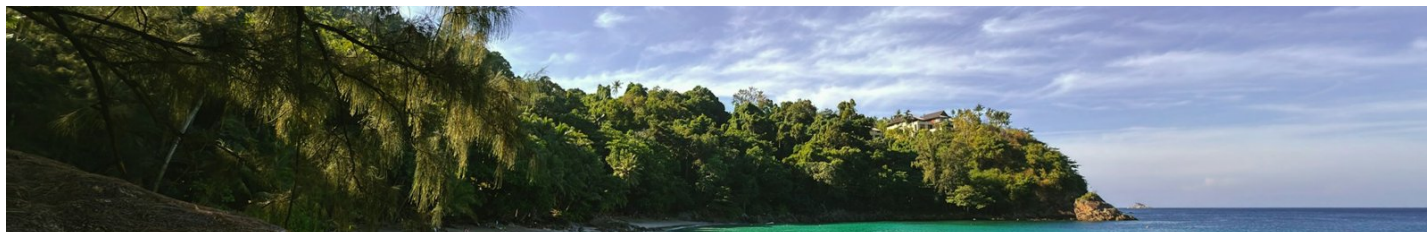


GR-2020-05 | 2020 LENS | BALI • PHUKET • LANGKAWI • MALDIVES

Hotels after the shock: reopening is a capital decision

Reopening a hotel requires working capital, maintenance and a credible route to demand.



Illustrative photograph; no project or client endorsement implied.

THE EVIDENCE

The World Bank June 2020 analysis described a severe global downturn. Hotel-specific recovery must be assessed using local bookings and operating records.

THE BUSINESS IMPLICATION

A retrospective of 2020 should isolate temporary closures from structural weaknesses. Model occupancy ramp-up, variable staffing, channel commissions and mandatory repairs. Compare a staged reopening with a full relaunch rather than assuming every room should return at once.

WATCH THE DOWNSIDE

Reopening spend can precede bookings by months. Higher occupancy may still produce negative cash flow.

DECISION FRAMEWORK

Demand	Forward bookings and cancellation patterns
Cost	Minimum staffing and utility baseload
Capex	Safety, maintenance and phased room release

COMMISSIONED SCOPE

Asset reopening plan, break-even model, repositioning alternatives and operator selection.

Request a tailored full report and quotation: gisreserve.com/contact

SOURCES & METHOD

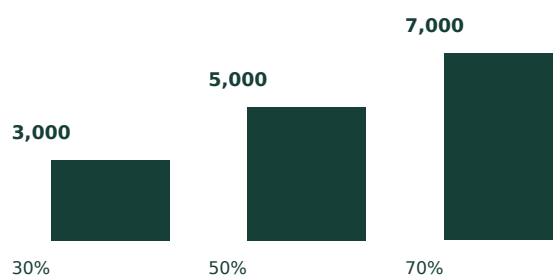
1. World Bank, June 2020 Global Economic Prospects release

Source links are clickable. Image credit and full source URLs appear in the online brief.

Newly published 20 Sep 2026; year denotes subject lens. Scenarios are illustrative, not investment forecasts. Full reports are commissioned under a separate scope and fee. No assurance of funding.

Illustrative room revenue per day

Unit: currency units



100 rooms × occupancy × ADR 100. Excludes F&B, tax, commissions and operating costs; not destination statistics.

