QUESTIONNAIRE (English version):

1. **Considering the global context in the hotel sector over the last five years, evaluate the frequency, impact and predictability of the following nine types of change, using a scale from 1 to 7, with 1 being "very low level" and 7 being "very high level".**

TYPE OF CHANGES	Frequency	Predictability	Impact
Competitors (e.g., new hotels, changes in the competitor's offer, new pricing policy)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Customers (e.g., new types of tourists, changes in demand)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Intermediaries: tour operators, travel agencies (e.g., tour operator bankruptcy, mergers and/or alliances between travel agencies)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Suppliers: transport companies, laundry, animation… (e.g., new airlines, changes in contract conditions)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Other partners and/or external agents (e.g., new tourism clusters, changes in professional associations)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Economic context (e.g., new economic alliances between countries, currency changes, changes in economic cycles)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Political-legal context (e.g., regulation of vacation homes, tourism rehabilitation policies, new taxes)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Technological context (e.g., social networks, hotel management software, online commerce)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
Environmental context (e.g., torrential rains, fires, volcanic eruptions)	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

2. **Regarding how your hotel acts to cope with changes in the environment, indicate your degree of agreement on each of the following statements using a scale from 1 to 7, with 1 being "strongly disagree" and 7 being "strongly agree".**

IN THE FACE OF CHANGE, MY HOTEL…							
Identifies the most important changes in the hotel environment (new needs of tourists, disappearance of tour operators, alliances between hotels...).	1	2	3	4	5	6	7
Maintains a continuous strategic vision (is managed from a continuous strategic vision).	1	2	3	4	5	6	7
Designs and updates its business strategy to adapt to the changing environment.	1	2	3	4	5	6	7
Reflects on past experiences (successes and failures) and gathers useful knowledge from lessons learned.	1	2	3	4	5	6	7
Develops relationships based on trust with partners and/or external agents (sharing information, holding regular meetings...)	1	2	3	4	5	6	7
Stimulates employee participation and involvement in the company's decisions and actions	1	2	3	4	5	6	7
Stimulates knowledge development and continuous learning	1	2	3	4	5	6	7
Provides high quality products and services to the customer	1	2	3	4	5	6	7
Stimulates a strong commitment to quality management and stakeholder satisfaction (customers, suppliers, employees...)	1	2	3	4	5	6	7
Continuously improves products, services and processes (control of activities, evaluation of system errors, improvement projects identification...)	1	2	3	4	5	6	7
Stimulates creativity and idea development about products, services and processes (menu changes, new animation program...)	1	2	3	4	5	6	7
Performs organisational changes facing both challenges and opportunities (new market niches, new product lines, new procedures, new departmental structures...).	1	2	3	4	5	6	7
Achieves a new organisational equilibrium by adapting to changes in the environment (offering new products or services, incorporating new technologies, negotiating with tour operators...)	1	2	3	4	5	6	7
Recovers and strengthens at a strategic and operational level (recovering the hotel occupancy rate, improving its competitive position...)	1	2	3	4	5	6	7
Adapts strategically and operationally to new environmental conditions	1	2	3	4	5	6	7

3. **Assess the performance of your hotel in the last five years, according to the following items, using a scale from 1 to 7, with 1 being "very low level" and 7 being "very high level".**

ITEMS							
Return on investment	1	2	3	4	5	6	7
Average sales growth	1	2	3	4	5	6	7
Average market share growth	1	2	3	4	5	6	7
Hotel image and reputation	1	2	3	4	5	6	7
Customer loyalty	1	2	3	4	5	6	7

HOTEL CLASSIFICATION DATA:

The hotel is identified as a:	☐ Beach hotel ☐ Business hotel ☐ City hotel ☐ Rural hotel ☐ Other
The hotel belongs to a hotel chain:	☐ Yes ☐ No
Hotel category:	☐ 4 stars ☐ 5 stars ☐ Great Luxury
Age of the hotel (years):	☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ 21-25 ☐ 26-30 ☐ > 30
Number of hotel employees:	☐ 1-100 ☐ 101-150 ☐ 151-200 ☐ 201-250 ☐ 251-300 ☐ 301-350 ☐ > 350
Number of hotel beds:	☐ 100-200 ☐ 201-300 ☐ 301-400 ☐ 401-500 ☐ 501-600 ☐ 601-700 ☐ > 700
Number of hotel rooms:	☐ 50-100 ☐ 101-200 ☐ 201-300 ☐ 301-400 ☐ 401-500 ☐ 501-600 ☐ > 600