the development of tourism here, as the temperatures fluctuate in pleasant values during the year (in relation to visitors). Another geographical advantage, that can not be overlooked, is the Vltava river, flowing through the major parts of the city. Not only that it complements the architectural surroundings, it plays a great recreational role as well.

This is just a small portion of indicators that makes Prague one of the most visited places in the world. In the next paragraph more focus will be placed on the circumstances that determine city's attractivity for tourists.

3.2 Determinant factors for the tourists while choosing the travelling destination

There are several ways to segregate the factors determinant for the tourists but we will be using the easiest for understanding approach (Šauer, Vystoupil, and coll., 2015):

- **Economic factors:** leisure time fund, amount of disposable income, distribution of wealth in society, price level of destination and source market, level of economy (GDP per capita), structure of balance of payments, level of exchange rate and others
- **Demographic factors:** number and age composition of the population, family size, population density, urbanization, population health, population education and others
- **Factors of the physical environment (ecological factors):** the nature and the environment, attractiveness - the primary offer of tourism, climate, etc.
- **Factors on the supply side:** supply structure, staff qualifications, transport infrastructure, accommodation, etc.
- **Administrative factors:** passport, visa and customs formalities, etc.
- **Technological, sociocultural** and other factors

Now that we know what makes people choose one place over another, we can easily understand why Prague has always been attractive not only for the neighbouring countries, but also for the ones that are located much farther. Some destinations prevail in one aspect, others in different one, but Prague simply does not have vulnerable places. All of those factors are being either on the above average level of attractiveness, or even on the level of excellence which is a definite rarity to accumulate all at once. Let's have a quick look at the aspects Prague really excels at (Šauer, Vystoupil, and coll., 2015):

- **Attractiveness** - from the point of view of international tourists, Prague is very attractive. It offers an inexhaustible number of historical and cultural monuments
- **Price level** - can negatively or positively affect international tourism. Today, even though the price level in Prague is relatively unfavorable for the people who live in it, from the point of view of tourists, we can speak of it as slightly below average
- **Level of provided services** – even though it has already been on the high level, Prague is constantly trying to improve the provided services for tourists, especially in the field of accommodation, gastronomy and additional services.
- **Infrastruktur** – has very developed infrastructure not only for the citizens, but for tourists as well. It refers not only to the basic infrastructural facilities, but to the advanced as well which leaves a great impression on the visitors.

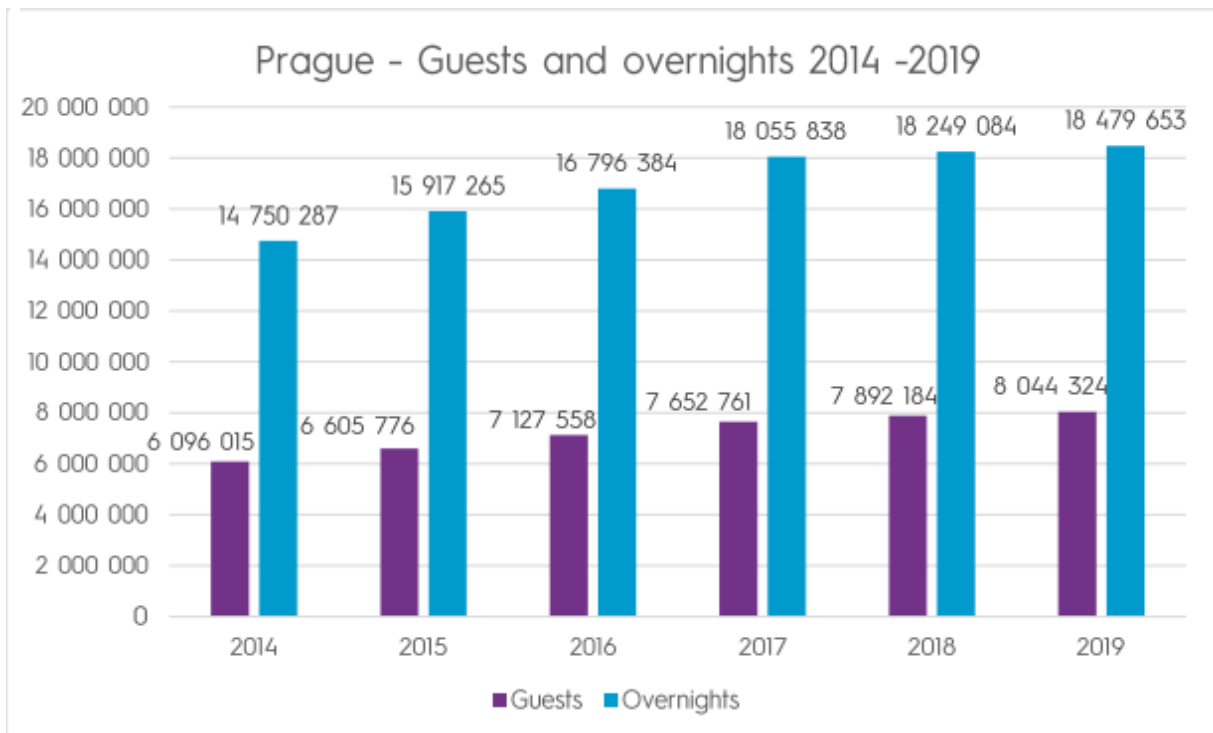
But is Prague really that popular even taking in consideration all the advantages it possesses ? Let's try to back up our conclusion by looking at some numbers, that will be introduced in the following paragraph.

3.3 Prague as a destination for visitors before the COVID-19 outbreak

From the previous section we have learnt that Prague has all the opportunities to be one of the most visited cities in the world, but in this paragraph it will be shown how it is actually expressed in numbers from the year 2019 (praguecitytourism.cz) :

- *Total guests: 8 044 324*
- *Non-residents: 6 803 741 (84.6%)*
- *Residents: 1 240 583 (15.4%)*
- *Total guest growth compared to a previous year: 152 140 (1.9%)*
- *Highest visits: Q3, July and August*
- *Lowest visits: Q1, January and February*
- *Most international visitors: Germany (13.2%), United States (7.5%), the United Kingdom (6.4%), Russia (5.8%)*
- *Prague is the most popular destination of international tourists within the Czech Republic and the second most popular among Czech tourists*
- *Total overnight stays: 18 476 653*
- *Total overnight growth: 230 569 (1.3%)*
- *Peak overnight stays by international visitors: Germany (12.5%), Russia (8.4%), United States (7.7%)*
- *Average length of stay: 2.3 nights*

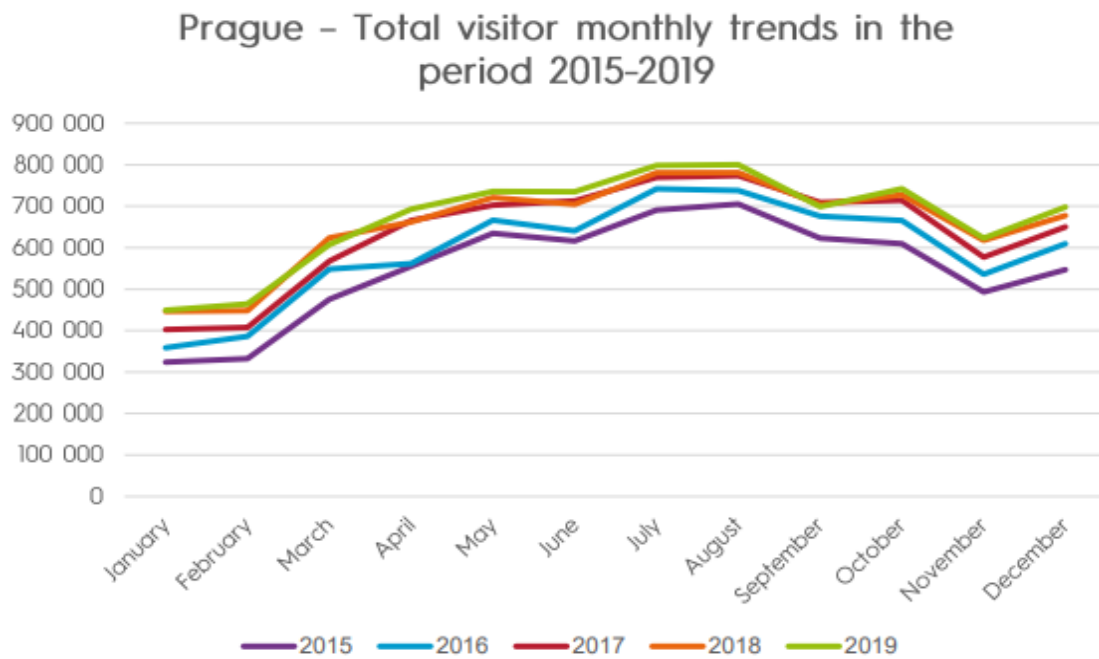
Picture 1. Prague – Guests and overnights 2014-2019



Source: praguecitytoursim.cz

In this graph we can observe that Prague has reached a certain growth in both guests and overnights during the last five years, and the increase from year 2014 to 2019 is quite impressive.

Picture 2. Prague – Total visitor monthly trends in the period 2015-2019



Source: praguecitytoursim.cz

In the previous graph we can see that excluding the months of January and February, the number of tourists does not vary that much. It means that Prague remains attractive for visitors almost throughout the whole year, with July and August being the most popular time.

Picture 3. Leading European destinations for tourists on 2019

	Destination	Total Bednights 2019	2018-19% change
1	London*	85,102,721	3.5%
2	Paris*	52,452,546	0.4%
3	Berlin	34,124,364	3.8%
4	Rome*	29,067,584	1.8%
5	Istanbul	23,933,798	14.1%
6	Madrid*	20,676,118	4.3%
7	Barcelona*	19,852,416	2.9%
8	Vienna*	18,635,682	7.0%
9	Prague	18,479,653	1.3%
10	Amsterdam*	18,376,000	10.2%
11	Munich*	18,291,939	6.8%
12	Hamburg	15,427,406	6.2%
13	Stockholm*	15,299,924	4.8%
14	Dublin*	14,875,504	8.0%
15	Lisbon	13,816,142	6.3%

Source: en.calameo.com

This graph is representing the leading European city tourism destinations in 2019 by number of bednights – total number of nights spent in Prague by all visitors in 2019. Excluding London, Paris and Berlin, Prague is showing pretty similar results to the other cities, being the smallest one from the list. It is also worth mentioning that such cities as Stockholm and Amsterdam were even left behind. This definitely proves the point that Prague is one of the most popular cities among the tourists.

At least, this is how it used to be before the COVID-19 pandemic outbreak in the March of 2020.

3.4 The COVID-19 in Prague

The first notification about the previously unknown virus appeared in the Czech Republic at the end of the year 2019. It was originally discovered in China but within just several months the whole world turned out to be in this disastrous pandemic situation. In the Czech Republic the level reached its extreme unexpectedly quickly. Miss Hlavackova would go on to describe this situation

as *“The sudden outbreak of the COVID-19 pandemic caught many countries unprepared. As the situation worsened around Europe, the Czech government acted quickly to resist extensive spreading of the disease while putting unpredicted regulations and restrictions in place basically overnight. The government declared the state of emergency on March 12, 2020. They ordered people to stay at home and many businesses to close completely or to switch to a limited-operation mode”* (Hlavackova, 2020)

It is hard to disagree that those measures and restrictions were extremely important in order to stop the rapid spreading of the virus. If the question is about humans’ lives – there is nothing to discuss or argue about. But, of course, those regulations had to have certain consequences on every aspect of the everyday life. Without any doubt, hotels and restaurants had to suffer the most (Hlavackova, 2020):

- *75 percent of restaurants closed, 25 percent operating in limited opening hours and the food take-away only mode for the total period of 72 days (March 14 – May 24)*
- *95 percent of hotels and other tourist accommodation establishments closed*
- *95 percent of spa facilities closed*
- *100 percent of travel agencies closed (Czech travel agencies reported more than 1 billion USD value of prepaid services for the 2020 season)*
- *Total halt of tourist business, a low chance for a quick restart of incoming tourism*
- *All congresses, commercial, sport, cultural, and social events cancelled*
- *100 percent of tourist information centers and tourist-focused places of interests closed*

These were the local effects caused by the pandemic but they inevitably led to some global ones which will be discussed in the next paragraph.

3.5 Impacts on the tourism and economy of the Czech Republic caused by the pandemic

We have already learnt that Prague annually attracts millions of tourists from all over the world. But for better understanding how drastic the turnaround appeared to be, the comparison of the indicators from year 2019 from year 2020 will be introduced in this section.

Table 1. Number of guests by quarters 2020 and 2019

	2019			2020					
	Celkem Total	Zahraniční Non-residents	Rezidenti Residents	Celkem Total	%	Zahraniční Non-residents	%	Rezidenti Residents	%
1.Q	1 520 212	1 242 740	277 472	1 103 652	72,6	870 632	70,1	233 020	84
2.Q	2 163 763	1 849 503	314 260	138 187	6,4	45 730	2,5	92 457	29,4
3.Q	2 297 155	1 995 981	301 174	746 290	32,5	429 481	21,5	316 809	105,2
4.Q	2 063 194	1 715 517	347 677						
ROK YE AR	8 044 324	6 803 741	1 240 583	1 988 129	33,2	1 345 843	26,5	642 286	71,9

Source: cestovniruch.praha.eu

Table 2. Number of overnight stays by quarters 2020 and 2019

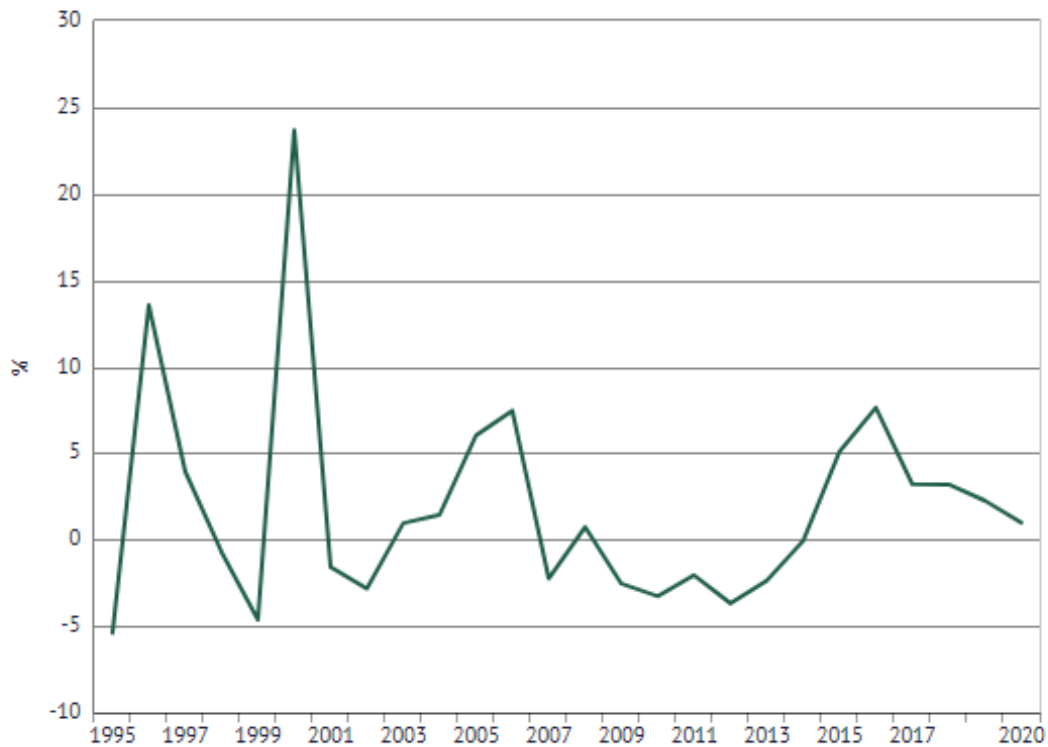
	2019			2020					
	Celkem Total	Zahraniční Non-residents	Rezidenti Residents	Celkem Total	%	Zahraniční Non-residents	%	Rezidenti Residents	%
1.Q	3 437 270	2 978 879	458 391	2 621 008	76,3	2 220 836	74,6	400 172	87,3
2.Q	4 964 905	4 429 364	535 541	255 652	5,1	91 443	2,1	164 209	30,7
3.Q	5 405 239	4 858 489	546 750	1 626 505	30,1	1 008 163	20,8	618 342	113,1
4.Q	4 672 239	4 105 230	567 009						
ROK YE AR	18 479 653	16 371 962	2 107 691	4 503 165	32,6	3 320 442	27,1	1 182 723	76,8

Source: cestovniruch.praha.eu

Just by looking at numbers, how significantly the number of visitors and overnight stays dropped just within a period of not even a full year, we can realize that it must have had an enormous hit on the economy of the country where tourism plays a major role to say the least. Of course, it should be take into account that the last quarter of the year 2020 is not present in the table due to the government restrictions. Basically any type of tourism activity was banned during that period of time. Let us take a look to which extent one of the main economic indicators – Gross Domestic Product was influenced by the ongoing pandemic.

Picture 4. Contribution of tourism to GDP of the Czech Republic 1995-2020 (%)

What is Czech Republic contribution of travel and tourism to GDP growth?



Source: knoema.com

Miss Hlavackova comments that „ *Prior to the COVID-19 crisis, the contribution of the tourism to the Gross Domestic Product (GDP) used to fluctuate around 3 percent in the long term. Nevertheless, due to its cross-sector nature, it relates closely to other industries including the food service. Thus, if all indirect effects are taken into account, the tourism accounted for about 7 percent of the GDP.*“ (Hlavackova, 2020)

As we can observe in the graph, in the year 2020 the indicator had a huge drop off compared to the previous years, to almost 1 percent. After learning the information from the previous chapters, we can make a strong statement that the COVID-19 pandemic was the main reason for that.

It has also become one of the reasons to really make the owners and the managers of the related enterprises thinking, how to survive this challenging situation and remain competitive. Marketing has always been one of the best tools for these purposes. That is why in the next paragraph it will be discussed what marketing actually is and which are the ways to manage the crisis and attract the customers.

3.6 Definition of marketing

Each of us has heard the term marketing numerous times. We have to deal with it on the regular basis almost every day, most of the times not even being aware that it is the marketing that determines our decision-making process and customer behavior while choosing one product or service over the other. There are different ways to interpret what marketing actually is, as the definition has a very broad meaning.

The most common explanation of the word marketing was introduced by American Marketing Association as *“Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.”* (ama.org)

Marketing could be also understood as a type of activity aimed at satisfying human needs through the exchange. (Kotler, 1984).

Another definition of marketing was explained by Bose and Chandra as *“performance of business activities that direct the flow of goods from producer to customer or user.”* (Chandra, 2010).

Marketing as a market management concept declares its general goal as satisfying human needs. While specifying the statement it should be emphasized that the true goals of the marketing system reflect four alternative options (Kotler, 1984):

- Achieving the highest possible consumption;
- Achieving maximum customer satisfaction;
- Providing the widest possible supply;
- Maximizing the quality of life.

These goals are a tool for achieving the aims of not only the hospitality industry enterprises, but most of the others as well. In our research though more focus will be placed on the importance of marketing in the Hospitality business. After receiving a general idea about the marketing and the

strategic goals it pursues, let us better understand how important it is for our specific type of industry and how it can help to gain the competitive advantage over the competitors.

3.7 Marketing in the Hospitality industry

All activities of a hospitality enterprise are based on three major principles: customer orientation, goal orientation, systematic approach. The ultimate goal of market research is to identify the target group in which the company can most effectively realize its production capabilities.

As a result of marketing research you need to get (Kotler, 1984):

- information for making strategic decisions: is it worth entering the market?;
- information for making tactical decisions, for example: planning sales volumes;
- information to provide a database of the enterprise for the utilization in future

In response to increasing pressure from competitors, enterprises of the hotel industry are becoming more and more dependent on the professionalism of their marketing managers. The main responsibilities of a marketing manager are (Kotler, 1984):

- study of the conjuncture and dynamics of demand for tourist and hotel services;
- analysis of price changes for tourist and hotel services and their substitutes;
- forecast of consumer income growth and their needs for these services;
- the use of advertising as the main tool for the non-price fight against competing firms;
- promotion of the sale of tourist services (attracting buyers by providing benefits, expanding guaranteed consumer rights, organizing lotteries, sales exhibitions, etc.);

- planning the range of goods and services, taking into account the social and psychological properties of consumers (public opinion about the prestige of buying this service, fluctuations in fashion);
- special organization of customer service based on the principle: the service is looking for a potential tourist consumer.

3.8 Specifics of the chosen industry

Even though the basic concepts of marketing are applicable almost for any kind of good or service, the hotel marketing managers should not forget about the specifics of the industry they are working with. For the Hospitality business we can distinguish four main features that should be taken into consideration while building a marketing strategy (Venison, 2005):

- 1) **Intangibility:** unlike tangible goods, services cannot be tasted, touched, or seen or heard until they are delivered directly. Hotel sales staff cannot take a hotel room to market to demonstrate the "product" during a sale. In fact, they are not selling the room itself, but only the right to borrow it for a certain amount of time. When the guest leaves the hotel, there is nothing left with him except for the paid bill. In order to reduce the uncertainty generated by the intangibility of the service sector, the client, before applying for them, looks for something tangible, indicating at least to some extent the quality of these services. For example, the appearance of the restaurant is what the visitor sees when approaching it. The state of the surrounding area and the general appearance of the restaurant give us the opportunity to judge how good or bad it is. A wide variety of material facts signal the quality of intangible services
- 2) **Inseparability from the source and object of the service:** in most situations typical for the hospitality industry, the provision of the service requires the presence of both the provider and the recipient. The employees making this contact with the customer are being a part of the selling process of the service. For example: dishes in a restaurant can be prepared beautifully, but if the waiter does not know how to present them properly, this reduces the overall rating of the restaurant in the eyes of the customer and his judgment will most likely be negative.

- 3) **Variability of quality:** hospitality services are variable, meaning their quality depends on who provides them and under which circumstances. There are several reasons for this variability. First, services of this kind are provided and accepted simultaneously, which limits the ability to control their quality. The temporary instability of demand makes it problematic to maintain the quality of service during periods when demand becomes high. Much depends on the state of the service provider at the time of its provision. For example, the same person can serve you well today and badly tomorrow. The reasons for this poor service can be very different: maybe he got sick, or maybe he has family problems. Variability and fluctuations in the quality of service are a major cause of customer dissatisfaction with the hospitality industry.

- 4) **Non-preservation:** services cannot be stocked. A hundred-room hotel, where there are only 60 rooms occupied today, cannot offer 140 rooms tomorrow. Losses from unrented 40 rooms are irreplaceable losses. Due to the fact that hotels sell such a "perishable" product, they are forced to charge guests for booking rooms even in cases when they did not have to use it. Restaurants are also beginning to demand money in advance from visitors wishing to reserve a table for themselves. They understand that if these visitors do not arrive at the appointed time, there may not be a chance of seating someone else at this table. To provide a stable income, the company has to maneuver between its capabilities and current demand, since losses due to lack of demand cannot be compensated.

3.9 Popular marketing strategies that have already proven its efficiency

In the last section of the theoretical part it will be rather useful to get acquainted with five basic marketing strategies, that have been successfully applied in practice and have later become typical for popular chain hotels (Sharp, 2012):

- 1) **Satisfy a tourist's desire for more than just a bed in a hotel room:** the hotel market is overcrowded today; trips abroad (as well as within the country) are no longer surprising anyone. Tourists have become more demanding: many it has become not enough to receive just a bed in a hotel room. As the saying goes: where there is demand - there is supply. Today, large hotel corporations offer not only accommodation, but also experiences. For example, yoga classes, organizing a meeting with friends, developing individual walking

routes, etc. Thanks to well thought out targeting, marketers create a complexly segmented audience, which would be interesting in non-standard hotel offers.

- 2) **Use of mobile technologies:** large companies are actively using mobile technologies and are constantly introducing new functionality into their reward applications. Marketers remind that it is very important to keep in touch with hotel guests: this will increase their loyalty.
- 3) **Insider content:** today one of the most popular areas is the use of insider content. As practice shows, clients really like it. They are interested in “spying”, looking at the “behind-the-scenes” life, looking inside the organization. Any hotel can use the insider's strategy. It is important to form a bond with your customers that goes beyond the product itself, but is related to the perception of the brand.
- 4) **Content marketing in the past:** most companies love and use a content marketing strategy because it has the potential to lead to increased profitability. However, the "giants" of the market often use only one blog, in which they publish posts with news, interesting events, about life "here and now." One of the clearest examples of this strategy is the Four Seasons brand.
- 5) **Personalize your messages as much as possible:** the hotels store data about all customers (birthdays, preferences, wishes, interests). Based on them, you can create unique offers. A vivid example: a child forgot his favorite toy at the hotel. Parents not only received it by mail, but also a whole series of photographs of how this toy spent time on the territory of the hotel, waiting for a trip to its owner.

Of course there are much more strategies and marketing decisions that might be useful and efficient. Every specific enterprise should evaluate its strengths and weaknesses to come up with one that will be working for them, but not necessarily for the others.

These strategies have proven to be successful under favorable travelling conditions. But once the Covid-19 pandemic stroke, normal travelling conditions were no longer existent. That is why hotels in Prague had to be creative in order to remain competitive and profitable. On the example of the Hotel Royal Prague we will see, which strategies were implemented during the pandemic and how successful they eventually appeared to

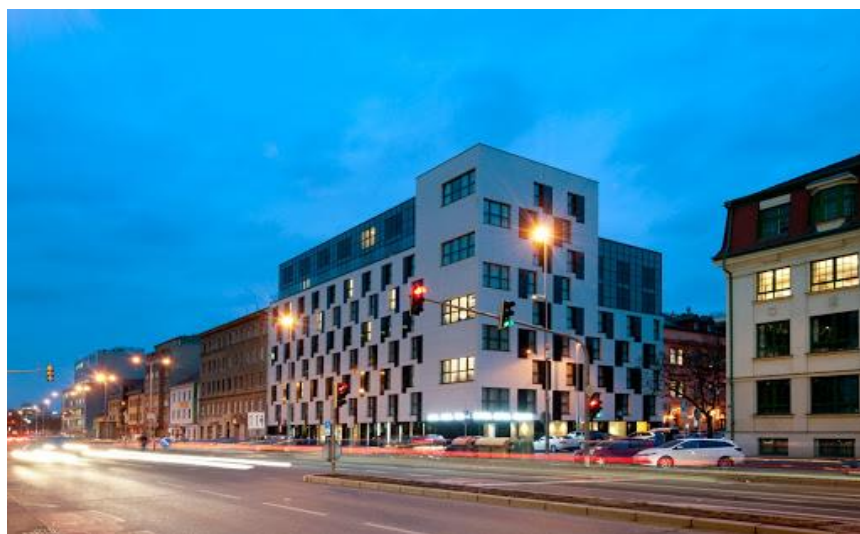
4. Practical part

4.1 Introduction of the enterprise Hotel Royal Prague

Now that we have learnt that marketing strategies are extremely important for the Hospitality industry even under normal conditions, it may become pretty clear that during the COVID-19 pandemic it should be even more crucial to the eventual success of the enterprise. In order to prove this point an experiment had been arranged, which would be described later in the practical part. The experiment took place at the Hotel Royal Prague.

The main reason for choosing this very hotel was quite simple. To the moment of the experiment occurrence, I had been an employee of the hotel for almost three years, which made me very well familiar with both present ongoing affairs of the enterprise and with the ones in the past. It was very important for future comparison and changes evaluation. It also gave a huge advantage as it was always possible to access and retrieve all the necessary data as an authorized person. Another reason that definitely could not be overlooked was very enthusiastic attitude and approach of the general manager to the research that was about to be conducted: not only, that he gave his permission for the experiment, but he was also very supportive and helpful during the process. All this created very favorable conditions for the research, which allowed us to obtain as accurate results as possible.

Picture 5. The Hotel Royal Prague



Source: google.com

On the official website, the hotel is described as “*The boutique-style Royal Prague Hotel elevates modern, contemporary elegance to a higher level. Its elegant design accentuates the tradition of modern and timeless architecture. The hotel was designed for business clients and their needs, but also to delight all other hotel guests.*” (hotelroyalprague.com)

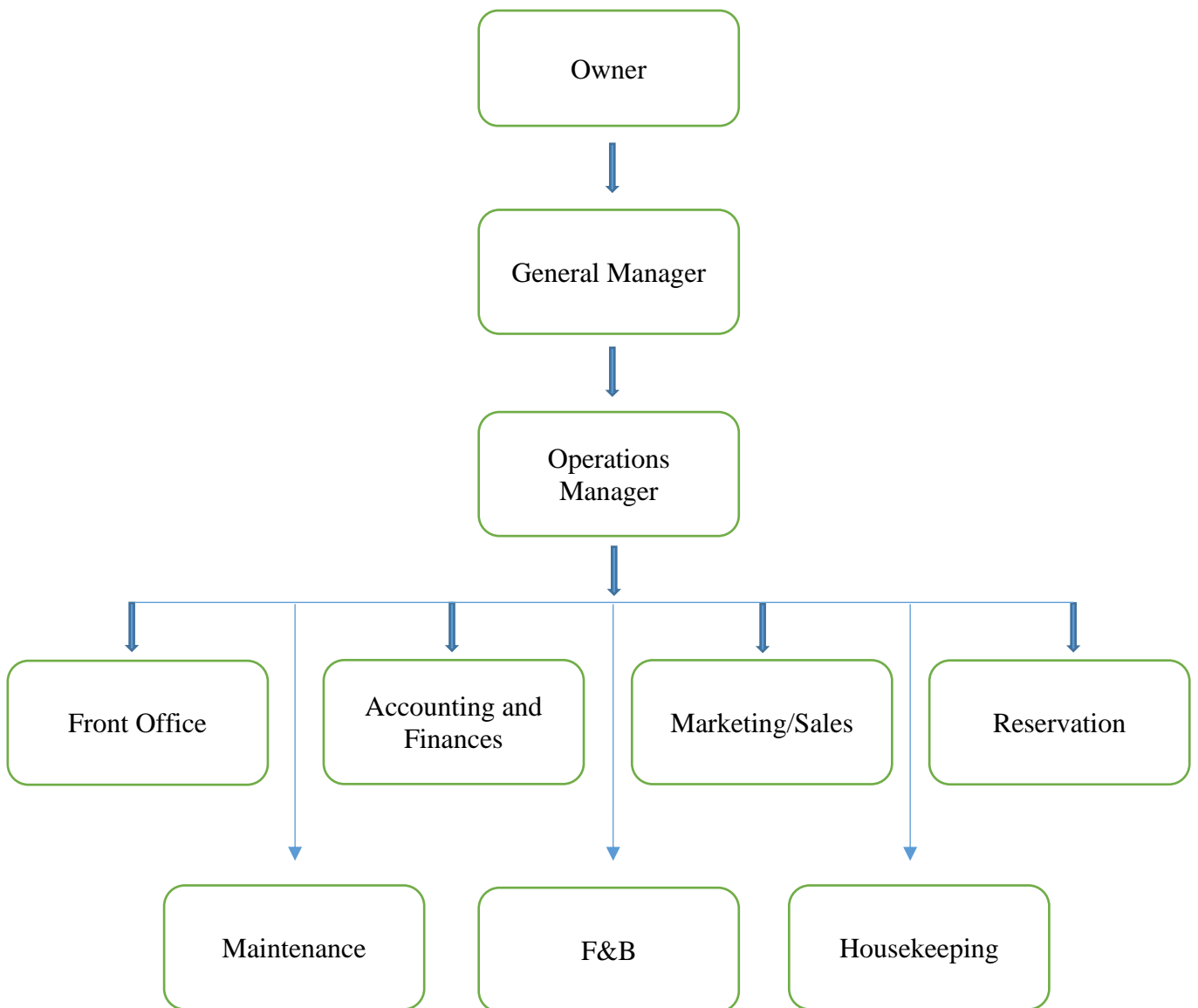
Even though the appearance of a Hospitality enterprise is extremely important for the customers as it generates the very first impression, main focus will be placed on the other features that will play more significant role in our research:

- **Number of stars:** 4
- **Location:** Karlin, Prague 8
- **Operation start:** March, 2017
- **Number of floors:** 8
- **Number of rooms:** 196

With the growing competition on the Hospitality industry market, hotels nowadays are trying to be as customer-orientated as possible. This eventually forced the hotel owners and managers to broaden the variety of services available at their facilities, now offering not just a room for rent. Here is the list of services that can be obtained by a guest at the Hotel Royal Prague either by default or upon the request:

- Accommodation services
- Underground parking
- F&B services (bar, restaurant)
- SPA center
- Fitness center
- Transfer services
- Conference rooms for rent
- Maintenance services
- Bellman services
- Concierge services (provision of necessary information, arrangement of tours and other types of entertainment, wake-up call, document print, etc.)
- Cleaning services (washing, ironing, etc.)
- Special events

Scheme 1. Organizational structure of the enterprise before the pandemic



Source: self-created based on the experience as an employee

The organizational structure of the Hotel Royal Prague before the pandemic is depicted in the scheme above. It is quite important to get acquainted with it, because one part of the strategy that was aimed at surviving this hard period would include some decisions that would have a significant affect if not on the structure itself but definitely on its components. This is why it is also necessary to have a deeper look at each department:

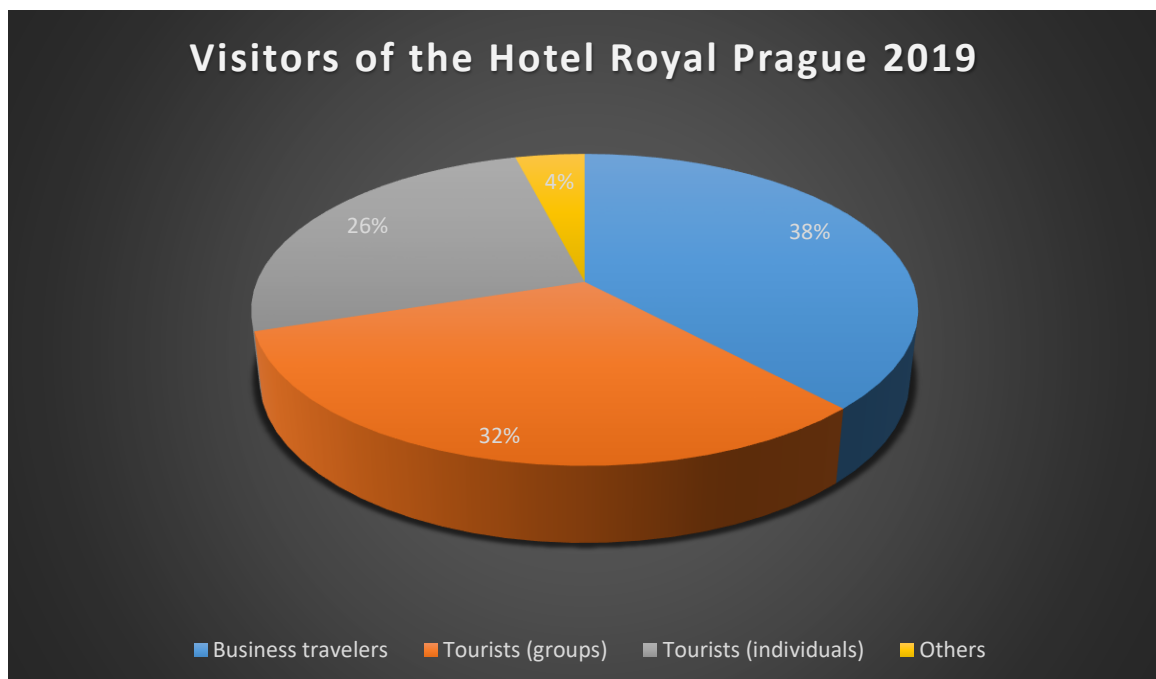
- **Front Office Department** was run by the Front Office Manager. Staff consisted of two supervisors and six reception workers.

- **Department of Accounting and Finances** was represented by the Accounting Manager and Junior Accountant
- There was only one person at the **Marketing/Sales Department** – the Sales Manager
- **Reservation Department** was run by the Reservation manager. There was also one Reservation Agent to assist him.
- **Maintenance Department** was represented by Senior and Junior Technicians
- Operations Manager was in charge for the **Food and Beverage Department**. The staff of the restaurant included two chefs, two dishwashers, four waiters. Bar’s staff consisted of just two bartenders.
- **Housekeeping Department** was run by the Housekeeping Manager. Permanent staff of this department was also represented by eight housekeeping ladies and four housemen. Of necessity some external workers were always invited in case of high occupancy of the hotel.

4.2 Hotel’s indicators before the pandemic

In this paragraph, some statistical indicators of the Hotel Royal Prague from the year 2019 will be described, when the industry was still not hampered by COVID-19.

Figure 1. Types of visitors of the Hotel Royal Prague in 2019

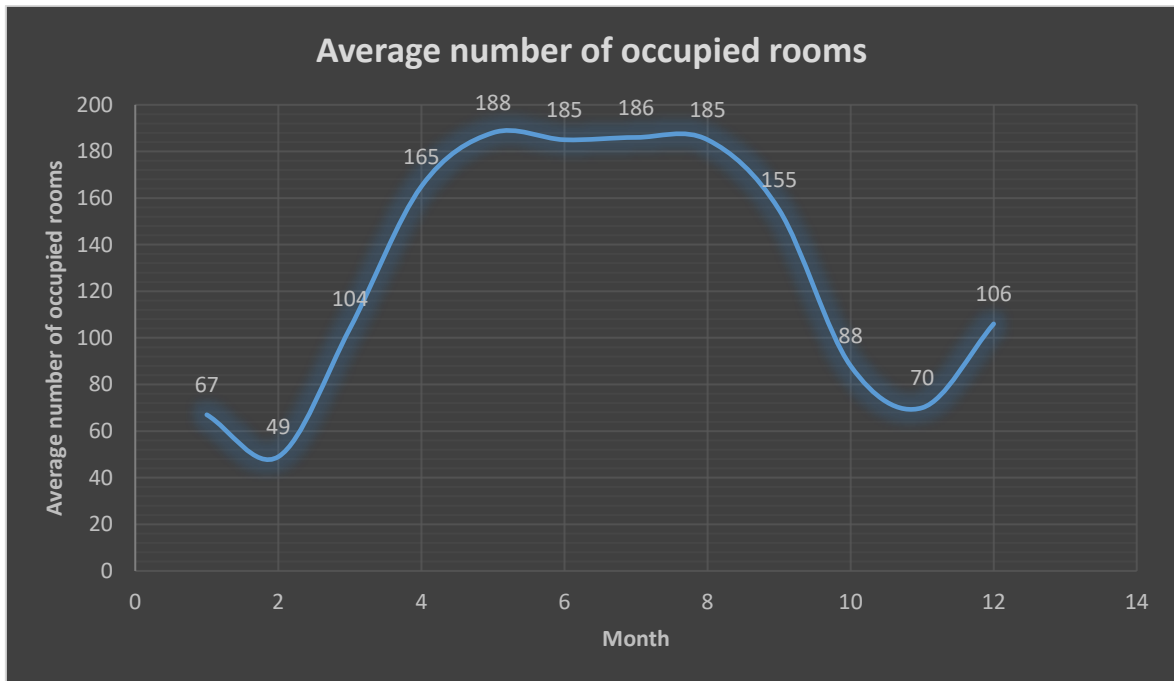


Source: self-created based on the data obtained from the internal reports

The percentage of business travelers might surprise you at the beginning, but taking into consideration the fact that the hotel is located in Karlín district where there are numerous corporate offices located, situation becomes more understandable. For tourists this area is also very convenient as it is located very close to the city center and is easily accessible by any type of public transport. That is why the management of the hotel had to make sure to arrange its services and operation so that every group of visitors remained satisfied.

First indicator, that is necessary to pay attention to, is the average occupancy in number of rooms by each month of the year 2019.

Figure 2. Average number of occupied rooms by month at the Hotel Royal Prague in 2019

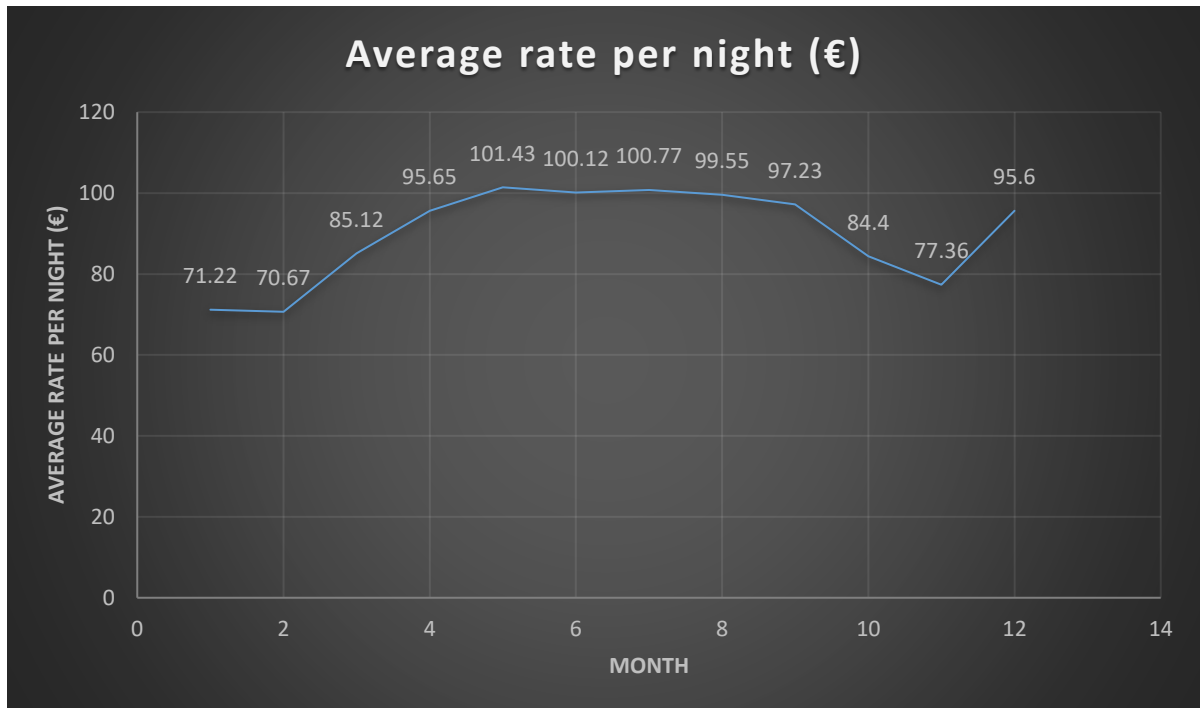


Source: self-created based on the data obtained from the internal reports

As we can see in the graph, the overall situation before the COVID-19 outbreak was quite impressive for the enterprise. Later on, we will use these results to compare them to the ones obtained the following year to see, how significant the pandemic impact on the Hotel Royal Prague was.

The second indicator that will be later used for the same purposes is the average rate per night (€) by each month of the year 2019.

Figure 3. Average rate per night by month (€) at the Hotel Royal Prague in 2019



Source: self-created based on the data obtained from the internal reports

So this is how the situation looked like for the Hotel Royal Prague in the year of 2019 when nobody could ever imagine what kind of changes the year of 2020 was about to bring. In the next paragraph, we will learn which steps were taken by the management of the hotel in order to cope with the unusual circumstances brought to the industry by the virus outbreak.

4.3 The strategy of the Hotel Royal Prague during the pandemic

This section of the practical part of the thesis will be covering the hotel's strategy during the COVID-19 pandemic. For better understanding of the situation, it is necessary to divide it into two main parts. Even though both parts had one main eventual objective – to survive the pandemic, each part itself was aimed at different features.

In the middle of March 2020, according to the government restrictions, all accommodation facilities had to be closed. Predicting this kind of scenario, the management of the hotel had to react appropriately and quickly. Since it was not known, when it would be possible to open again, the main purpose of the first part was to reduce costs to the lowest possible minimum as it was pretty obvious that revenue indicators would significantly drop in the upcoming months. In order

to accomplish this goal it was decided to reduce the fixed costs and these were the steps that had been taken in this direction even before the official government ban:

- The position of the Operations Manager was abolished;
- There was only Front Office Manager and two night receptionists left in the Front Office department, with the General and Front Office Managers taking day shifts;
- Junior Accountant was dismissed from the Accounting and Finances department;
- Reservation agent was dismissed from the Reservation department;
- Only Senior technician remained at the Maintenance department;
- There was only Housekeeping Manager left at the Housekeeping department. Cleaning of the hotel was fulfilled by either one or two ladies that were invited externally based on the occupancy of the hotel;
- Bar got totally closed. In the restaurant there remained just one chef and one waiter;
- Buffet type of breakfast was substituted by the A La Carte menu, which was delivered directly to the rooms.
- Dinner was totally cancelled;
- Four lower floors of the hotel were closed for operation;
- Variety of the provided services got limited due to the shorthanded staff

As we can see, first part of the strategy was mostly about reducing the costs at the expense of cutting the number of employees, therefore the amount of salaries paid. Closing of some parts of the hotel helped to reduce the electricity costs. These changes were inevitable for the hotel in order to continue its operation, when the restrictions would be mitigated.

In April, 2020, it was again allowed for the accommodation facilities to function as before. Even though the business conditions were playing against the hotel, it was necessary to find the ways to attract customers. For that reason the second part of the hotel strategy was developed. Its main features were:

- Average price per night remains **unchanged**;
- Breakfast now becomes included in the price of accommodation
- Parking now becomes included in the price of accommodation;
- Each guest receives 30% discount on any SPA services ;
- Announcement on the official website and other booking sources, indicating that hotel is open;

- Direct marketing: mailing, phone calls
- VIP treatment for the return guests
- Special offers for corporate clients
- More customer-orientated approach

So the main point of this part of the strategy was to keep the price at its normal level, but offering some services for free or with a discount and providing higher level of service to the guests. As a result, the average occupancy for the month of April was extremely low even taking in account all the influencing factors. This definitely made the management questioning, if it was caused by the shortage of potential customers or for some other reasons. Nonetheless, it forced one main adjustment to the original strategy that was applied the very next month: **price was altered according to the market conditions, with no other services, but breakfast, included in it.**

4.4 Hotel's indicators during the pandemic

At the beginning of this paragraph it will be observed how the pandemic affected the types of visitors of the hotel (April – September, 2020)

Figure 4. Types of visitors of the Hotel Royal Prague in April-September 2020

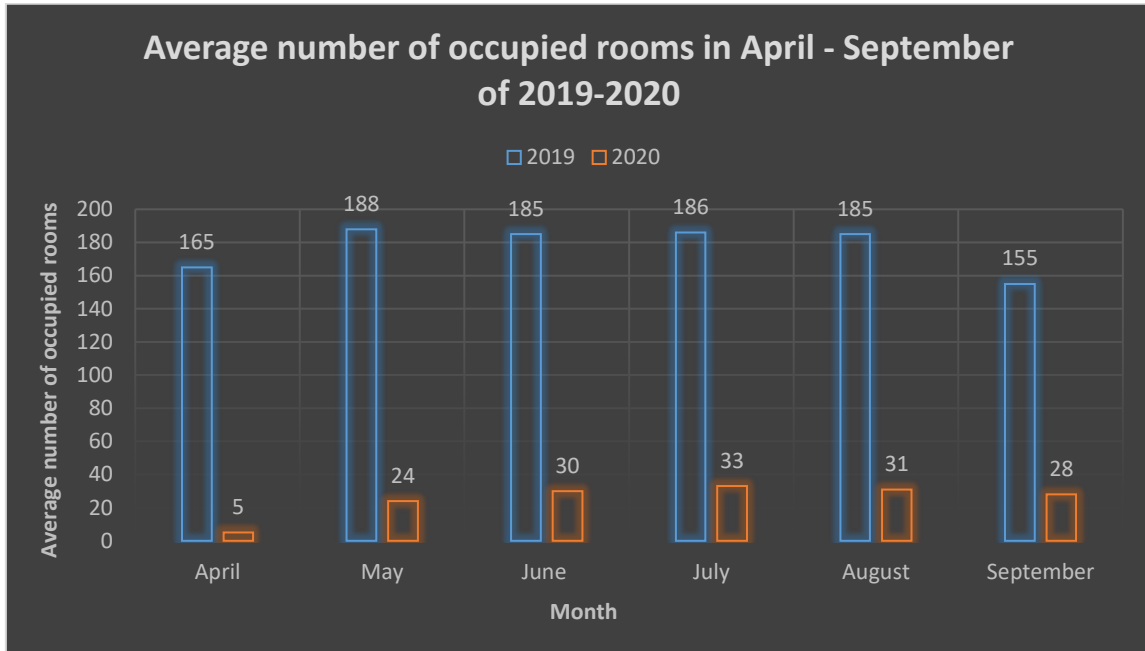


Source: self-created based on the data obtained from the internal reports

During the pandemic the percentage of travelers on business trips logically increased because travelling restrictions were not as harsh for them as for the tourists. For tourists they were much stricter, which made it impossible to travel in groups. Even for individuals the conditions were rather complicated which definitely had its negative impact on their share in this chart.

The first number that will be compared to the respective indicator from the previous year is the average occupancy in number of rooms by each month (April – September)

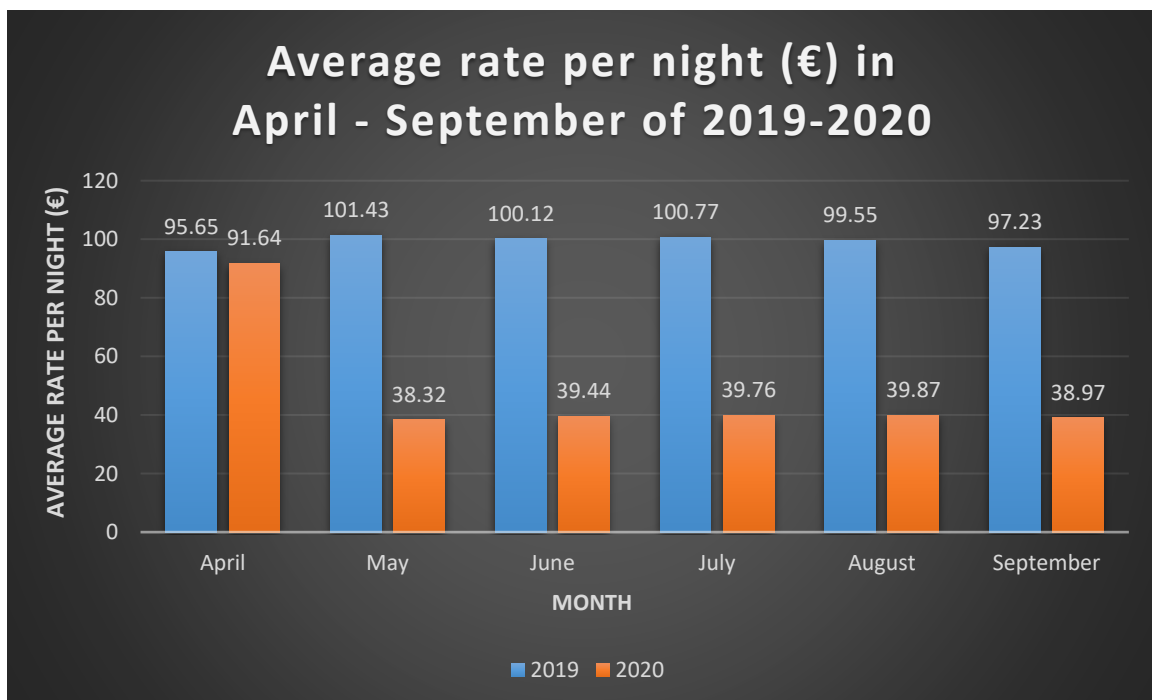
Figure 5. Average number of occupied rooms by month in April-September of 2019-2020



Source: self-created based on the data obtained from the internal reports

The second number that will be compared to the respective indicator from the previous year is the average rate per night (€) by each month (April – September)

Figure 6. Average rate per night by month (€) in April-September of 2019-2020



Source: self-created based on the data obtained from the internal reports

Both graphs are clearly depicting the drastic difference between the indicators from April – September of 2019, when the conditions were favorable for tourism, and the same period in 2020, when the COVID-19 pandemic took place. It is worth noticing that in April 2020, the occupancy was significantly lower even compared to the other months during the pandemic. At the same time, average price per night in April 2020 is almost equal to its value in April 2019. As was mentioned before, in May 2020 the price was adjusted according to the market conditions and the occupancy immediately grew the same month. It is hard not to notice the inverse correlation between the price change and the occupancy in the month of May 2020. But in order not to make reckless conclusions, the research was conducted. The results will be analyzed in the following paragraph.

4.5 The analysis of the experiment

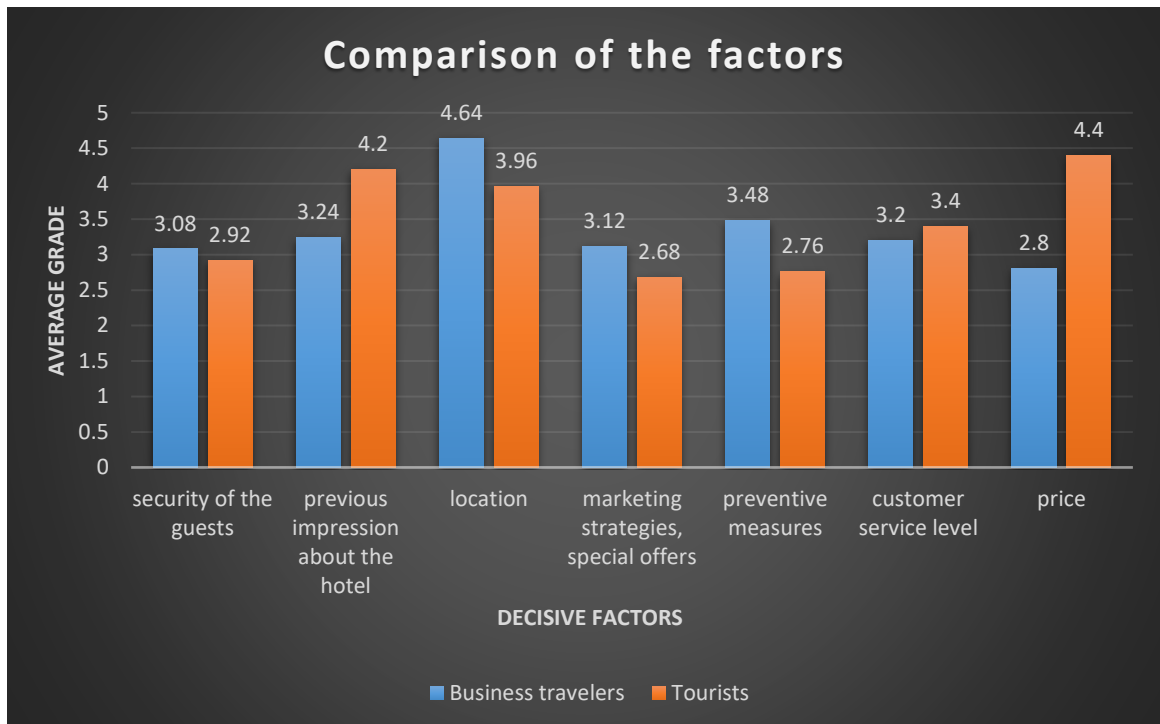
For our experiment, the quantitative research method was applied. A questionnaire was elaborated in order to collect the required data. During our survey, 50 return guests of the Hotel Royal Prague were questioned on the matter of what were the most decisive aspects, while choosing the hotel during the pandemic. It was also offered to evaluate the difference between provided services during the virus outbreak and before. For the purity of the experiment, we inquired both types of customers: visitors whose purpose of stay was leisure and the business travelers, 25 respondents in each group.

- I. It was offered to the guests of the Hotel Royal Prague to use the scale from 1 to 5 to evaluate, which factors were the most and least important for them, while choosing the hotel, where :
 - 1 – not important
 - 2 – relatively important
 - 3 – important
 - 4 – very important
 - 5 – crucial

Factors that were graded by the customers were:

- security of the guests;
- previous impression about the hotel;
- location;
- marketing strategies, special offers;
- preventive measures, upheld at the hotel after the first wave of the virus;
- customer service level;
- price

Figure 7. Comparison of the decisive factors for both types of visitors in 2020



Source: self-created based on the data obtained from the questionnaires

The graph is depicting the average grade for each factor that was influencing the decision-making process for both types of clients while choosing the Hotel Royal Prague. As we can see, that:

Security:

- Average grade for business travelers – 3,08
- Average grade for tourists – 2,92

Both average grades are very close to value 3, which means that it was definitely important for both categories of travelers, but absolutely not decisive.

Previous impression about the hotel:

- Average grade for business travelers – 3,24
- Average grade for tourists – 4,2

It is obvious that for tourists this factor is very important, if not decisive, while it is also important for business travelers, but not to such extent. That is understandable as they have to focus more on work than on leisure.

Location:

- Average grade for business travelers – 4,64
- Average grade for tourists – 3,96

The location for the tourists is very important. The hotel has a very favorable location and is easily reachable by different types of public transport. For business travelers it plays a crucial role. The hotel is located in the walking distance from the various business offices in the Karlin, which perfectly explains such a high average grade.

Marketing strategies, special offers:

- Average grade for business travelers – 3,12
- Average grade for tourists – 2,68

This factor appeared to be more important for business travelers than for tourists probably because the majority of those offers were orientated exactly on corporate clients. But for neither of the groups it became really influential.

Preventive measures, upheld at the hotel after the first wave of the virus:

- Average grade for business travelers – 3,48

- Average grade for tourists – 2,76

It is rather clear that business travelers appreciated this factor more than tourists, but still both groups were not taking it as seriously as they should have

Customer service level:

- Average grade for business travelers – 3,2
- Average grade for tourists – 3,4

Both grades are indicating that the level of service was rather important for both categories, but definitely not decisive as well. For tourists the value was a bit higher simply because they had more time for more precise evaluation

Price:

- Average grade for business travelers – 2,8
- Average grade for tourists – 4,4

Without any question the most decisive factor for tourists was the price, for them it was crucial during the pandemic. Such a low grade for business travelers might be easily explained by the fact that they do not have to pay their money for the hotel as companies cover those costs instead of them the majority of time.

II. It was also offered to the guests of the Hotel Royal Prague to use the scale from 1 to 5 to evaluate the difference in the provided services of each department during the pandemic compared to the previous experiences, where:

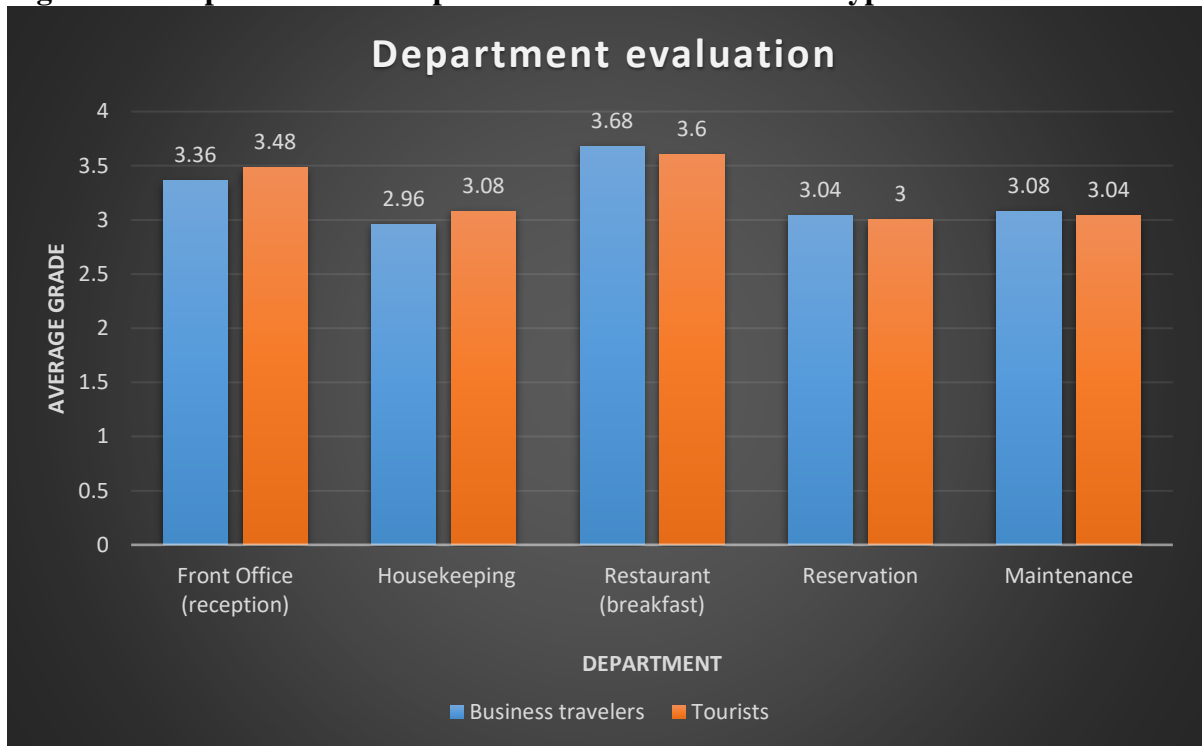
- 1– much worse than before
- 2– a little worse than before
- 3– stayed at the same level
- 4– a little better than before

- 5– much better than before

Departments that were graded by the customers were:

- Front Office (reception)
- Housekeeping
- Restaurant (breakfast)
- Reservation
- Maintenance

Figure 8. Comparison of the department evaluation for both types of visitors in 2020



Source: self-created based on the data obtained from the questionnaires

The graph is depicting the average grade for each department by both types of visitors, which represents the evaluation of changes in the level of service during the pandemic and before.

Housekeeping:

- Average grade for business travelers – 2,96
- Average grade for tourists – 3,08

Reservation:

- Average grade for business travelers – 3,04
- Average grade for tourists – 3

Maintenance:

- Average grade for business travelers – 3,08
- Average grade for tourists – 3,04

For three departments, such as Housekeeping, Reservation and Maintenance, there was no significant change registered by any group of customers as all indicators are tend to fluctuate around value 3.

Front Office (reception):

- Average grade for business travelers – 3,36
- Average grade for tourists – 3,48

Both groups noticed a slight improvement in the efficiency of Front office. It is definitely correlated with more customer-orientated approach, which became possible because of the reduced number of visitors.

Restaurant (breakfast):

- Average grade for business travelers – 3,68
- Average grade for tourists – 3,6

Which was appreciated even more by both types of customers, is the fact that breakfast was now served directly to the guests' rooms. It can be taken as a part of a customer-orientated approach as well, even though the original intent was different.

These results should definitely be considered quite impressive, taking in consideration the shorthanded staff that sometimes was forced to multifunction and fulfill the duties of the missing colleagues, and the overall limited resources. Breakfast served to the room appeared to be a great decision and can be actually utilized not only forcedly, but as a terrific idea for a VIP treatment.

5. Conclusion

The main objective of the thesis was to evaluate the marketing decisions made by the management of the Hotel Royal Prague during the COVID-19 pandemic. This objective has been successfully reached by applying the quantitative research method. After collecting and analyzing the results of the experiment several conclusions can be introduced:

The first part of the strategy that was aimed at reducing the expenses of the enterprise in order to be able to operate during this unprofitable period can be evaluated highly positively. Not only that the hotel was able to function under by all means limited conditions, it was also able to perform at a high level even improving the work of certain departments, such as the Front Office and the Restaurant (breakfast).

The second part of the strategy, the original version that was developed in April, unfortunately showed the opposite results. It was predicted, that by including certain services in the price and keeping the price at the same level, it would still give the opportunity for the hotel to win the competition. But, at first, the number of customers in April made this strategy look quite arguable and then the results of the survey proved its inefficiency. After the necessary adjustment was made, the indicators began to improve.

This survey also helped to achieve the second objective of the thesis to determine which factors were the most crucial for the customers: for the tourists the price remained the decisive factor, while business travelers were tend to value the location much more.

The future of the enterprise at the current moment does not look bright unfortunately, because the pandemic has not yet finished and it is impossible to predict its end even approximately. But, in case the situation changes, and the world returns to its normal state, there is no doubt that the Hotel Royal Prague will be able to quickly recover and be profitable again, as it has been before the COVID-19 outbreak. It has already proven to have all the necessary resources to be competitive and prosperous.

Also, while studying the theory that was necessary for conducting the experiment, the knowledge about tourism industry in Czech Republic and its influence on the state economy was vastly expanded. It was also very useful to learn the marketing basics and its specifics in the chosen industry.

The thesis also got us acquainted with the new virus – the COVID-19. It was described what this unknown virus actually was, the restrictions it caused the government to apply, and what was the overall impact on the tourism in Czech Republic.

Even though one part of the strategy proved to be absolutely inefficient, the overall result of the thesis should be considered as success, because we were able to reach all the objectives set at the beginning of the work and learn a decent amount of useful information. This knowledge can be utilized in future in case something similar repeats in future.

6. References

Books

- CHANDRA, Bose, 2010. *Modern Marketing : Principles and Practice*. p.2 ISBN 978-81-203-3945-3
- KOTLER, Filip, 1984. *Osnovy marketinga*. ISBN 978-5-907114-48-7
- SHARP, Isadore, 2012. *Four Seasons: The Story of a Business Philosophy*. ISBN 978-1591845645
- VENISON, Peter, 2005. *100 Tips for Hoteliers: What Every Successful Hotel Professional Needs to Know and Do*. ISBN 9780595367269

Online sources

- Information about the size and the population of Prague. [online]. Available from https://www.citypopulation.de/en/czechrep/admin/praha/CZ0100__praha/
Accessed from January 2021
- SAUER, Martin, VYSTOUPIL, Jiri, HOLESINSKA, Andrea a kolektiv, 2015. *CESTOVNI RUCH. UCEBNI TEXT*. [online]. Available from https://is.muni.cz/do/econ/soubory/katedry/kres/studijni_texty/cestovni_ruch_ePDF.pdf
Accessed from January 2021
- Information about Prague inbound tourism in 2019, guests and overnights 2014-2019, total visitor monthly trends in the period 2015-2019. [online]. Available from <https://www.praguecitytourism.cz/file/edee/2020/04/revidovana-analyza-anglicky-20200422-154504.pdf> Accessed from January 2021
- Information about the leading European city tourism destinations in 2019, by number of bednights. [online]. Available from

- <https://en.calameo.com/read/000674014c98092e7d0bf?page=1> Accessed from January 2021
- HLAVACKOVA, Martina, 2020. *Impact of COVID-19 on the Czech Tourism and Food Service Sectors*. p. 2-3 [online]. Available from https://apps.fas.usda.gov/newgainapi/api/Report/DownloadReportByFileName?fileName=Impact%20of%20COVID-19%20on%20the%20Czech%20Tourism%20and%20Food%20Service%20Sectors%20Prague%20Czech%20Republic_05-27-2020 Accessed from February 2021
 - Information about the number of guests by quarters and about the number of overnight stays by quarters 2020 and 2019. [online]. Available from <https://cestovnuruch.praha.eu/jnp/en/statistics/index.html> . Accessed from February 2021
 - Information about the contribution of travel and tourism to GDP growth in Czech Republic. [online]. Available from <https://knoema.com/atlas/Czech-Republic/topics/Tourism/Travel-and-Tourism-Total-Contribution-to-GDP/Contribution-of-travel-and-tourism-to-GDP-growth> Accessed from February 2021
 - Definition of marketing. [online]. Available from <https://www.ama.org/listings/2013/01/17/definition-of-marketing/> Accessed from February 2021
 - The picture of the Hotel Royal Prague. [online]. Available from https://www.google.com/search?q=hotel+royal+prague&sxsrf=ALeKk02yYi8L0qtEgtcjNcWzgFW49vCGA:1613508779686&source=lnms&tbn=isch&sa=X&ved=2ahUKEwiLsJ7NpO_uAhUAAhAIHSESAGoQ_AUoAnoECAgQBA&biw=1366&bih=657#imgrc=cx-XJngyVc3IxM Accessed from February 2021
 - The description of the Hotel Royal Prague. [online]. Available from <http://www.hotelroyalprague.com/en/> Accessed from February 2021

7. Appendix

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

1. – not important
2. – relatively important
3. – important
4. – very important
5. – crucial

a) Security of the guests

b) Previous impression about the hotel, level of services

c) Location

d) Marketing strategies, special offers

e) Preventive measures upheld at the hotel, during the pandemic

f) Price

g) Customer service level

h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

1. – much worse than before
2. – a little worse than before
3. – stayed at the same level
4. – a little better than before
5. – much better than before

a) Front office (reception)

b) Housekeeping

c) Restaurant (breakfast)

d) Reservation department

e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

a) Security of the guests

2

b) Previous impression about the hotel, level of services

3

c) Location

4

d) Marketing strategies, special offers

2

e) Preventive measures upheld at the hotel, during the pandemic

4

f) Price

5

g) Customer service level

3

h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

a) Front office (reception)

3

b) Housekeeping

3

c) Restaurant (breakfast)

2

d) Reservation department

3

e) Maintenance

3

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

a) Security of the guests

2

b) Previous impression about the hotel, level of services

3

c) Location

5

d) Marketing strategies, special offers

2

e) Preventive measures upheld at the hotel, during the pandemic

3

f) Price

5

g) Customer service level

3

h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

a) Front office (reception)

4

b) Housekeeping

2

c) Restaurant (breakfast)

1

d) Reservation department

3

e) Maintenance

3

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance

Guest's stay evaluation

Dear guest, please be so kind to grade the most important and decisive moments, while choosing our hotel after the Covid – 19 pandemic .

- 1. – not important
- 2. – relatively important
- 3. – important
- 4. – very important
- 5. – crucial

- a) Security of the guests
- b) Previous impression about the hotel, level of services
- c) Location
- d) Marketing strategies, special offers
- e) Preventive measures upheld at the hotel, during the pandemic
- f) Price
- g) Customer service level
- h) Other _____

Also, could you please evaluate the current level of provided services by different departments of the hotel in comparison to what it used to be before the Covid – 19 pandemic.

- 1. – much worse than before
- 2. – a little worse than before
- 3. – stayed at the same level
- 4. – a little better than before
- 5. – much better than before

- a) Front office (reception)
- b) Housekeeping
- c) Restaurant (breakfast)
- d) Reservation department
- e) Maintenance