

ALFRED NOBEL UNIVERSITY
DEPARTMENT OF THE GLOBAL ECONOMICS

MASTER'S THESIS

Title of the Thesis

**“American experience in developing hotel business and its importance
to Ukraine”**

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Group: MEB англ-20М

Specialty: 292 International economic relations

Supervisor: Dr. Ruslan Kliuchnyk

Last name, initials, scientific degree

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Anotaciя

Мироненко С.В. Американський досвід розвитку готельного бізнесу та його значення для України.

У роботі проведено дослідження сучасного стану та тенденцій розвитку готельного бізнесу Америки. Виявлено, що готельний бізнес в Америці є найбільший та найрозвиненіший у світі. Він тісно пов'язаний з розвитком туристичної галузі загалом, та невід'ємну залежність для розвитку один одного. Також виявлено, що у структурі готельного бізнесу переважають готельні мережі, які задають напрямок розвитку всієї індустрії. Зібрани данині сучасних стандартів для готелів та інструменти для розвитку у сучасному світі. Завдяки стабільності економіки України та обраний вектор розвитку останніх років, це призвело до активізації бізнесу та зацікавленність міжнародних туристів. При цьому виявлено незадовільний стан готельного бізнесу в Україні, та необхідність змін у багатьох складових індустрії. Для цього пропонується використовувати досвід готельної та туристичної індустрії Америки.

Ключові слова: готельний бізнес, туризм, стандарти, готельна мережа, сучасні тенденції, індустрія гостинності.

Summary

Myronenko S.V. American experience of hotel business development and its significance for Ukraine.

The study of the current state and trends in the hotel business in America. It was found that the hotel business in America is the largest and most developed in the world. It is closely connected with the development of the tourism industry in general, and an integral part of each other's development. It was also found that the structure of the hotel business is dominated by hotel chains, which set the direction of development of the entire industry. Collected data of modern standards for hotels and tools for development in the modern world. Thanks to the stability of Ukraine's economy and the chosen vector of development in recent years, this has led to the intensification of business and the interest of international tourists. At the same time, the unsatisfactory state of the hotel business in Ukraine and the need for changes in many components of the industry were revealed. It is proposed to use the experience of the hotel and tourism industry of America.

Key words: hotel business, tourism, standards, hotel network, modern tendencies, hospitality industry.

Master's Thesis Evaluation Form
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Assessment of separate components of qualification work:

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Supervisor _____ Dr. Ruslan Kliuchnyk
(signature) (name of the supervisor, scientific degree, academic status)

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INTRODUCTION

Relevance of the research. The hotel industry in Ukraine is on the rise, thanks to the stabilisation of the economic and political situation, which has resulted in an increase in commercial activity, and this inevitably brings about an increase in the volume of "business tourism", not only at the national level, but also abroad. The increase in the income of the population leads to the fact that people are travelling more and more, which means they stay at the hotel. The share of tourism in Ukraine's GDP is only about 1.5%, while the global average is 10.3%. In our country, tourism is virtually not seen as an important factor in the development of economic policy at the national level - the Ukrainian tourism sector lacks rapid systemic support from the government, for example, in neighbouring countries and the European Union.

The tourism industry in many countries has been formed for decades, and is now developing steadily, providing jobs for millions of people, which has a positive effect on the state's economy. In modern conditions, tourism can and should become the driving force behind the formation of a market mechanism for managing the economy and the receipt of significant funds in the budget.

The relevance of this study is emphasized by the need to apply the world experience in the development of the hospitality industry in Ukraine in order to stimulate the overall development of tourism, which is constrained, among other things, by the archaic system of organization and management of the hospitality industry.

The American model is known for the organization of hotel chains based on uniform standards for all hotels the flexibility of the organizational system and the creation of a single set of services. In general, the US hotel business model is more diversified and has a solid historic "foundation" that enables US hotel chains to dominate the global market.

Taking into account all foregoing, *the theme* of the thesis was chosen : "American experience in the development of the hotel business and its significance for Ukraine."

The object of the study is the American hotel industry, especially its structure, methods and standards.

The subject - methods and results of economic evaluation of the existing hotel business in Ukraine

Purpose of the assignment: to study the practical aspects of using the experience of the American hotel industry for the economic efficiency of the hotel business in Ukraine.

In accordance with the goal, *the following tasks* were set:

- 1) To study the state and level of development of the hotel business in America;
- 2) To make an assessment of sustainable level of development of the hotel business in Ukraine;
- 3) Determine possible steps and measures to implement the experience and improve the hotel industry in Ukraine.

To solve the tasks, we have used the particular *research methods*: theoretical and critical analysis of the literature on the research topic; standardization databases; processing, clarification and generalization of the information received.

The structure of the research The research consists of an introduction, three chapters, a conclusion, a list of references containing titles and applications.

CHAPTER 1

THE STATE AND LEVEL OF DEVELOPMENT OF THE HOTEL BUSINESS IN AMERICA.

To begin with, it's important to note that the hospitality industry is inextricably linked to tourism. It's fair to say that the hotel industry is a very significant part of the tourism industry. In turn, tourism had a direct impact on any country's economy. Tourism has a strong role to play in economic development. A great number of job opportunities may develop public relations in tourism. Knowledge of the taste culture of another country is an excellent source of satisfaction for travellers.

The hotel and lodging industry is a foundation of the American economy and drives economic growth and development across the country. The United States is the largest market hotel industry in the World, with a market share of about 30%. In the list of the world's leading hotel companies by market capitalization - United States presented by 19 hotel companies out of 40. Therefore, this country is an ideal example for studying the hotel business and using experience for the development of hotels in Ukraine.

1.1 The development and state of the American hotel industry.

At earlier modern times, the ideology of roadside service differed little from the Middle Ages, as evidenced by the first establishments of this kind in the American colonies of the 17th – 18th centuries. However, the European attitude toward taverns and inns was reversed in the US states at the end of the eighteenth century. During the struggle for independence American colonists saw themselves as a fundamentally new nation and a new country and were trying to do everything in their own way. The paradox was that the leaders of the struggle for the independence of the American states J. Washington, A. Lincoln, J. Adams were themselves outstanding businessmen and tavern-holders. These food institutions in America have become the true seat of the liberation struggle. Thus, J. Washington's Frances Tavern was the place where he delivered his famous speeches. (Andrews, Sudhir. June 2007)

In the United States, a society was formed "out of nothing" based on the principle of "equality of opportunity", where there were never reigning persons and clan aristocracy, made possible the rapid development of hotel and restaurant services precisely as areas of business and an object of competition for the consumer. The Americans were found to be the most mobile nation from the start. At the end of the 18th - early 19th century there was a strong development of new territories by the newly formed independent state. The development of the Wild West, the conquest of Indian territories, the gold diggers of California, the total motorization of society - all this formed special requirements of the hotel and restaurant business, which, like nowhere else in the world, turned out to be focused on traveling and passing by. Since the time of the "Harvey houses" at railway stations, the main facilities of the US service have become the requirements: "cheap, high quality, clean, fast". (Berezovaya L. 2016)

The growing demand from US consumers for comfort and cleanliness has led America to lead the way in establishing standards for the hotel industry. The beginning of the American hotel service is believed to be the time when, in 1829, the world's first luxury hotel, Tremont House, made its appearance in Boston. This hotel was in keeping with the new American nation's vision of true comfort. Each room was equipped with a bathroom, the restaurant was served a 'la carte, the guests were provided with porters, messengers, a porter. The even more luxurious Mont Vernon Hotel opened in 1853 in the state of New York with the same service set. America for the first time offered a guest a single bedroom with a bathroom, a lock on the doors, hairdressing salon, cobbler, and post office.

At the end of the XIX century in the United States, there were two main approaches to hotel service and, consequently, two main types of hotels.

The first type is that of large luxury hotels, where the focus is on technical innovations and a rigid service standard, as opposed to the European Ritz-type service. Luxury hotels appear in Philadelphia, Baltimore, Washington, Chicago. Electric lifts and bells, telephone, refrigerator, ventilation, fire extinguishing system are becoming their indispensable attribute. This type of hotel became the pioneer of hotel chains.

The second type - small, "home", often deliberately "elderly" hotels that work according to a different American service standard: "quick, clean, cheap". The Americans also had the idea of socially orientated hotels: for young people, for businesspeople, for families. Beside them is a large and varied family of roadside motels, student inns, train station hotels, and so on. Both options for solving the problem of hospitality find their fans and consumers.

The opening in 1908 of the Hotel Statler in Buffalo marked the beginning of the history of "modern" hotels that offered quality service and comfortable accommodation at a reasonable price. Statler, thanks to its innovations (among which - centralized cold-water supply, a bathroom in every room, light at the entrance to the room, uniform for staff, etc.) has remained a role model for many years.

A significant episode for the American hotel and restaurant industry was the widespread adoption of chains and franchising practices. The first American hotel chains included Hilton, Sheraton, who bought existing hotels, and Statler, who mainly built their own.

Without doubt the hotel industry in the United States has developed more dynamically than in Europe. And if by the 1950s. the main characteristics of the development models of the hotel industry did not differ, the further development of hotel and restaurant management allowed the American hospitality industry to take a leading position in the world, mainly due to the standardization of the proposal, which led to the spread of hotel chains and restaurant chains and the use of the concept of "trademark".

Hotel chains play a major role in developing the hotel sector. They promote high standards of service to the global tourism market and contribute to the support of hospitality services for tourists. Hotel chains help to spread and significantly increase the level of organization of production and services for tourists. Creating a certain image of the hotel service, having found that in another country, the tourist feels almost at home, in a familiar and comfortable environment.

Travel and tourism in the United States is a major contributor to the national economy, accounting for 2.9% of GVA. In 2018, inbound travel and tourism accounted for 10% of exports. According to the Travel and Tourism Satellite Account, the industry

produced USD 1.6 trillion in total economic output in 2018 (USD 941 billion of direct tourism output and USD 682 billion of indirect tourism output by ancillary industries). The travel and tourism industry are one of the United States' largest employers, directly supporting 5.9 million jobs in 2018, of which 1.2 million were supported by travel and tourism-related exports. Travel exports represented 26.0% of total service exports in 2018.

The United States welcomed a record 79.7 million international visitors in 2018. The largest source markets were Canada (26.9% of international tourists) and Mexico (23.1%), followed by the United Kingdom (5.8%), Japan (4.4%) and China (3.8%). International visitors collectively spent USD 256 billion on travel to, and tourism-related activities within, the United States in 2018. In order of spending, the top international markets for U.S. tourism are China, Canada, Mexico, Japan, and the United Kingdom.

Domestic tourists took 2.3 billion trips in 2018, up 1.9% over 2017, with 1.7 billion overnight tourists and 632.1-million-day visitors.

Among the many world chain hotels, the top 10 largest hotel groups of the world can be distinguished. (Fig 1.1)

From the data in the table, we can conclude that the hotel industry in America is the most developed in the world, quite strongly influences modern trends and is the best example for using the rich experience in Ukraine. Therefore, in the following sections, we will take a closer look at the hotel industry in America. (Tourism-review.com 2021)

Fig. 1.1 Ranking 2021 - TOP 10 hotel groups in the World

EVOL.	RANK	GROUPS	NAT.	HOTELS		ROOMS		EVOL. ROOMS	
				2021	2020	2021	2020	+/-	%
=	1	MARRIOTT INTERNATIONAL		7,551	7,351	1,400,289	1,358,400	41,889	3.1%
+1	2	JIN JIANG		10,304	9,518	1,087,994	1,020,036	67,958	6.7%
+1	3	HILTON WORLDWIDE		6,422	6,055	1,010,257	962,864	47,393	4.9%
+1	4	IHG		5,964	5,903	886,036	883,563	2,473	0.3%
+1	5	WYNDHAM HOTEL GROUP		8,941	9,280	795,909	831,025	-35,116	-4.2%
+1	6	ACCOR		5,139	5,036	753,344	730,886	22,458	3.1%
+2	7	HUAZHU		6,802	5,295	607,137	492,936	114,201	23.2%
=	8	CHOICE HOTELS		7,147	7,153	597,977	590,897	7,080	1.2%
-7	9	OYO		20,591	43,000	549,000	1,200,000	-651,000	-54.3%
=	10	BTH HOTELS		4,701	4,216	430,224	403,757	26,467	6.6%

Source: Hospitality ON / MKG_destination - 03/2021.

1.1.2 The state of American Hotel Industry

There are 3 main aspects of hotels: brands, owners, operators.

1)The main hotel brands: Marriott, Hilton, Hyatt, Comfort Inn, Holiday Inn etc.

These brand companies usually don't operate their own hotels, but franchise their brand to hotel owners. Brands set the standards of the hotel and control the consistency and quality of the guest experience. They also offer booking platforms and frequent traveller points programs and the like to encourage brand loyalty. Here is a list of the top 10 hotel brands by size.

- Marriott International - \$ 22B

Surpassing all other hospitality chains, longstanding hospitality giant, Marriott International operates in over 125 countries, franchising more than 6,500 properties. The largest hospitality provider in the world they own 30 award-winning brands. In 2016 they acquired Starwood Hotels for \$ 13B, the largest-ever acquisition of a hotel chain.

- Hilton Worldwide - \$ 9.1B

Founded in the early 20th century, Hilton is one of the most famous hotels and resort companies in the world. They franchise 14 brands, situated in six continents.

- Best Western - \$ 6B

Privately held Best Western operates over 2,000 hotels in North America alone, and 4,200 hotels and motels globally under the Best Western, Best Western Plus and Best Western Premier brands.

- Hyatt Hotels Corporation - \$ 4.7B

Hyatt franchises 750 properties in 54 countries under brands like Hyatt Place, Grand Hyatt and Hyatt Centric.

- AccorHotels - \$ 2.2B

The largest hotel chain based outside of the US; the French company Accor Hotels owns 25 hotel brands worldwide. In 2016, the business merged with FRHI Hotels & Resorts, leading to the FRHI Global Reservation Center in Canada being rebranded as Accor Hotels Global Reservations Center. Brands range of valuable comfort brands such as Ibis, to high-end luxury brands such as Novotel and Raffles Hotels and Resorts.

- Intercontinental Hotels Group (IHG) - \$ 1.8B

A U.K. based company with 5,400 hotels worldwide, 15 brands, in 100 countries, with more than 100mn members enrolled in its rewards club.

- Wyndham Hotels & Resorts - \$ 5.1B

Situated in 66 countries worldwide with 8,000 hotels in its portfolio, Wyndham Hotels & Resorts has established 15 hotel brands. Brands range from economy brands like Travelodge to more upscale brands such as Wyndham Garden.

- Choice Hotels - \$ 1B

One of the largest franchisees, with over 7,000 hotels, Choice franchises names such as Clarion, Econo Lodge, Comfort Inn and Comfort Suites under its umbrella, Choice Hotels caters to both corporate and leisure demands.

- Extended Stay America - \$ 1.3B

Extended Stay America has close to 630 properties spanning the US and Canada.

The chain is targeted to long-term stay customers on a budget.

- G6 Hospitality LLC - \$ 636M

G6 Hospitality is a subsidiary of French hotel chain, Accor SA, the company has launched its longstanding economy brand, Motel 6, in 49 states, and five Canadian provinces.

2) Property owners are often real estate investment groups or real estate investment trusts (REITs) that pool investors' money to purchase hotel real estate assets, including land and real estate. These owners then typically deduct a hotel brand, sometimes known as flags, to operate the hotel below.

Below are some of the largest and largest real estate investment trusts, which are publicly traded and focus on hotels and accommodation facilities:

- Host Hotels and resorts
- Apple Hospitality
- Xenia Hotels and Resorts
- Hospitality Properties Trust
- Chesapeake lodging trust
- Summit Hotel Properties
- Pebblebrook Hotel Trust
- Park Hotels & Resorts
- Sunstone Hotel Investors
- Hersha Hospitality Trust

3) Operators of the hotel business.

Third, there are operators, who could be the same organization as the owners, but who are often hotel managers. Owners of hotel properties, lease hotel management companies, who often operate several hotels, under several different hotel brands, perhaps grouped in a region. They are good at maximizing profits from hotel management and

have expertise in managing these kinds of people-intensive businesses. This will include operating the restaurants, and other food and beverage aspects involved in a hotel.

As increasing amounts of capital have flowed into the hotel industry, that capital seeks to optimize its return on owning the hotel. So, management companies exist to optimize profits, through operational expertise, group buying power for various services and products that they need. Management companies offer better buying power for various operating systems.

This is a list of the top 10 U.S. hotel management companies, including the number of properties they manage, and their financial size:

- Aimbridge Hospitality, 834 properties, \$5B in revenues
- Interstate Hotels, 482 properties, \$4.1B in revenues
- Crescent Hotels, 103 properties, \$1.6B in revenues
- Pyramid Hotel Group, 99 properties, \$1.4B in revenue
- White Lodging Services Corporation, 94 properties, \$1.3B in revenue
- Atrium Hospitality, 81 properties, \$1B in revenue
- HHM, 115 properties, \$1B in revenue
- Remington, 86 properties \$930M in revenue
- Sage Hospitality, 57 properties, \$930M in revenue
- Island Hospitality Management, 170 properties, \$850M in revenue

(Msouceideas.com 2021)

1.1.3 American hotel association

The American Hotel and Lodging Association is an industry trade group that has thousands of members, including hotel brands, owners, management companies, real estate investment funds (REITs), independent hotels, bed and breakfasts, government hotel associations, and industry partners and suppliers. His role at various times included publishing hotel directories, researching the market, supporting standardization efforts, advocating for public or political advocacy for hotel owners, and creating or promoting training programs and opportunities for hotel staff.

The hotel and lodging industry is vibrant, innovative, and full of dynamic opportunities for upward mobility while serving and supporting our most important assets: our people. In every single congressional district in the United States there is a hotel, supporting and reinvesting in communities around the country while creating jobs and boosting local economies.

For more than 100 years, the American Hotel & Lodging Association (AHLA) has been the foremost representative of and advocate for the U.S. lodging industry. We are the only national association that represents all segments of an industry that is among the 10 largest business sectors in America. We advocate for our members so they can do their best at what matters most: serving guests, employees and their communities.

From major global brands to the small inns and bed & breakfasts, AHLA provides a singular voice that brings together the industry's multitude of constituents. Our industry is incredibly diverse and represents everyone from brand CEO's to independent hotel owners, general managers and hotel staff and is an integral contributor to the American economy. (American Hotel & Lodging Association, "About Us," accessed March 11, 2016). [5]

The AHLA is a nonprofit organization that provides educational and lobbying services on behalf of the hospitality and lodging industry.

It works toward the following three core principles:

- Active Advocacy - "One voice representing one vision, engaging and impacting the issues that matter most to our members." The AH&LA aims to have effective legislative and regulatory experts lobby policymakers on behalf of the industry.
- Clear Communication - "Shaping and spreading a compelling, consistent industry narrative through all channels, informing and inspiring all stakeholders." The AHLA works to provide insightful industry information for its members through its publications.
- Empowering Education - "Ensuring the enhancement of our current workforce and preparing the next generation for success." The AH&LA sponsors industry networking opportunities as well as webinars and research.

The American Hotel & Lodging Educational Foundation, an affiliate of the AHLA, provides scholarships for students in the hospitality field. In addition, it provides research grants and gives money to workforce development programs to ensure "the lodging industry continues to thrive." According to its website, the educational foundation has distributed more than \$20 million.

With the American Hotel & Lodging Educational Institute, the AHLA works to deliver "quality hospitality education, training and professional certification that serves the needs of hospitality schools and industries worldwide." The institute offers educational services in 45 different countries.

The AHLA government affairs department website states that it "outlines a set of legislative and regulatory priorities to create a favorable framework for the U.S. hospitality industry to prosper." The association runs a members-only grassroots program called "hotelLOBBY" that allows its members to establish relationships with lawmakers. The program allows members to email their representatives in support of "lodging-friendly positions" on pending legislation. In addition, hotelLOBBY allows gives members opportunities to attend town hall meetings with their representatives as well as host lawmakers at their properties.

HotelPAC is a political action committee run by the AHLA. It is voluntary and bipartisan and was established to "help elect federal candidates who support the lodging industry." (American Hotel & Lodging Association 2016)

1.2. Structure, level of development and structure of hotel chains.

Hotels are categorized by hotel size, location, target markets, service levels, amenities provided, number of rooms, ownership, and membership, etc.

Apart from these classifications, hotels are often classified as Star, Diamond or Crown, depending on their geographical location.

The classifications enable customers to have an overview of the hotel without having to check the establishment themselves. It thus facilitates commerce by acting as an intermediary, ensuring confidence between the client and the property.

Hotels receive diamond evaluations to help people identify standards and service levels, without having to see the hotel for themselves. They provide confidence between individuals and facilitate trade. Hotel categorization is based on a scale of 1 through 5, with one being the lowest and five being the highest standard. The rating system can be used for different types of hotels, including boutique hotels, resorts, etc.

1 Star. A 1-star hotel is a hotel that offers only the essentials while complying with reasonable standards of hygiene and safety. Ranking: Tourist (*)

A one-star hotel providing the strict necessities like a clean bed and linens, a fully functional bathroom (sometimes shared), self-service meals/vending machines. Other hotel amenities are usually accessible at the hotel's expense. It therefore is suitable for budget travelers, looking for basic accommodation and service.

2 star. A 2 star hotel is a hotel that offers the strict necessities with some quality of comfort. Ranking: Standard (**)

At a 2 Star Hotel, in addition to the comfort and hygiene essentials, the amenities for the guest are of a significantly higher quality and appeal than to that of a 1 Star Hotel. The hotel can be more decorated, and the quality of linens and equipment can also be better. It is therefore suitable for budget travelers, in search of a hotel ideally located with a little more than just basic facilities and service standards.

3 Star. A 3 Star Hotel is a hotel that provides average amenities, higher quality service, physical attributes, and design. Ranking: Comfort (***)

Three-star hotels aim towards meeting guest expectations and providing pleasant stay. These hotels are often located close to major highways, airports, business areas, convenient shopping, etc. They thus offer their clients in the short term a short, efficient but comfortable stay.

Firstly, the hotel must have a clearly designated reception area. In addition, it must have at least five rooms available for rental. In addition, each room has a private bathroom. Upon check-in, the guest must have 24 hours access to the hotel without the need for a key. And the supervisor or staff is at least available by phone for residents all day/night. The restaurant must be open at least 6 days a week, offering snacks at the bar,

breakfast or more. Hotels that do not offer dining should be located near the restaurants that do.

In addition, the hotel should have a liquor license and a place where beverages can be served. Room service should be provided with minimal hot and cold drinks and light snacks (e.g. sandwiches) throughout the day and evening. The hotel can supply only on request, without having to promote its menu. Phone service available in-room as well as Wi-Fi in all public areas. All operating areas of operation should meet the Three Star level of quality for cleanliness, maintenance, and hospitality, and for the quality of the physical facilities and delivery of services.

4 Star. A 4 Star Hotel is a hotel that provides above-average, deluxe service and experience for the guest. Ranking: First Class (****).

In addition to the 3-star requirements a 4-star hotel has a greater range of facilities available, and the design is of high quality. All service standards are aimed towards pleasing the guest. These hotels are generally located close to city center and are equipped with dining rooms, exclusive facilities such as sports halls and swimming pools. The term 4 stars may be used for different types of hotels, including boutique hotels, resorts, and apart-hotels.

5 Star. A 5 Star Hotel is a hotel that provides a luxury service through all its means of operation. Ranking: Luxury (*****)

A 5-star hotel is aimed at catering to guests of the highest standard. Therefore, everything from the exterior of the hotel to the dishes must show excellent quality and great attention to detail. Service personnel are expected to be highly trained, and attention should be focused on delivering the best possible experience. Outstanding levels of proactive service and customer service are vital. The term 5 stars can be used for different kinds of hotels, including large hotels, boutique hotels and resorts.

Staff working in the food outlets must demonstrate excellent levels of food, beverage and wine product knowledge and service skills. The restaurant menu must boast an extensive range of dishes of outstanding quality, presented in immaculate menus. All outlets must have staffing levels with well-structured and dedicated teams with depth in management levels. This enables them to provide services that exceed the norm. Such as

valet parking, escort to bedrooms, proactive table service in bars and lounges and at breakfast, ‘concierge’ service, 24-hour reception, 24-hour room service, full afternoon tea.

Room service when ordered, is delivered, and cleared in a highly professional and efficient manner. The Room size, layout allows a delivery method that ensures the highest guest dining experience for room service. Most bedrooms are very spacious, allowing generous ease of use for movement, comfort, dining and relaxation. Beds and headboards are of excellent quality. Spacious, luxurious, and numerous toilet facilities and with refinements such as individual hand towels, high quality toiletries and accessories, serviced very regularly during the day.

The hotel must boast additional facilities e.g., secondary dining, leisure, business centre, spa, etc. All the facilities are included in the price and guests can expect a personalized treatment and service. The hotel must have at least one restaurant, open to residents and non-residents for all meals seven days a week.

The hotel must have at least one permanent luxury suite available (comprising three separate rooms – bedroom, lounge, and bathroom).

All areas of operation should meet the Five Star level of quality for cleanliness, maintenance, hospitality, and for the quality of the physical facilities and delivery of services. These hotels show excellence, which makes them worthy of the five-star classification. (Xotels.com 2015)

1.2.2 Types of American hotels

The hospitality industry is changing rapidly. Vacation rental companies like Airbnb are looking more like hotels and hotels are looking more like vacation rentals with the invention of serviced apartments and apartment hotels. As a guest you want to know what each hotel has to offer. From cozy roadside inns with basic cable and morning coffee to massive all-inclusive vacation resorts in the world’s most luxurious destinations, there are dozens of different types of hotels located throughout the world. Although some properties have many similarities - for example, an all-inclusive resort can also be

considered a long-term property - there are others that could not be more different. The most popular types of hotels and explore the similarities and differences between them.

Chain Hotel. Also known as a “branded hotel,” a chain hotel is affiliated with a brand that may have strict guidelines for amenities and design. Some chain hotels are part of a larger ownership group, while other chain hotels have independent owners but follow the same brand standards. Popular hotel chains are Courtyard, Holiday Inn, and Westin.

Motels. The term “motel” evolved in the 1920s, long after the term hotel, and is a blend of the word’s “motor” and “hotel.” Motels started cropping up to cater to travelers as an affordable, accessible place to stop overnight during long trips. They’re typically located along highways and other major roadways, and offer minimal amenities, if any. Motels usually have a different layout than standard hotels as well, with rooms being accessible from the exterior. Additionally, motels are typically one to two stories high, while hotels can be much larger. Motel 6, Super 8, and Econo Lodge are some of the most well-known motel chains, though motels can be independently operated also.

Independent Hotel. A hotel that is independently owned and operated with no brand standards or guidelines.

Resorts. A resort is usually a destination that attempts to provide travelers with everything they need in one location: Accommodations, dining, drinks, shopping, and entertainment. Often located in popular vacation destinations, some resorts are all-inclusive, allowing travelers to pay one price for unlimited service.

Inns. An inn is usually much smaller than a standard or chain hotel. Often individually or family-owned, inns tend to offer a cozy, homey feel for their guests. Typically offering fewer in-room amenities than a larger hotel chain, you may find in-room coffee, Wi-Fi, or small breakfast options available at an inn. Many inns offer unique styles or decorations from room to room, providing guests with a unique experience.

Transit hotels. Transit hotels, also called airport hotels, appeal to travelers with a flight to catch. Transit hotels are located inside of an airport, typically close to a terminal and within a security checkpoint. Passengers facing long flights, or international flights, are able to check in and get some rest at transit hotels in between trips or during lengthy layovers.

Conference or convention center hotels are characterized by their combination of guest rooms and meeting space. These properties are designed to host large events and provide a wide variety of event options to accommodate different setups, entertainment opportunities, A/V equipment, and breakout needs. These types of hotels specialize in accommodating everything needed at a conference: The event location, overnight rooms, food and beverage services, and transportation. They typically hold thousands of feet of flexible event space and are frequently found in larger cities or popular business destinations.

Extended-Stay Hotel is designed for people who need a place to stay for several weeks or months, extended-stay hotels provide guestrooms with full kitchens and more spacious layouts than a standard hotel. Some extended-stay hotels also offer laundry events and social events.

Boutique hotels are typically much smaller than the average chain hotel. Usually made up of 100 guest rooms or fewer, you can expect to find boutique hotels in exciting locations or near popular destinations, such as an urban city center or hip shopping district. Boutique hotels can be independently operated, or part of a chain, but they tend to cater to a specific audience, offer a unique style, and provide thoughtful services.

Bed and breakfasts. Typically smaller, privately-owned properties, the bed and breakfast is a favorite accommodation among travelers looking to experience the intricacies of a destination. Known for providing a bed, as well as food services (most commonly breakfast), many “BnB’s” are operated by live-in innkeepers. The owners often live somewhere on-property or nearby, operate the property themselves, and may even prepare meals for travelers.

Apart-Hotel also known as a condo hotel, apart-hotels are made up of apartment-style units which can contain full kitchens and several bedrooms. Apart-hotels offer all the services of a hotel, like a front desk and housekeeping.

Hostel. Popular among young budget travelers, hostels offer beds (usually bunk beds) in shared dormitories with shared bathroom facilities. Other on-site amenities can include lounge areas, bars, games, restaurants, and self-service laundry.

Casino hotels are in casinos. They typically offer overnight guest rooms, access to an in-house casino, and often include a variety of restaurants, bars, activities, and shopping options for guests.

Gastro hotels perfect for gourmets, gastro hotels concentrate on the provision of overnight travelers' accommodation coupled with fantastic food. Gastro hotels are generally on the smaller side with less than 50 rooms.

Heritage hotels. Travelers seeking to immerse themselves in local culture or explore the history of a region may choose to stay at a heritage hotel. These types of hotels are usually located in historic areas or are directly related to major events that have shaped the local culture. Because of the age of many original structures, some heritage hotels are remodeled versions of castles or ancient temples.

Unique concept hotels. An exciting, fun, and unique type of hotel, concept hotels allow travelers to fully immerse themselves in one-of-a-kind experiences. Concept hotels include ice hotels, underwater hotels, and just about any other unique property you can think of. (Cvent.com 2021)

1.2.3 Hotel room types

In hotels the rooms are categorized and priced according to the type of bed, number of occupants, number of beds, decor, specific furnishings or features and nowadays special even the special theme available in the room.

Room type definitions in the hotel industry:

- Single: A room assigned to one person. May have one or more beds. The room size or area of Single Rooms is generally between 37 m² to 45 m².

- Double: A room assigned to two people. May have one or more beds. The room size or area of Double Rooms is generally between 40 m² to 45 m².

- Triple: A room that can accommodate three persons and has been fitted with three twin beds, one double bed and one twin bed or two double beds. The room size or area of Triple Rooms is generally between 45 m² to 65 m².

- Quad: A room assigned to four people. May have two or more beds. The room size or area of Quad Rooms is generally between 70 m² to 85 m².

- Queen: A room with a queen-sized bed. May be occupied by one or more people. The room size or area of Queen Rooms is generally between 32 m² to 50 m².

- King: A room with a king-sized bed. May be occupied by one or more people. The room size or area of King Rooms is generally between 32 m² to 50 m².

- Twin: A room with two twin beds. May be occupied by one or more people. The room size or area of Twin Rooms is generally between 32 m² to 40 m².

Studio: A room with a studio bed- a couch which can be converted into a bed. May also have an additional bed. The room size or area of Studio room types is generally between 25 m² to 40 m².

- Mini Suite or Junior Suite: A single room with a bed and sitting area. Sometimes the sleeping area is in a bedroom separate from the parlour or living room. The room size or area of Junior Suites is generally between 60 m² to 80 m².

- Presidential Suite: The most expensive room provided by a hotel. Usually, only one presidential suite is available in one single hotel property. Similar to the normal suites, a presidential suite always has one or more bedrooms and a living space with a strong emphasis on grand in-room decoration, high-quality amenities and supplies, and tailor-made services (e.g., personal butler during the stay). The room size or area of Presidential Suites is generally between 80 m² to 350 m².

- Apartments / Rooms for Extended Stay: This room type can be found in service apartments and hotels which target for long stay guests. Open kitchens, cooking equipment, dryer, washer, etc. are usually available in the room. Housekeeping services are only provided once in a week or two times in a week. The room size or area of Serviced Apartments is generally between 96 m² to 250 m².

- Connecting rooms: Rooms with individual entrance doors from the outside and a connecting door between. Guests can move between rooms without going through the hallway. The room size or area of Connecting rooms is generally between 30 m² to 50 m².

- Accessible Room / Disabled Room: This room type is mainly designed for disabled guests, and it is required by law that hotels must provide a certain number of

accessible rooms to avoid discrimination. The room size or area of Accessible Room Types is generally between 30 m² to 42 m².

- Executive Floor/Floored Room: A room located on the ‘executive floor’ which enables convenient access to the executive lounge. Besides, some hotels also provide ‘female executive floors’ with their rooms assigned to female guests only due to safety and security reasons. The room size or area of Executive Floor is generally between 32 m² to 50 m².

- Smoking / Non-Smoking Room: Many hotels provide both smoking and non-smoking rooms for their guests. In order to minimize the effects of secondhand smoke exposure on non-smoking guests. The room size or area of Smoking / Non-Smoking Room is generally between 30 m² to 250 m².

When assigning the guest room before the arrival of the guest the front desk agent must be aware of guest room characteristics for each room type available in the hotel. Also, not to forget any guest specific request or room specific request requested by the guest for room away from the elevator, King bedded room, twin bedroom, non-smoking room etc. (Setupmyhotel.com 2015)

1.2.4 Hotel amenities

When it comes time to book a hotel, a hotel's amenities are those little extras that make guest stay much more enjoyable. When guest book a hotel, it's not just about finding a place to sleep. It is a matter of providing a getaway, with the characteristics that will allow them to remain an enjoyable and memorable experience. The range of services, hotel offer to their guests, and the quality of those services, is obviously crucial to the success of hotel business. This makes amenities an ever-consuming consideration. The amenities come in all shapes, sizes, and functions. The form the amenities at the hotel take will depend on what demographics they target, what hotel guests are asking for, budget, and competitive within the local market.

Hotel amenities can make or break the stay for a guest and can be the reason they leave positive feedback or even choose to book in the first place. It's vital to make the right choices around what amenities hotel install in their rooms or around your property.

The majority of guests will nominate cleanliness as their number one requirement when staying in a hotel room. Even years prior to COVID-19, some studies found 97% of guests considered cleanliness the most important factor. No amount of fancy, convenient, or luxurious amenities will make them look the other way if they're dissatisfied with the quality of their room. Another related factor is that guests today see a feature like Wi-Fi as a given, not something they should pay for or sign up to a loyalty program to access.

Hotels should always make it a priority to match the amenities they offer to the travellers they are targeting or expect to visit hotel. If hotel provide guests with everything they want, their perception will be that they've had the perfect stay, resulting in better reviews, higher demand, and a chance to raise your rates.

Some general ideas for amenities at the hotel:

- Exercise facilities for guests who like to stay active while traveling. If you're not a hotel who can provide a gym space, maybe you could still offer exercise equipment such as weights or resistance bands in guest rooms.
- White goods such as a microwave or refrigerator. If guests go out to dinner or go shopping, they may have food and supplies they want to reheat or store safely in their room. This isn't fancy, but it's super convenient.
- Various appliances such as hair dryers, hair straighteners, irons and ironing boards, and a surplus charging outlet. Perhaps you also have phone chargers or toothbrushes available on request for those forgetful guests who packed in a rush. Again, not fancy, but a convenient guest will really appreciate.
- Spas, pools, saunas, and bars – most guests are excited to relax and unwind while at the hotel. Being able to sit back and enjoy their time will have them in a great frame of mind.
- Creating packages with a choice: To really give guests what they desire, offer them a shopping cart experience when booking. E.g., lets them upgrade to a room with a balcony, choose what floor their room is, what they specifically want stocked in their mini-bar or fridge, choice of pillow and mattress firmness etc.

- Surprise and delight guests with novel touches. Try to partner with a local retailer and give guests a product in their room. This might be a pair of running shoes to go exploring, hats and beach towels, or a backpack.

Hotels need to list out the defining qualities of their property and make sure their amenities align with them. This will ensure the guests hotel want to attract will be more likely to book and provide positive reviews. At the end of the day, hotel want to give their guests the perfect experience, and that begins with winning the right ones over. Setting expectations and marketing effectively is a crucial first step to hotel amenities being a successful feature of the property.

1.3 Hospitality trends and modern hotel marketing in America.

The hotel's customer service is the care the hotels give the guests before, during and after their stay. Because hotels are highly reliant on loyal customers and good word-of-mouth marketing, hotel customer education is an integral part of a hotel's customer service strategy. It's hard to get it right, but it's going to bring people back and forth. Not so long ago, people booked hotels without knowing a lot about them. Without this support from review sites and social media, most people had to settle for travel guides and hotel marketing to decide where to stay. If they had a negative experience, they probably wouldn't be there anymore, and perhaps telling a few people, but that would be it. Even hotels that offered good service had the luxury of making a mistake occasionally without having to worry about the long-term implications.

Along with everything else, the Internet has changed that. Now anyone can search on-line for a hotel name, browse review sites, and ask their friends for recommendations on social media. Negative comments about hotels can be broadcast online and shared with millions of people before the hotel even realizes that something went wrong. Now more than ever, the hotel's customer service should provide every guest with a great experience or run the risk of a very negative attention. Customer service is at the heart of the hotel industry. It is the service that makes or breaks a hospitality business. Guest expectations for services change, but the main rules or means for excellent customer service in the hotel industry remain virtually unchanged.

Understand who your customers are. Using tools like sign-in forms, surveys and email lists, hotels can create experiences that meet their customers' needs. Are they in a hurry and need quick check in and check out, or do they want to take their time — and have a chat about the best local places to eat? Hotels will never know unless they endeavor to find out. Really getting to know your guests will help to provide a better customer service experience. A hotel brand must understand what its customers truly want to offer the right type of service. Only then can employees go above and beyond what customers expect to provide memorable service.

Make customer service easy. Understanding the most frequent requests allows these requests to be responded to in a timely manner. If a hotel knows that many people will ask for an extra blanket or towel, provide easy to find instructions in the hotel room for the best way to make those requests. Similarly, email receipts sent to guests who've checked out should include instructions on how the best way to dispute billing charges. No one likes to deal with matters like that, but a little work in advance can make things much less painful.

Put a heavy focus on hotel customer service training. Hotel staff are the face of the brand. However, we cannot expect them to know what this means. They must be trained on everything from the brand values of the hotel to the right way to efficiently solve customer service problems. Of course, training goes far beyond the initial employee handbook and video courses. Training is a continuous process for all members of the business, including hotel directors. Occasionally, you can take advantage of hotel industry training retreats, coaching sessions and events to help your team grow. It can also be helpful to put a secret shopper program in place to get an unbiased look at your service standards. And to make things a bit more exciting, consider setting up some sort of competition with rewards for employees. For example, the one with the most customer service points for that month (how you define and track that is up to you), could win a gift certificate to a local restaurant.

Get to know the local deals. The best service for hoteliers does not exist in a vacuum. A lot of hotel customers want to experience the local region. And when they enjoy doing other things during their stay, they will be positively associated with their

trip as a whole. Hotel can partner with local businesses to provide discounts and gift certificates on the kinds of experiences people remember. Whether it's a complimentary coffee shop down the street or a discount on whitewater rafting trips, guests will appreciate the service. Also, don't just stick coupons and deals on a shelf in some corner of the lobby. Instead, staff can actively ask customers what they are interested in doing and see if there is a low-cost service that could complement this. Local businesses in your area are also looking forward to the partnership.

Use omnichannel communication. The hotel's CRM software must be incorporated with each channel that your guests can contact you through. Therefore, when speaking with an agent prior to booking online, this interaction should be synchronized with the internal profile you have on the customer. Upon arrival, the front desk should have access to their information so that they are aware of any problems or questions they have asked between reservation and arrival. That way, the hotel front desk agent can check in with them personally.

Ask the right questions. It makes it easier to provide the best hotel guest service when you have the right information. Customer surveys are valuable in many ways, but it's also important to ask the right questions at the right time. An e-mail survey after the visit is a good opportunity to get feedback on the guest's trip. You can make post-stay surveys more engaging for customers by offering gift raffles for their entry. For example, you could offer a discounted room rate or an upgrade on their next stay. This lets guests know their feedback is important.

Don't neglect the face-to-face checkout conversation. Work on a couple of questions that the customer is not waiting for. "How was your stay?" doesn't count. You'll just get a formulaic response. After that, ask something like, "How would you feel if our hotel was unavailable in the future?" This question flips things upside down, and you'll get to hear what guests really appreciate about your business. Another good question is, "What's the one thing you look for most when booking a stay?"

1. **Happy guests start with happy employees.** If your team members feel like they are just going through the motions and reading from a script, the guests will know. One of the most important things is making sure that your employees feel

empowered in their roles, regardless of what they do. Then you can rest assured that your hotel guests will have positive experiences, whether they come across the pool attendant or late-night room service staff. Any team member should be able to let go of what they are doing to help a guest or connect them to the right staff member. There is always space for investment in the hotel's customer service. With all the options available to travelers, negative feedback can influence customers to take their business away. And you don't need a huge budget to do beautiful things for customers that are going to make an impression. The main idea of great customer service is to find creative ways to give hotel guests a customer service experience they will remember. (Make it nice. The field manual 2018)

1.3.2 Role of philosophy in Hospital Industry.

The philosophy of the hotel industry is essentially related to service to the people. In hospitality - a broad commercial segment that includes restaurants, hotels, amusement parks, cruise lines and more - guests represent the key component that enables a company to reach its goals. A strong service-based philosophy, consistently demonstrated by service providers, guides, front-line staff in their efforts to achieve customer satisfaction and, ultimately, the success of the company.

Giving customers what they need is just the start of a hotel philosophy. It is essential to be responsive to client needs and expectations, and then to provide a service that goes far beyond those requirements and assumptions. The Disney Corporation, for instance, has reached a peak in customer service, refining the process of discovering what people need and want, and then providing more. Disney's service philosophy dictates the training of its staff to overcome the stereotypes that customers can perceive about amusement parks, as well as to exploit the emotions of visitors to generate a happy experience.

A written hospitality philosophy - one that is posted and read by both employees and guests - could be thought of as simply a reminder of the service belief a business possesses. It is meaningless unless it manifests itself daily in the actions of the company partners towards the guests. For example, a plaque on a wall asserting incredible

customer service from hotel staff has no bearing on a customer interaction that has plunged into the depths of antagonism. The behavior of employees, conditioned to support a written philosophy, is the vital element in the established convictions of a host company.

A significant hospitality philosophy is exemplified by people actively seeking ways to surprise and delight customers with first-class service. According to BusinessKnowHow.com, Ritz-Carlton hotels are an artistic way of serving customers. For instance, a couple stayed in a Ritz-Carlton for an anniversary weekend. The hotel staff discovered the reason of the guests' stay and made a special birthday cake and unexpectedly delivered it to the couple's room. A service philosophy that allows employees to demonstrate this level of client satisfaction also results in repeat business.

Hotel businesses maintain a vibrant philosophy by keeping a pulse on what guest's value, which may involve simply asking visitors for feedback through printed or online assessment forms. According to Hilton Hotels' Jim Hartigan, senior vice president for customer, quality, and performance, "If an internal survey of hotels scores less than a 9 on a 10-point scale, there's work to be done". Efforts to engage guests and enhance client satisfaction ensure the integrity of an establishment's service philosophy.

1.3.3 Modern hotel marketing and hospitality trends in American hotel industry

Hotel marketing is a framework term, which refers to the various marketing strategies and techniques that hotels use, in order to promote their business and make a positive impression on customers. Essentially, this is about making a hotel as attractive as possible, in order to attract as many customers as possible. Hotel marketing plays a key role in helping hotels attract reservations and optimize their revenue. For the most part, hotel marketing messages are how customers will become aware of the hotel and also how they will understand values and unique selling proposition. In the hospitality sector, competition is one of the greatest challenges for individual hotels. Hotel marketing is essential, as it is the way hotels can promote their property, highlight its unique features,

ensure it stands out from rivals, and establish the benefits of staying there. To optimize marketing, it is necessary to be aware of the latest hotel marketing trends for 2022.

The COVID outbreak has had a major impact on the hotel industry, as hotels are forced to contend with new legal requirements, changing customer habits and behaviors, global travel restrictions and the economic fallout. Highlighting safety in hotel marketing and guest communication is one of the biggest trends within hotel marketing is linked to the increased need to highlight safety measures and hygiene within hotel marketing content and guest communications. After all, travelers need reassurance that hotel are taking the threat of COVID seriously and taking steps to protect their safety. Hygiene measures and safety policies are at the very forefront of customers' minds when making booking decisions and how well hotel communicate the steps you have taken can easily be the difference between generating sales and failing to do so. Hotel efforts need to be communicated on their website, on third-party platforms, in emails and elsewhere.

Shift from international to local travelers is another hotel trend to be aware of is an increased focus on local guests, as opposed to international ones. This has been primarily influenced by travel restrictions during the COVID situation, which has either prevented travel or enforced quarantine requirements for travellers to and from certain countries. Many hotels have responded by switching their marketing efforts to target local customers, or at least customers from neighboring countries. This may mean highlighting different aspects of your hotel, such as gym facilities, Wi-fi access and the ability to carry out remote work from your hotel rooms or from dedicated work areas. Some hotels have also explored services like food delivery, and you could potentially make your hotel stand out here by delivering a dining experience to people's doors through additional services, like QR code Spotify playlists.

Customer experience marketing refers to a collection of hotel marketing strategies that are based on the experience that customers have during their stay in a hotel or interact with a company. It's based on the notion that hotel guests don't really pay for products or services; they pay for experiences. Hotels can improve the customer experience in several ways, such as through delivering excellent customer service, offering unique features in hotel rooms and providing a superior range of facilities for guests. By focusing on

marketing efforts on experience, hotels can truly capitalize on why people stay in hotels in the first place.

Voice Search. Over the past few years, voice search has emerged as one of the most important hotel marketing trends and there are a number of hotel marketing strategies that can benefit from it. For instance, using smart home devices, it is now possible for customers to book hotels entirely through voice commands and hotels should capitalize on this.

Furthermore, voice search possibilities can also be implemented in hotel rooms and then promoted to attract guests. This can be achieved by including smart speakers or smart hubs in hotel rooms, allowing guests to use them to obtain the latest tourist information, or to book hotel services from the comfort of their room.

Improve Guest Experience & Satisfaction Through Chatbots. Customers tend to have high expectations in terms of online customer service, anticipating quick responses to questions, and that's where chatbots can be of great value. A chatbot can be configured to answer common questions, push your key marketing messages, increase direct bookings, and even guide clients through bookings.

Some of the main benefits associated with chatbots include the ability to respond to customers even when staff are unavailable, as well as automatic language detection and communication in multiple languages. Chatbots can also continue to communicate with clients throughout their journey, including through the follow-up phase.

Artificial Intelligence (AI). Interacting with customer service is an important part of the modern hotel marketing mix, and artificial intelligence can play an important role. For example, chatbots powered by artificial intelligence are one of the best ways to ensure that customers receive prompt responses via live chat features on hotel websites, 24 hours a day, eliminating slow response times.

But the use of AI in the hotel industry goes far beyond that. For instance, AI can help hotels better separate customers, contributing to personalization marketing efforts. It can also accelerate data analysis, while AI-based client service robots can be deployed at hotels.

Influencer Marketing. Influencer marketing refers to the practice of reaching out to those with a significant online presence and using their influence to disseminate marketing messages to a particular audience. Influencers tend to have established audiences, which may be made up of a particular demographic group, and their audiences will generally respect their perspectives.

In some ways, influencer marketing is like the way celebrity endorsements work, with the audience, trusting a business or brand, because of its association with someone else they trust or admire. Hotels can join forces with influences to create video content, social media messages, written content, or other forms of online marketing.

User-Generated Content. As far as the hotel industry is concerned, user-generated content refers to on-line content created and shared by customers. Examples of this range of customer reviews and video blogs, at the hotel pictures or holiday pictures. User-generated content is most shared on social media, or via personal blogs.

This type of content has the advantage of originating from real customers, rather than a brand, increasing public confidence. For hotel marketing strategies to truly harness the power of user-generated content, they must provide opportunities for it to be easily created and shared, with digital photo booths being one such example.

Personalization Marketing. The idea behind customization marketing is to provide more targeted promotion content to individual users. It is a technique that relies heavily on the collection of user data, and the primary advantage of personalization marketing is that the promotional content that is seen by customers is more relevant to them as individuals. Personalized marketing can take many forms, including smart product recommendations provided on the Internet or personalized e-mail marketing campaigns. Content can be adapted by obtaining personal contact information but can also be targeted to specific users according to their web browsing habits and social media activity.

Augmented reality is somewhat like virtual reality technology, but rather than entirely altering a user's surroundings, it works by overlaying information onto real-world environments – usually through a smartphone or tablet. The tech itself has become mainstream thanks to popular applications like Pokemon Go.

Nowadays, augmented reality marketing is one of the largest trends in hotel marketing. Specifically, the promotion of AR features can help a hotel stand out from rivals. An example of its uses would be the inclusion of interactive wall charts in rooms, which can provide users with tourist information when they target a smartphone at their own.

Video marketing is one of the strongest hotel marketing strategies, helping to target marketing messages to potential customers in a way that suits them. Video content is particularly popular on social media platforms and can combine visual and audio elements.

The range of options available to marketers is almost infinite, from live streams of hotel business to promotional videos highlighting the characteristics of the hotel, and conversations with customers, sharing their experiences. The increasing prevalence of 360° video also opens more and more opportunities to fully immerse audiences.

Remarketing is a way for hotel managers to connect with users who have previously visited their website or interacted with their brand on social media. It can be particularly beneficial for hotels, because the search shows many people start making a hotel reservation, before stopping. Perhaps it is because they are distracted or because they want to do more research.

Remarketing allows these users to be targeted with specific marketing messages, such as an image of the exact hotel room they were booked, reminding them of their interaction. A major advantage of Remarketing over other forms of digital advertising is that hotels already know these users have shown some degree of interest.

The hotel industry is incredibly competitive, and that's why hotel marketing is so important. As a result of hotel marketing trends, hotels can reach their customers in a number of ways, with a diverse range of marketing messages, maximizing their chances of obtaining bookings and reaching revenue targets. (Refine.com 2021)

Online marketing. Hotel marketing is now conducted primarily online, as consumers no longer rely on offline advertising such as billboards, posters or television and radio ads. In the past, the equation was much simpler, but over the past few years, the

complexities have exploded. Firstly, just the concept of online hotel advertising, and now there are myriad ways of exploring this option and executing strategies.

With social media becoming so important in the everyday lives of consumers, there is no doubt that it presents a significant opportunity for hotels to capture the attention of potential guests. Social media threads are now part of most people's daily lives, no matter where they are or what they do. Not all content will be of interest to them, but travel content will probably do so because it stimulates the imagination of your guests. Used in a creative way, travel content on social media can have a teleportation effect on viewers, prompting them to leave for their own trip. Social media also provides hotel company with a range of options when distributing their content, which means strategy and targeting uses are becoming extremely valuable.

Marketing hotel on Facebook. Engaging with travellers on Facebook has never been easier or more valuable. Consider these statistics:

52% of social media users said their friends' photos inspired travel plans;

76% post their vacation photos to social media. During research, 55% liked pages relating to the trip they were planning; 69% of ads use images while 18% of ads use video.

Before hotel can influence travellers on Facebook, they need to grow own following. Hotel could accelerate this process through paid advertising, but they should grow audience 'organically' as much as possible. To get more likes through organic traffic there are a number of things your hotel can do on Facebook. Take note of these quick wins:

- Invite contacts and friends - people you already know will be more than willing to support you and you can quickly bolster your likes this way. You can even use the 'Build your Audience' feature to import all your email contacts and invite them to your page.
- Add links to Facebook on your website and emails - this is a simple way to give your Facebook page more exposure, especially to potential guests. Always ensure your links are correct and functional.

- Put up signs - this is as simple as putting small displays on tables, on the front desk, or in rooms inviting guests to like you on Facebook. You could even add links on the bottom of receipts.
- Offer incentives and host contests - even something as small as a free coffee will encourage guests to visit your page. This will give them a chance to look at your posts and like your page. When it comes to competitions, make sure one condition of entry is that people like your page.
- Post good quality content consistently - follow the 80/20 rule: 80% of posts should be about the local area and only 20% should be about the hotel itself. Use Facebook Insights to see the type of content your fans enjoy, and post between three and 10 times per week.
- Cross promote your page on other social networks - if you have Instagram, Twitter, Pinterest or other social media accounts for your hotel, post a frequent call-to-action for those users to jump across and like your Facebook page as well.
- Fill your profile page with searchable information - add as much information as possible to your profile page and add as many relevant categories as possible to your page. This information helps Facebook serve up your page to people in various ways across the site. It's also good for search engine optimization so use plenty of relevant keywords.
- Thank you, messages - when people sign-up for your local tour guide or fill out your contact form, redirect them to another page thanking them for getting in touch. Add some text and a Facebook button to the page asking them to join you on Facebook, while you have their attention.
- Engage on posts that mention your business - if another local business or organization mentions your hotel in a post on their Facebook page and tags your page, thank them, like the comment, and join in with the conversation. Facebook is a community and so a sharing mentality here will serve you and your hotel well.

Marketing hotel on Instagram. Instagram is one of the most effective social media marketing platforms available to hotel owners in today's social and digital environment. In fact, Instagram now has more than one billion users.

It offers a simple, clean feed, it's completely mobile, and it makes everything look great.

And the good news for hoteliers is that it's particularly popular with travellers and holidaymakers. Marriott Hotels' Instagram account has 287,000 followers while Hilton Hotels & Resorts has 226,000 followers, and IHG's InterContinental brand has 146,000 followers.

Some noteworthy observations of Instagram include:

- Advertising for brands is available

Recently there's been a rollout of advertising for brands on Instagram. Many pages already have the action buttons to 'Call', 'Email' and 'Get Directions'. Now select businesses will be able to include 'Book', 'Get Tickets', 'Reserve', or 'Start Order'. As for direct messaging, businesses can now see important new customer messages in their main inbox, instead of in the pending folder. They can also mark messages with a star and filter conversations to make it easier to follow up with enquiries.

- A Facebook-style news-feed algorithm

Gone are the days when Instagram was a free-for-all: based purely on chronological order. Instagram itself says you can now 'see the moments you care about first', through the help of a highly complex algorithm determining which content Instagram believes a user would like to see. This is based on:

- 1) Likely you'll be interested in the content
- 2) Your relationship with the person posting
- 3) Timeliness of the post

If hotels provide the high quality, aspirational content that Instagram users are looking for, the Instagram algorithm could actually be highly advantageous.

- Instagram is growing in popularity with older users

Don't assume that Instagram users are outside your target demographic. Although skewed towards the young, it is growing in popularity among older age groups.

In simple terms, here are some ideas to help your hotel create Instagram posts.

1) Highlight your hotel's facilities.

Instagram allows you to create a lifestyle around your hotel. Make each post complement your overall brand story. Share content that will boost your property's urban image or confirm your hotel as a peaceful retreat. Highlight your facilities, but keep content attractive and entertaining to show the dynamic life at the hotel and capture its atmosphere.

2) Give your staff selfie missions.

Go behind the scenes to give followers a glimpse of the hard-working staff that help make a guest's stay as stress-free and fun as possible. Share images of new menu items being prepped in the kitchen, staff interacting with guests, and guests enjoying themselves (ask permission first). Staging selfie spots is quite popular and gives guests an easy option to photograph and share their own images.

3) Go beyond your hotel.

Promote your destination by sharing content of your local neighborhood, scenery, and attractions, to give followers a sense of place beyond the hotel. Engage with the posts of other travel operators in the area. When uploading imagery, be sure to use the photo map feature and specify your location so that photos are searchable.

4) Use hashtags.

Hashtags will make your content searchable. They are important on Instagram because you can't add links to the posts. Instagram users often hashtag brands in the hope of getting a response. Search for people hash-tagging your hotel, like and comment to create a conversation. Create hashtags for your hotel and campaigns and include them in posts. Start with three or four per post and ramp up.

Marketing plays an important role in maximizing reservations and revenues. This is the primary means by which those in the hotel industry can reach potential customers, by transmitting their unique selling proposition and brand values.

Hotel marketing encompasses a huge array of topics, skills, and strategies that hoteliers need to be aware of – and also master – if they want to succeed in optimizing the success of their hotel business and attracting as many travellers as possible. Effective hotel marketing means that prospective customers and guests will be impacted by their brand where and how they choose to search, plan, and book their trip. The modern path to purchase for travelers is now so broad, hotels must put far more emphasis on exactly who they are trying to catch in their net. (Siteminder.com 2021)

1.3.4 Hotel and hospitality trends of 2021

In general terms, hotel industry trends or hospitality trends generally look at new consumer behavior, new technology, and the new business theories that are powered largely by the former two factors. Sometimes, though, the more things change, the more they stay the same. In the next five to 10 years much might change within the hotel industry, but the core values of hospitality to deviate.

The 2020 was completely different than any other, bringing a plethora of contrasts to the industry by comparing hospitality to the previous era. As a result, trends need to be reviewed and put into perspective. COVID-19 has created confusion and ripples in the hospitality area, as have seen with previous crises. Regardless of the adverse effects that have taken place, there are always new opportunities.

Implementation of well-developed protocols that allow clients to feel safe and not worry about their health. Steps that the hotel can take directly include - be there every step of the way, outlining every step of the customer journey from when the booking is made until they arrive home safely again. For example, booking confirmation email (containing all the safety measures taken at the hotel). Include any relevant information from check-in information to cleaning protocols, and even activities that guests can safely do around the hotel. Any doubts about hotel safety standards could mean

the difference between a cancellation or successful hotel stay, at any point after the booking has been confirmed.

Smart hotels. Incorporating the Internet of Things (IoT) into a property is something that excites guests. It offers them a high level of convenience and efficiency, and also a sense of luxury. People are starting to incorporate tech like this in their own homes so the demand for it in hotels is sure to increase.

Sustainable hotels. Generally, society is becoming more environmentally conscious as it becomes clear sustainability is an important issue. These changing attitudes are filtering into the way travellers choose their hotel. Sustainable hotels look at eco-friendly construction, energy saving, waste management as priorities.

Robot staff. Some travellers may find it confronting to be served by a robot, others may welcome the chance not to have to interact with humans when staying at their hotel. More and more hotels are using robots in some capacity, to help automate check-in and check-out, carry luggage and acts as concierges, or for room service.

Virtual Reality and Augmented Reality. These technologies are no longer the niche segments they once were. Extremely popular already in gaming and entertainment as well as attractions, they can also be quite useful to hotel customers. Virtual reality replaces the real world with visual and audio input while augmented reality layers virtual elements onto the real world. Customers who want to try before they buy can take virtual tours of your property and even parts of the destination. With AR, a hotel might use something like an interactive map to provide information to guests.

Unique brand experiences. Many hotels are now starting to differentiate their brand by doing something unique with the way they design, layout, or outfit their property. Travellers are looking more and more for cool, experiential hotel stays so anything a hotel can do to provide a novelty factor is going to be at an advantage.

Many trends reshape the industry and become an integral part of it, continuing to grow over time.

Sharing economy. Airbnb represented a major disruption in the travel industry and it certainly stuck – but it didn't kill hotels either. Just as Uber hasn't killed taxis. Rather, it's contributed to a growth in the industry, which can only be a good thing.

Online travel agents. Clearly, OTAs have changed the whole hospitality landscape. They made it so much easier for travellers to find and book hotels, and much easier for hotels to reach target audiences. Hotels were able to brand building and occupy their rooms like never. It did come at a price however, with hotels needing to pay OTAs for the privilege of accessing their guests. These days, OTAs are a necessary part of a hotel's sales and marketing strategy.

Digital guest experiences. Digital marketing has been a way to reach travellers for a while, but it continues to grow. The customers themselves are interacting with digital experiences more than ever before and are now expected to be communicated to via digital formats. Apps are seeing a huge rise in usage and there are a lot of ways hoteliers can use apps to manage the relationship they have with prospective and existing guests.

Boom of global tourism. Global tourism has grown steadily year on year, especially as more nations become developed and low-cost carriers have enabled people to cross the world at a reasonable price. Travellers from locations like Korea, China, and India now represent a large body of potential guests for hoteliers. Their demand has a big impact on what the hotel offers.

Young markets. Young people have always had a sense of adventure and desire to travel. In today's climate they are a huge consideration for hoteliers. Generations Y and Z live for the opportunity to get away and undertake a life-changing or life-enriching experiences. They also bring a new focus to travel, with older generations thinking about hotels and car rentals while the younger group is starting to think about Airbnb and Uber.

Power of social media. Since the launch of Facebook and other social media platforms, the power to influence travellers has soared – and will continue. The number of media that can be pushed to global audiences is vast and extremely incentivizing. Brands can market much better and are constantly finding new ways to use social media to collect loyal customers. Meanwhile, when travellers share videos and photos of their trips with friends and family, this is one of the most impactful factors in inspiring others to take a trip. The other advantage of social media's growing dominance is that it makes your property available to travellers 24/7 with chatbots and automated messaging. Instagram is the place to be for hotels and travel brands given it has one billion monthly

users and 500 million users of stories each day. In addition, 2020 is set to see a mobile phone penetration rate of 73% amongst the world's population, strengthening the power of social media. (Siteminder.com 2021)

In a world so connected with business and economic ties, it only makes sense that globalization would have implications in the hotel industry. As globalization drives incomes in countries around the world, more people can afford to travel, which means that hotels face opportunities and challenges that come with accommodating new travellers from different places. Along with this rising middle class, increased income inequality further distances the highest earners from the rest. Luxury travellers continue to have an appetite for over-the-top experiences, so high-end hotels must continually come up with creative and innovative offerings to wow their guests.

CHAPTER 2

THE LEVEL OF DEVELOPMENT OF THE HOTEL BUSINESS IN UKRAINE.

The hotel business is an integral part of the hospitality industry and the tourism business. The evolution of the hotel business is directly related to the development of tourism and this unambiguous dependence can be confidently traced in the very concept of 'tourism'. This word came from the French language and entered modern usage relatively recently, replacing the concept of 'travel'.

To better understand, we should first consider the historical road of hotel development in Ukraine.

2.1 History and factors influencing the development of the hotel business in Ukraine

The development of tourism in the XIX century had a beneficial effect on the growth of hotel construction. The main center of development was Kiev. By the beginning of the XIX century, Kyiv, with its excellent natural and climatic conditions, favorable geographical position and rich architectural and historical heritage, had every opportunity

to become a large tourist center of Eastern Europe in the shortest possible time. To do this, it was necessary to realize the powerful local potential, attract outstanding architects of that time and rebuild the city center, creating one of the best hotel and entertainment complexes. With the opening of regular rail services (until 1889), these plans were implemented very slowly, and the hotel industry developed unilaterally. Of the large ones, only the "Green Hotel" stood out, built in 1803-05, owned by the Lavra and was the most popular in the 50s. XIX century.

With the advent of electricity and the construction of the first railways, the number of tourists who came to Kiev noticeably increased. The main tourist streams moved in three ways: along the Dnipro - by steamships, by rail and in stagecoaches. Kyiv was famous for its hospitality. There were enough hotels for everyone. Since the beginning of the XIX century. The construction of hotels in Kyiv did not proceed very rapidly, and 15 of them had been built by 1880. But the next 20 years were marked by a true flourishing of the hotel industry.

Before 1901, 64 hotels were built in Kiev, which could be conditionally divided into such large groups:

- 1) hotels located near the train station. There were four hotels and many furnished rooms;
- 2) super star hotels - "European", "Grand Hotel", "Hotel de France", "Continental", "Hotel-Savoy";
- 3) second class hotels. They could be used by people of average income. They were located on the central streets, which, unlike others, were paved, had electric lighting, and specially equipped parking for the crews. In 1913 there were 80 such hotels in the city.
- 4) "furnished rooms" - one of the types of the then hotels. They were located on all noisy streets, competing with first-class hotels, not inferior to them in service.
- 5) "courtyard", visiting and inns. Those who stayed in Kiev for a long time rented furnished rooms in private houses.

At this time, the rooms were equipped with the latest fashion, in which craftsmen from Germany and France were often invited. Hot water appeared in the rooms; it became fashionable to use various fragrant herbs. In all hotels, food was served to the rooms. In

the morning they were offered coffee, tea, or cocoa. Later - breakfast, which could be ordered in the evening or in the morning. Guests usually dined and dined in the restaurant. Each large hotel had a wine cellar, which was served to the client for free once a day.

In the XIX century. the construction of hotels was launched in the south of Ukraine. Odessa became a developed port city, which in 1817 was granted the right to use the 'free port' for a period of 30 years, then it was repeatedly extended until 1859. This contributed to the expansion of economic ties between countries and peoples, the revitalization of trade, the growth of the city and its population. All this led to the widespread development of the hotel industry. In pre-revolutionary Odessa there were 34 hotels and 6 inns. (Krul G. Y. 2011)

In the period 1926-1932 practically no attention was paid to the development of the hotel industry. Due to the difficult social and living conditions of the population, hotel funds were used for housing for workers and employees. However, from 1933 the situation began to change for the better. Construction of social, cultural, and household facilities began in large cities. In Kiev, 10 hotels with 694 rooms were restored and transferred for their intended purpose (hotels "Francois", "Hermitage", "Red Kiev", "Imperial", "International", "Grand Hotel", "Palace").

With the transfer of the capital of Ukraine from Kharkov to Kiev in 1934, new opportunities arose for social and cultural transformations in the city. In 1937, the First Congress of Architects of Ukraine took place, which discussed the issue "On the general plan for the reconstruction of the capital of Ukraine."

The Second World War caused enormous damage to the hotel industry in Ukraine. In Kiev, almost all hotels were destroyed.

In 1955, the new charter of Intourist was approved, which provided for the development of both inbound and outbound tourism, as well as the reception of foreigners who were sent in transit through the territory of the USSR.

Since the mid-60s, 40 tourist facilities have been built in thirty cities of the USSR: hotels, motels, campgrounds. In Ukraine, in the early 60s, the material base of Intourist was not sufficiently developed. In Kiev, Intourist owned the Hermitage and Ukraine

hotels; in Lviv - the ancient hotel "Georges", built in 1899; in Odessa - the hotel "Krasnaya".

In the 70s and 80s in Ukraine, the material and technical base of international tourism was rapidly developing. New hotels "Intourist" were built in Kyiv - "Lybid" and "Bratislava", in Kharkov - "Intourist", "Mir" and a motel "Druzhba", in Lviv - "Dniester", in Uzhgorod - "Transcarpathian", in Odessa - "Black Sea", in Zaporizhya - "Zaporozhye", in Poltava - motel "Intourist", in Chernivtsi - "Cheremosh", in Kherson - "Fregat".

The geography of inbound tourism has expanded both in the USSR as a whole and in Ukraine. The tourist routes included 18 new cities, including Khmelnytsky and Lutsk. At the beginning of the 80s. Intourist offered routes to 135 cities of all Union republics. Its own network of hotels, motels and campgrounds made it possible to accommodate 55 thousand guests and provide catering services to 74 thousand people.

The development of tourism infrastructure was facilitated by outstanding international events held in the USSR: the XXII Summer Olympic Games (1980), at the art festivals "Kyiv Spring", "Golden Autumn" - in Kyiv, "White Acacia" - in Odessa, "Crimean Dawns" - in Yalta.

In the post-Soviet period, since 1991, a rather difficult and painful stage begins in the domestic hotel business. With the collapse of the Soviet Union, a single economic and political space is violated, the process of privatization of state property begins, which also captures the hotel industry, the usual administrative and economic system is destroyed, most of the hotel enterprises are corporatized, some enterprises are transferred to collective and individual ownership. Against the background of such complex, revolutionary transformations, the profitability of hotel enterprises is catastrophically decreasing, the occupancy of the room stock is decreasing, the quality of the services provided is decreasing, and the staff turnover is growing.

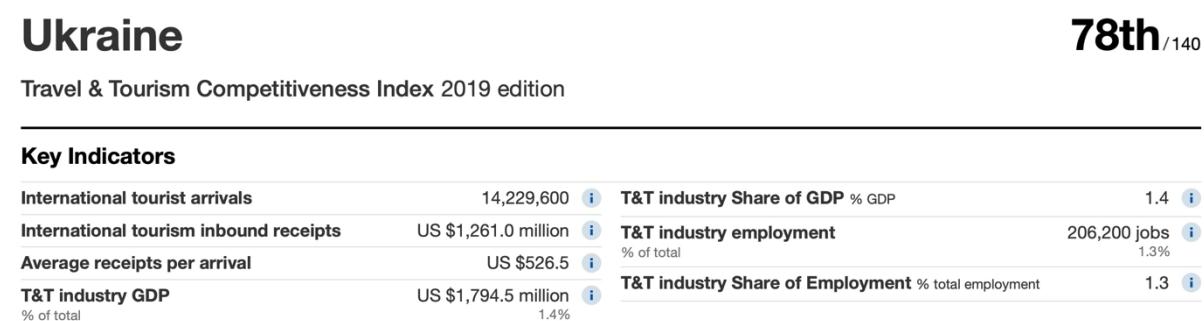
The hotel giants have found themselves in a particularly difficult situation. The hotel and tourism technologies formed during the Soviet period were designed for massive tourist flows based on subsidies from state public and trade union funds. The change in the socio-economic policy of the state, the transition to a system of market relations create conditions of fierce competition between hotel enterprises, in addition,

the aging of the material and technical base, lack of investment and a shortage of highly qualified personnel put many hotels on the brink of survival.

2.2 The current state of the hotel industry in Ukraine.

Currently, the tourism industry accounts for only 1.4% of Ukraine's GDP, and has considerable potential for further development (Fig.2.1). In 2019, more than 14 million foreigners visited Ukraine, and the average check for their stay in Ukraine was \$ 526. (Report.org 2019). In our country, tourism is practically not considered as a serious factor in the formation of economic policy at the national level - the Ukrainian tourism sector does not receive rapid systemic support from the government, as an example in neighboring countries and the EU.

Fig. 2.1 Ukrainian travel and tourism competitiveness index 2019



Sources: World Tourism Organization (UNWTO) and World Travel and Tourism Council (WTTC)

The market for a new high-quality supply in the hotel segment of Ukraine began to form in the early 2000s. However, the financial crisis of 2008-2009. led to the 'freezing' of a number of projects, to which they gradually began to return only in 2010-2011.

In 2010, 1,731 business entities worked in this industry. The total volume of services provided exceeded UAH 1.2 billion, including from domestic tourism and excursion activities - UAH 0.5 billion, inbound tourism - UAH 0.3 billion, outbound tourism - UAH 0.4 billion.

As of January 1, 2010, there were 1,731 hotel enterprises and 20,296 health resort establishments in Ukraine. According to the estimates of representatives of the World Council, the total contribution of the tourism sector to Ukraine's GDP in 2012 amounted to UAH 92.1 billion. At the same time, direct expenses of tourists amounted to UAH 24.6 billion, or 26.7%, the indirect contribution of the tourism sector to the economy amounted to 56.4% or UAH 51.9 billion, the induced contribution was 16.9% or UAH 15.6 billion. The share of the tourism industry in GDP was 1.5-2.5%. (Travel&Tourism 2011)

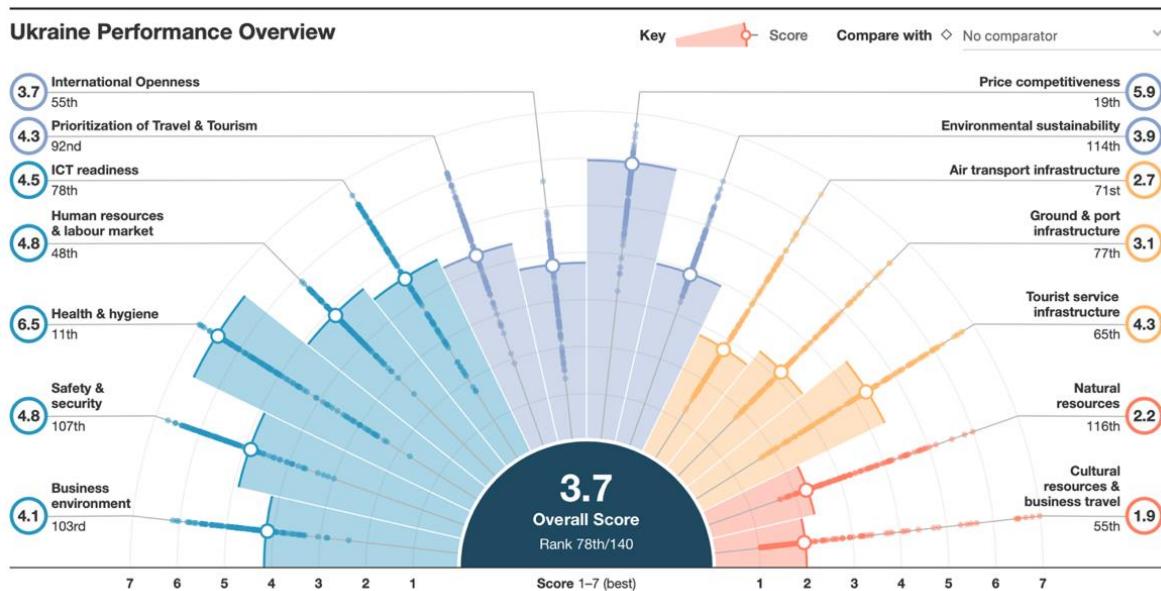
At the beginning of 2007, Ukraine and Poland won the competition to host one of the world's largest sporting events - the European Football Championship Euro 2012. This stimulated the rapid growth of the hotel business: 2007 was the first year when the number of hotels exceeded the 1995 indicator and grew by 12% compared to 2006. According to the State Statistics Service of Ukraine, the number of foreign citizens visiting Ukraine in 2007 increased by 22% compared to 2006, and for the first time the number of visitors exceeded 20 million.

The European Football Championship has had a greater impact on tourism and hospitality in the cities hosting Euro 2012. Since 2011, many "frozen projects" that were suspended due to the crisis have resumed. According to the data of the ArtBuild hotel group, at the beginning of 2012 there were about 100 hotels in Kyiv. However, only 28% of Kyiv hotels were new or they had major renovations, while 72% of hotels remained old and needed a complete renovation. The most developed part of the hospitality market is represented by 4 - and 5 - star hotels. 4 international hotel chains operate in Kyiv. At the beginning of 2012, the coefficient of hotel rooms in Kyiv per 1000 citizens of the population was 3.2; while this figure in Bucharest was 5.2, in Warsaw - 7.5, in Vienna - 10.1 and 16.8 in Berlin.

In the Ukrainian cities that received the Euro 2012 games, the hotel market was oversaturated in the following years. By the time of the championship, the number of rooms in the host cities had grown at a rapid pace, but the demand for rooms, if it increased, was quite insignificant. So, in Kharkiv, the total room stock of all operating hotels in the city has grown by almost seventy percent against the Euro. In Lviv and Kyiv, the hotel fund for the championship has increased by about a third.

Ukraine has shown the best growth from 2019 after the Travel & Tourism Competitiveness Index. Ukraine took ten gatherings and sat down to 78th. Such a result, having become able to establish economic stability, reduced business middle (from 124 to 103 months), increase the level of security (from 127 to 107 descendants), increased infrastructure up to 79 (from 78 to 55). (Reports.weforum.org 2019) (Appendix A)

Fig. 2.2. Travel & Tourism Competitiveness Index 2019. Ukraine Performance Overview



Source: World Economic Forum

According to the data of the international company STR, in Europe in July 2019, the volume of construction of new hotels increased by 52.4% (1504 projects, 192 352 rooms) compared to a year ago. Ukraine is not far behind Europe in terms of development rates. It is noteworthy that back in 2018, Ukraine entered the top three among the CIS countries in terms of the number of newly built hotels. After the crisis aggravation of 2014, all major hotel operators suspended new projects for 3 years, after which the interest of such large companies as Park Inn by Radisson, Aloft, MGallery by AccorHotels, Ibis and Best Western Hotels & Resorts is gradually returning. International hotel companies see potential benefits in increasing the number of business tourists in Ukraine. Over the past few years, the largest hotel operators (Marriott, IHG, Accor) have significantly expanded their presence. In the CIS countries, at the end of 2018, the share of branded

hotels increased by 29%. Among the countries of the region, Ukraine took the 3rd place in terms of the volume of new branded hotels (591 rooms); among the cities of the region, Kiev was on the 2nd place.

This year, the Radisson Hotel City Center Odessa (90 rooms), Best Western Plus Lviv Market Square (70), Ibis & Adagio Kyiv (combo, 265) are announced to open. During the next two years, Ibis Lviv (100 rooms), Radisson Hotel Pechersk Park Kyiv (167), Sheraton Kyiv Troitska Square (208), and a little later Novotel Lviv (125) and Hampton by Hampton Lviv airport (138) are planning to start operating. These projects are part of those branded hotel projects that have gone through meticulous urban and architectural planning, as well as painstaking contract negotiations between the developers of these projects and global hotel groups. However, many projects that were planned to be operated under well-known hotel brands were never completed, in particular their construction.

The most active hotel chains in Ukraine today are Accor, Radisson, InterContinental, Marriott and Hilton, whose development offices are located in Moscow and Warsaw. In addition, according to the expert, the Wyndham and Louvre Hotel Group chains have recently also promoted their brands and participated in tenders for projects, mainly through franchise offers. In general, it expects an intensification of the entry of international operators in 2024-2025. (interfax.com.ua 2021)

In Ukraine in 2022-23 it is planned to open no more than a dozen hotels representing international chains. Today, only 17 hotels operate under international brands in Ukraine. This is a small figure in comparison with 185 branded hotels in Poland - a country comparable to ours in terms of geography, population and economic potential.

2.2.2 Hotel real estate and gambling business.

In the summer of 2020, participants in the hotel real estate market of Ukraine watched with interest the process of preparation and entry into force of Bill 2285-d "On state regulation of activities for the organization and conduct of gambling." According to the wording of the law, gambling establishments of various formats may be located

exclusively in the volume of hotel facilities or suburban recreational complexes. Therefore, after the entry into force of this Law, the hotel market and investors, who previously had doubts about investing in the hotel business, became more active and began to look for ways to realize new opportunities.

With the opening of a new field of activity for market participants began to raise many questions. On the one hand, hotel owners want to significantly increase their profits by renting premises inside the hotel. On the other hand, there are not many vacant rooms that meet all the requirements. On the other hand, there are well-founded fears that accepting such a specific tenant on board could significantly disrupt the hotel's interior and target audiences. (Artbuilt.ua 2020)

2.2.3 Establishment of the Association of Hotels of Ukraine and standardization

On October 2, 2020, representatives of all national hotel operators Premier Hotels and Resorts, Reikartz Hotels & Resorts, Ribas Hotels Group, Vertex Hotel Group, DEOL Partners and companies in the field of development and management of hotels and resorts Edem Resort Medical & Spa, ArtBuild Hotel Group, Burford with the support of the All-Ukrainian Public Union VISIT Ukraine merged into the Association of Hotels and Resorts of Ukraine (UHRA). And in this short time the Association has already successfully implemented several government initiatives.

The task of the Association is to create favorable conditions for sustainable restoration and development of the hotel industry as part of Ukraine's tourism infrastructure, participation in the development and implementation of state policy on tourism development as one of the most promising service sectors, including in the international market. UHRA's plans include participation in the development of national standards for the provision of hotel services, bringing them into international standards, participation in government programs for the development of the tourism industry, development of effective economic tools to support the industry, job preservation and more. The Association plans to have a wide regional representation in all regions of

Ukraine, understanding the importance of supporting hotel facilities of all types and sizes. (Propertytimes.com 2020)

Now in Ukraine there are about 3 thousand hotels, 8% of them have qualifying stars. At the beginning of March, according to the Register of Certificates for Establishing Categories for Hotels and Other Facilities Intended to Provide Temporary Accommodation (Accommodation), there are 197 hotels in Ukraine with a valid certificate, otherwise a certain number of stars. Among them, 36 hotels correspond to the category of "five stars".

The largest number of status accommodation establishments is concentrated in tourist Odessa and the region - 15 hotels. It is followed by Kiev and the Kiev region, which together have 8 top hotels. 5 hotels of the same status operate in Kharkov and Lviv, in the Ivano-Frankivsk region (but not in the regional center, but in the Bukovel region) - 2. Closes the list of cities with prestigious hotels in the Dnipro, with only one institution.

Among 73 four-star hotels (this category is the largest in Ukraine), the maximum is Kiev - 17, while in the Kiev region there is only one. Then again Odessa and Kharkov regions - 9 and 8, respectively, but Sumy, Kropyvnytskyi, Nikolaev and Volyn regions have none.

Three Stars - 57 hotels, most of all in Kiev and Odessa regions.

"Two Stars" - 14 hotels, which are only in half of the regional centers of Ukraine.

"One star" - 16 hotels, strongholds even less - 8 cities of regional significance, leaders - Odessa and Zaporozhye regions (5 and 4, respectively).

In fact, there are about 5 thousand accommodation establishments in Ukraine. But the absence of a category does not provide for any sanctions for the owner, as well as incentives to have one.

Now, due to the desire of some hoteliers to compete for a more demanding tourist, as well as the legalization of the gambling business, the situation is gradually changing - they began to pay attention to categorization.

The number of applications submitted for the establishment of the category as of mid-March 2021 is 75. Most are newcomers, of which 4 metropolitan establishments and 5 regional establishments claim, "five stars". For "four stars" - 2 Kiev hotels and 14

regionals, for "three stars" - 7 and 27, respectively. There are no applicants for the two-star category yet, while one hotel intends to receive one star. (Biz.nv.ua 2019)

2.3 Problems and main factors affecting the development of the hotel business in Ukraine

1) At the present stage of economic development in Ukraine there is only one national hotel operator - Premiere-Hotels, which includes six hotels - a kind of monopolist in the hotel sector of the Ukrainian economy. It was created in opposition to generally accepted strategies, since it is a combination of hotels completely different in concept and range of services in large business and tourist centers of Ukraine. Due to the specifics of each individual hotel, the chain does not have to solve problems associated with product uniformity. This kind of combination allows doubling the competitive advantage associated with market positioning and brand awareness, and all hotels enjoy the benefits of a single booking system. It is difficult to designate Premiere-Hotels as a full-fledged hotel operator because the hotels of the chain are positioned in different segments and under different brands.

2) An insignificant share of the presence of world-famous transnational hotel corporations. The hotel market in Ukraine is extremely attractive for international players due to the lack of quality supply and growing demand. Today, such international hotel operators as Radisson SAS, Rixos, Hyatt International, Inter Continental operate on the Ukrainian market. A significant obstacle for foreign investors and operators is the difficulty of obtaining permits from local authorities, as well as the state policy pursued, which is not aimed at improving the country's investment climate.

3) The problem of effective management is not new for national hotels - the transition from administrative methods of management to market ones turned out to be difficult and often the management, which is called upon to ensure the quality of service, is engaged in development. This disadvantage is inherent not only in management, but also applies to the founders (owners) of hotels.

4) Lack of quality supply - outdated material and technical base of hotels, the need for reconstruction of the hotel fund, low level of service, lack of qualified personnel.

5) High level of prices - the cost of hotel accommodation in Ukraine is much higher than accommodation in a hotel of a similar class in Europe, which is explained, first of all, by the shortage of hotels on the market. Note that the cost of living in hotels of various categories in Ukraine ranges from \$ 8-10 (in hostels in the regions), up to \$ 300-400 in 4-star hotels. At the same time, in the Premier Palace Hotel the cost of living in a Premier Royal Suite is about \$ 3000.

6) Lack of an attractive investment climate that would facilitate the attraction of material and financial resources to the hotel industry, a key requirement is the reduction of taxation and guarantees of securing property rights. It is advisable to consider the issue of reducing the tax pressure in the aspect of reducing the rates of three main types of taxes - value added tax, income tax and payroll taxes, which will ensure a decrease in part of the alienated income and will stimulate interest in the development of entrepreneurship in the hotel industry.

7) Difficulties in the banking sector - Ukrainian commercial banks issue loans to legal entities and individuals SPD at a very high interest rate, which is not an incentive for the development of the material and technical base of accommodation facilities.

8) The sector of hotels of the level of three stars and below remains empty in Ukraine and is represented mainly by enterprises with an extremely low level of service and a small range of services.

The hotel business of Ukraine directly depends on the political situation in the country, development in one direction or another of the conflict in Donbas, as well as economic stability and growth of incomes of the population. The Eurovision Song Contest in Kiev in May 2016 undoubtedly had a positive effect on the occupancy rate and the increase in tourist attractiveness in general. Traditionally, for such events, management companies raise prices in their hotels, so this figure was also high compared to previous years.

In its formation, the hotel market of Ukraine faced several problems. One of them is the weakness of domestic competition (which is explained by the lack of free funds and high tax rates, which makes it difficult to ensure economic stability, maximize profits, increase the competitiveness of hospitality enterprises in the hotel market) and the lack

of powerful international hotel chains. The indicator of low competitiveness of hotel services is formed by the level of price and quality of services. Due to high tax rates (hotel tax), hotels are forced to set high prices. Hotel tax rates for hotels of various categories in Ukraine differ. Prices are determined by the conditions of competition, the state and the ratio of supply and demand.

The development of conference services is another area that can bring income to hotels in Ukraine. Ukrainian and international companies are happy to hold their meetings, award ceremonies, buffets, banquets, training events on the territory of hotels, and according to forecasts, this trend will only increase in the new year, unless, of course, there are no new shocks. Domestic tourists who had a rest abroad before the crisis, in connection with the collapse of the hryva and a decrease in income, are increasingly traveling within the country. But here preferences are given to small, comfortable and high-quality hotels or suburban complexes, therefore, most likely in 2017, the highest occupancy rate will be in these segments. (Shen.UA 2019)

According to the supply and demand of the number of rooms in Ukraine we can distinguish Kiev, Lviv, Odessa and 5-6 resort locations, where a stable ratio of supply and demand for the occupancy of hotel rooms is monitored. All other cities are in short supply of quality hotels at an adequate price.

And yet there is a stellar gap in the room stocks in these cities. For example, there is a saturation of hotels with 2*/2+* and hotels with high quality service and prices. At the same time, the market lacks hotels in the middle price segment for 3*/4*. Domestic and foreign tourists are in demand for such a level.

Based on research in recent years, the middle-class population has increased in Ukraine. But the hotel market is not keeping pace with this growth. See just how many people fly to rest in Turkey, Montenegro, Croatia, and Egypt, where the average check for two is \$ 1,500 per week. There were even polls that showed that Ukrainian citizens would love to have a rest at home, but due to the lack of sanatoriums and hotels with a ratio of good service and adequate prices, they choose foreign resorts.

Another segment that needs development is business types of hotels and city hotels. Ukraine lacks chain hotels and international operators that successfully operate all over

the world. Foreign networks presented in Kiev, Odessa and Lviv, but their number is not significant. The country has a shortage of a modern business hotel, given the promising direction. Many foreign guests come to Ukraine on business matters, at conferences, business meetings, etc. Such people, as a rule, already have a guest experience, hotel expectations, a corporate rider. Coming to any city in Ukraine, a guest faces a problem, because what the business tourism market offers is not exactly what a foreign client is used to. Also, in Ukrainian cities with a population of up to 500,000 people there are hotels with conference rooms that require either full rebranding or reconstruction.

Ukrainian realities are exceptional in that many industries are forced to exist at the turn of the present and after the Soviet era, mostly tinted Soviet hotels or guest houses that emerged from business centers. For a foreign guest, such a picture will be remembered for a long time and will discourage the desire to return to our country. According to statistics, 15% of total tourism is allocated to foreign guest traffic. This is a good indicator given the pandemic and other limiting factors. The hotel business in Ukraine can increase this percentage through the development of transport infrastructure. As soon as there is an opportunity to fly/arrive at the location, the number of guests and the demand for hotel rooms immediate increase. This belief can be confirmed by the growth in the influx of foreign tourists with the opening of visa-free travel, new rules for entering the country, equipping resort locations, etc. It works, just look at the occupancy of rooms, where half of the tourists are foreigners.

Of course, the pandemic affected domestic and foreign tourism, but it is worth noting that there is still interest in Ukraine from Germany, Italy, France and other European cities. With the increase in the number of foreign tourists, hotels need to have a prepared service to serve them in accordance with different national characteristics. [22]

The development of the hotel industry in Ukraine is delayed by several years. This suggests that new hotel formats are still ahead of us - this is encouraging, because there is a huge potential hidden in this. By analyzing the demand for residential real estate, a declining curve can be seen. As a result, competition arises among developers and developers' margins decrease. Accordingly, profit can be obtained only from the sale of storage rooms and parking. Therefore, earlier developers were more focused on office

space, but during a pandemic and a remote work format, this type of real estate also becomes unattractive.

Now, there are no apart-hotels in Ukraine that successfully operate under the management of several owners. There are few examples on the market where an apart hotel is owned by one person, and the object itself is created according to a classical scheme, in which rooms are adapted to the new style, including equipped with a kitchen for a long stay.

Now in Ukraine and around the world there is a shortage of line personnel. The visa-free regime opens new work opportunities for young people. They leave for Europe, Turkey, Egypt, Greece, because there are supposedly different working conditions. In addition, teachers in universities push students to work in other countries, arguing that the student will receive foreign experience. But the problem is that young people don't come back. And more adult cadres choose to work in Poland, where there are no problems with language and differences in mentality. The owners of hotels in Ukraine are not satisfied with this situation, because today the working conditions and wages in the country are almost the same as abroad. Moreover, in Odessa, Kiev and Kharkov, Ukraine has become on a par with Bulgaria and Poland. (Ribashotelsgroup.ua 2020)

In many countries, the tourist industry has existed for decades and is gradually growing, employing millions of people, which has a positive impact on the state economy. Under our circumstances, tourism can and must become an engine for the formation of a market mechanism for agriculture and the reception of important funds for the budget. Therefore, the Government of Ukraine should take seriously and responsibly the creation of favorable conditions for attracting funds from foreign investors in order to develop and improve the state of the country's hotel market. The improvement of the legislative framework, the stabilization of the political situation, the improvement of economic conditions – all these will contribute to success.

CHAPTER 3

STEPS AND MEASURES TO IMPLEMENT THE EXPERIENCE AND IMPROVE THE HOTEL INDUSTRY IN UKRAINE

3.1 Governmental obligations and responsibilities in the direction of hotel and tourism development

To effectively develop the hotel industry in Ukraine, it is necessary to use an integrated approach, using the experience of large companies and modern promotional tools. Ukrainian hotel industry as an independent sector of the economy is in its infancy. There has been an increase in investment in hotels as a major element of tourist infrastructure. Therefore, it is necessary to determine the main directions of development of the hotel business in Ukraine to increase the competitiveness of the hospitality industry in the market of hotel services. It is necessary to single out the main participants on which the development of the hotel industry and tourism depends - these are hoteliers, the state, local businesses, and hotel chains. The common and main goal of all participants is to create ideal conditions for travelers, regardless of the purpose and motive of travel.

Today, in the field of hotel business in Ukraine, investors are becoming more active, which was facilitated by several reasons. One of the main reasons for stabilization in the market is the relative stability of the Ukrainian economy and politics. These factors greatly influence the confidence of foreign investors, the possibility of implementing current and starting work on new projects. This is also caused by the inability of hotels and inns to meet the existing demand. Thanks to the increased material level of citizens, the demand for world-class apartments began to rise, and the growth of the tourist attractiveness of Ukraine increased. In recent years, hotel prices have increased significantly, but the number of guests has increased several times.

The establishment of a developed tourism industry is one of the most efficient orientations in the structural transformation of the Ukrainian economy, successful development of tourism in key economic sectors such as transportation, communications, trade, life, agriculture, government. Consequently, it is particularly relevant for our

country to build, enlarge and advance the pre-State strategy for the development of a tourist gallery.

To fully realize the tourism potential of Ukraine, the Government must:

- provide tourists with comfortable and safe conditions for their arrival in Ukraine;
- improve infrastructure;
- to pursue an effective policy for the development of mass tourism, to work out an appropriate concept;
- simplify and expedite the issuance of visas, abolish the visa regime for the EU countries, the USA, Canada, Japan and other developed countries;
- reduce the hotel fee;
- take measures to improve the state of sights and create new objects of mass tourism. Amend the laws on land use, the rules for issuing relevant permits to organizations of related industries in order to attract investment in the opening of new recreation cells;
- create opportunities for the construction and operation of small motels and family-type hotels, which will provide an increase in jobs for the population and can become a source of foreign exchange earnings.

It is necessary to define and adhere to the main strategic goals of tourism and resorts:

- 1) creating a competitive national tourism product on the basis of systematic marketing activities aimed at clear positioning of various types of tourism products adapted to the requirements and expectations of consumers;
- 2) ensuring effective and comprehensive (economic, social, environmental, and innovative) use of existing tourist and resort-recreational potential by solving the problem of recreational nature management and environmental protection and improving the territorial structure of tourism and resorts to develop tourist areas, branding areas
- 3) systematic improvement of the quality of the infrastructure of resorts and recreational areas by implementing a comprehensive program of gradual improvement of

material and technical base using the capabilities of cluster models, public-private partnerships and social procurement;

4) improving the information infrastructure of recreational and tourist services by creating tourist information centers and promoting tourist products during fairs, festivals and exhibitions;

5) ensuring compliance with the price and quality of tourism products by creating conditions for optimizing the organizational and economic structure of small and medium-sized businesses in the field of tourism and developing national standards for tourism services in accordance with international standards;

6) organization of a system of quality training, retraining and advanced training of specialists in tourist support and service, other professions in the field of tourism and resorts. (Hotel business: theory and practice 2014)

3.1.1 Government focus on improving infrastructure.

In Ukraine, there are more than 13,000 kilometers of state roads, including more than 9,000 kilometers of major roads. Major highways are linked to international transport corridors. Annually, approximately 605 million foreign vehicles cross the Ukrainian border, which are sent to Ukraine and in transit to other countries. The majority of auto-tourists use the existing service infrastructure located along the roads. Tourism routes for drivers mainly coincide with international transport corridors.

Ukraine's highways are in poor condition they do not yet comply with the requirements of international standards and there are virtually no modern facilities to provide services to car tourists. The integration of the road transport complex of Ukraine into the international transport system requires the construction of new and reconstruction of existing complex tourist infrastructure facilities, which must include hotels, restaurants, cafes and other establishments to provide services to auto-tourists at the level of international standards.

Ukraine has adopted the State Program for the Creation and Operation of the National Network of International Transport Corridors, its implementation should solve the problem of road construction, create favorable conditions for the development of the

tourism industry. The interaction of the two industries - transport and tourism - will help each of them to resolve most issues in a short time, in particular, the development of tourism infrastructure in the directions of the national network of transport corridors with the involvement of private capital (national and foreign).

3.1.2 Model of public administration of the hotel industry.

The indicators and the level of development of the hotel business prove the effectiveness of the model used. It lies in the absence of a central state tourism administration, all issues are resolved locally based on the principles of market "self-organization". This model of management of the tourism industry has been used in the United States since 1997, when the state structure of the IBTT, which oversaw tourism, was liquidated in this country). The country's leadership decided on this for the following reasons:

- reduction of federal budget expenditures;
- presence of strong US positions in the international tourism market;
- attractiveness of the country for foreign tourists;
- the presence of strong private companies in the tourism industry, capable of powerful independent promotions in the interests of the entire national market.

3.1.3 Sport tourism.

Sport tourism is a vital part of the local and national economies of the United States. Travellers attending sports tournaments, races, and other events – either as a participant or spectator – generate significant economic benefits to households, businesses, and governments alike and represent a critical driver of the overall economy.

By monitoring the sports tourism economy, policymakers can inform decisions regarding the funding and prioritization of the sector's development. They can also carefully monitor its successes and future needs. And by establishing a baseline of economic impacts, the industry can track its progress over time.

To quantify the economic significance of the sports tourism sector in the U.S., Tourism Economics prepared a comprehensive model using multiple primary and

secondary data sources to quantify the economic impacts arising from sports-related travel spending. (Sportseta.org 2019)

The development of sports tourism in Ukraine primarily depends on the state. At the government level, it is necessary to adopt a strategy for the development and promotion of sports. Particular attention should be paid to football, as it is the most popular and national sport. Almost half of Ukrainians (about 45%) consider themselves football fans. In recent years, Ukrainian football has been in decline.

For example, in the 2008-09 season, 16 teams played in the major leagues, 240 matches were played, with an official figure of 1,816,705 spectators at the games. Some fans travel with their team for all away matches. The 2020-21 season featured 14 teams, 182 games played, with 106,713 attendances.

The state needs to invest in the construction of sports facilities, encourage private investors to create and manage sports teams. In addition to football, basketball, hockey, boxing, athletics, swimming, triathlon will be of potential mass interest.

3.1.4 The National Parks

The National Park System encompasses 423 national park sites in the United States. They span across more than 84 million acres, with parks in each state and extending into the territories, including parks in Puerto Rico, the Virgin Islands, American Samoa, and Guam.

The system is comprised of 20 national park types that fall under the protection of the National Park Service to preserve, unimpaired, for this and future generations.[9] These designations include:

National Battlefields - a wide variety of titles are used in designations for places associated with American military history, including national battlefields, national battlefield parks, national battlefield sites, and national military parks.

Example in Ukraine: Battlefield of Brest, Battlefield of Poltava, Zaporizhzhya Sich

National Historical Parks - places designated as national historical parks are like those designated national historic sites (see below) in that they are preserved or restored places that commemorate important persons or events in history. However, national

historical parks are commonly larger physical areas and may involve more complexity than a national historic site.

Example in Ukraine: Trostyanets Park, China Archaeological Complex, Odessa State Academy of Civil Engineering and Architecture, Holosiivskyi Forest

National Lakeshores - focused on both providing water-oriented recreation opportunities as well as the preservation of areas and offshore islands, national lakeshores can be established on any natural freshwater lake, though most are located on the Great Lakes.

Example in Ukraine: Shatsky lakes, White Lake, Nobel lake, Kunikunda lake, Basalt lake. (Ukrinform.ua 2018)

National Monuments - sites designated as national monuments are usually smaller than a national park. Intended to preserve at least one nationally significant resource

Example in Ukraine: Kyiv-Pechersk Reserve, Sviatohirsk Historical and Architectural Reserve, Pysanka Museum, Astronomical Observatory, Kamyanets-Podilsky Castle

National Parks - generally, a national park contains a variety of resources, encompassing large areas of land or water. Their designation as a national park helps provide adequate protection of the area's resources and enforces restrictions on the public's use of the lands to maintain the park's resources.

Example in Ukraine: Azov-Sivasky, Velykyi Luh, Karmelyukove Podillya, Oleshkiv Sands, Tuzla Estuaries.

National Preserves - established for the protection of certain resources, national preserves have less restrictions on the use of the lands than national parks, as long as the activities do not disturb the land's natural values.

Examples in Ukraine: Beautiful Harbor, Azov-Siva, Kamyanskaya Sich, Bug Guard.

National Recreation Areas - originally units that were surrounding reservoirs impounded by dams built by other federal agencies, the concept of a national recreation area has grown to encompass other land and water areas set aside for recreational use by acts.

National Rivers - sites designated as national rivers preserve free-flowing streams and their immediate environment with at least one remarkable natural, cultural, or recreational value. National rivers and sites designated as wild and scenic riverways (see below) must naturally flow without major alteration of the waterway and provide recreational opportunities like canoeing and hiking.

Example in Ukraine: Dniester, Orel, Desna, Seversky Donets, etc.

National Seashores - Like national lakeshores, national seashores preserve shoreline areas and offshore islands. Located on the Azov and Black seaa, national seashores preserve natural resources while providing visitors with on-the-water fun.

In Ukraine there are many tourist attractions, both popular and very little known, but no less picturesque: from the cozy medieval streets of Lviv to industrial architecture and breathtaking landscapes in southern Ukraine.

From year to year, developing countries are becoming more popular destinations among tourists. Ukraine has numerous historical, cultural, and recreational resources, seven of which are part of the UNESCO cultural heritage. Therefore, there are considerable opportunities for the development of the tourism sector.

It is necessary to work on many processes in parallel. On the one hand, the existing infrastructure satisfies some tourists and certain categories. But to get more solvent tourists, it is necessary to improve the infrastructure, including national parks. They are potentially very interesting, but infrastructurally they are underdeveloped. And today, more and more domestic tourists or people traveling to study certain types of plants or animals go there. To attract a full-fledged tourist flow, it is necessary to improve the infrastructure. This requires an integrated approach - popularization in parallel with the development of infrastructure.

3.2 Cooperation with International operators and hotel chains

Involving an international operator in the project increases the cost of the facility. In addition, if a company has a management agreement or a lease agreement with a professional operator, it is easier for it to attract financing. However, one should be able to build mutually beneficial relationships with operators.

Often, leading operators have rather strict requirements for the project and the terms of the management contract. In addition, work with the operator should be started at the level of concept creation so that the infrastructure meets the requirements of a particular operator, and the requirements are different for everyone. Also, the advantages of working in the hotel business with a network operator include a guarantee of creating an investment product that will be competitive for at least 20 years. A peculiarity of the Ukrainian market is that network operators prefer to conclude only management contracts and refuse to consider lease contracts.

The involvement of the management company will allow the hotel to quickly integrate into international hotel chains; guarantees brand recognition; provides access to international booking systems.

The presence of uniform standards will provide the hotel with such competitive advantages as:

- 1) a single line of the hotel development strategy;
- 2) management and reporting system;
- 3) personnel training program.

Among the current obstacles for foreign investors and operators, one of the main ones is the difficulty of obtaining permits from local authorities. The solution of these problems largely depends on the ongoing state policy aimed at improving the country's investment climate. (Comm,property.ua 2019)

Attracting hotel chains to Ukraine will bring with it uniform standards. Standardization strategy is frequently used in the operations of U.S. hotel chains and groups, but in Ukraine they are practically non-existent.

The standardization of hotel chains is an essential strategy to attract and retain travellers. Hotel service standards can provide a sense of professionalism while at the same time creating a sense of familiarity. They are references that a traveller is looking for their "temporary house". Standardization is directly related to branding. Brands are crucial to hotel chains as they rely on them to attract travelers. As a result, avoiding negative associations with a mark should be an absolute priority.

This relationship between standards and a brand is directly linked to your hotel chain's reputation, which requires a universal identity, regardless of the location of a specific hotel ownership in your chain. Therefore, it is so important to keep a standardized management for a hotel chain. Standardization has a huge impact on hotel guests as they are going to associate it with the brand, regardless of where they are in the world. It creates a feeling of familiarity which, in turn, will be transformed into faithfulness.

Visual identification: Interior design.

All of US hotel chains have a lot of locations scattered throughout the country. One of their strategies is to have the same type of decor for their rooms in all locations, aligned with their hotel service standards. Regardless of the differences between one hotel and another, the thematic thread makes it clear that it is a same hotel chain.

In addition to blending comfort with simplicity, decor, materials used, art, the rooms also have standard color pallets. The hotel chains are noticeable in the drapes, rugs, furniture, and walls, and is part of the hotel image, evoking the brand power no matter where the location is.

Traveller Amenities.

Modern travellers like to feel special, and their expectations only increase. Personalized and unique experiences will ultimately result in loyalty. If hotel choose to give their guest a beverage along with the Wi-Fi password when they check-in, they should do the same at all properties.

The same thing goes for amenities. If a hotel offers hairdryers, all establishments should provide them to their customers. Where there is no consistency, it can cause problems with the customer experience. They can't carry their own dryer when they go to your hotel somewhere else because they expect to have the same experience they had on a previous trip. It is important to distinguish yourself from other hotels by ensuring a certain coherence. If travelers know what to expect in every location, they will be more likely to remember your hotel chain when planning their next trip.

Consistency in Loyalty Programs.

A practical way of understanding how standardization works for major hotel chains is the loyalty program. These programs aim to maintain a combination of services that

are exclusive for members. The benefits may differ. From credit to use in the hotel's spa, Wi-Fi, preference of bar or restaurant to many others. Hotels create a VIP experience, accessible in all hotels in chain.

Standardization is paramount for good management in hotel chain. Every new guest creates expectations around the services of brand and takes past experiences into consideration.

3.3 Standards for implementation and project effect

The needs of people with disabilities must be considered when designing new hotels. In America, they take the development and application of standards very seriously, so I would advise using the existing approved rules and standards.

The Americans with Disabilities Act of 1990 (ADA) established a series of accessible design requirements for the construction of hotels and other lodging facilities that apply to the design of ADA hotel rooms. Most of these regulations remain today, while a few were updated in 2010 to promote greater accessibility.

The ADA regulations were developed to protect people of all abilities, not just wheelchair users. As a result, the requirements for accessible hotel design cater to a diverse array of disabilities. Three primary features - bathtubs with grab bars and a seat, roll-in showers with a seat and communication equipment for the hearing and sight-impaired - should be distributed across ADA guest rooms in every hotel (Fig 3.1).

In case if guest group have both a mobility and hearing/visual impairment hotels are required to have at least one room with both mobility features and communication features. In practice, larger hotels often outfit many of the mobility accessible rooms with communication features, and they are allowed to dual purpose up to 10% of the mobility accessible rooms towards satisfying the communication requirements.

Fig. 3.1 The number and types of accessible guest rooms that are required based on a hotel's size.

Size of Hotel (in Guest Rooms)	Required Number of Rooms with ADA Tubs	Required Number of Rooms w/ Roll-in Showers	Total Mobility Accessible Rooms Required	Required Number of Rooms w/ Communication Features
1	1	0	1	0
2 to 25	1	0	1	2
26 to 50	2	0	2	4
51 to 75	3	1	4	7
76 to 100	4	1	5	9
101 to 150	5	2	7	12
151 to 200	6	2	8	14
201 to 300	7	3	10	17
301 to 400	8	4	12	20
401 to 500	9	4	13	22
501 to 1000	2% of total	1% of total	3% of total	5% of total

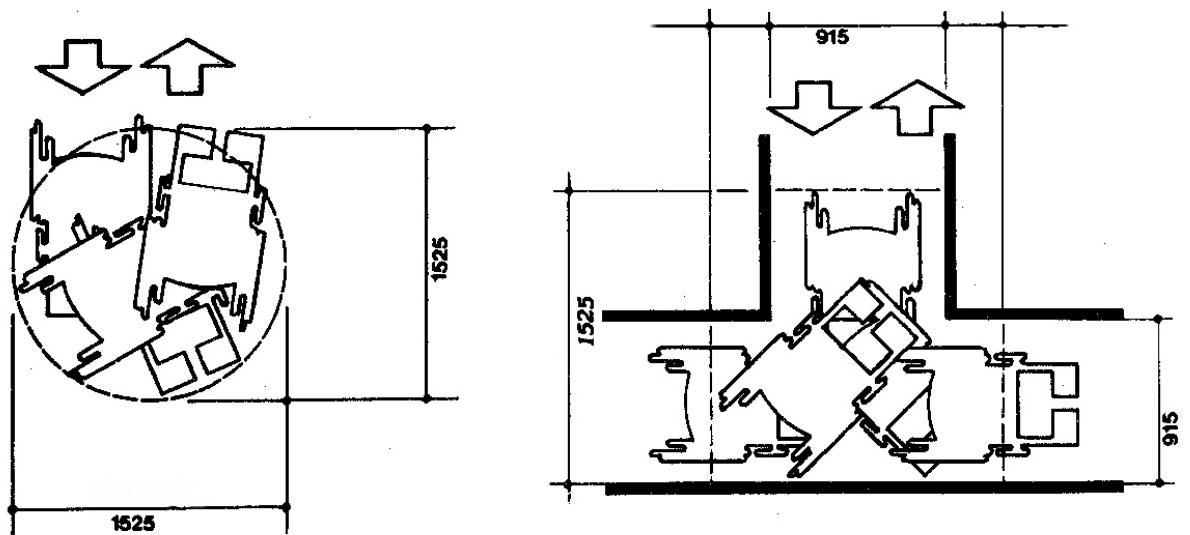
Source: American Disabilities Act

Most hotels offer a selection of rooms and suites that differ in size, number of beds, views, facilities and characteristics, and that probably differ in price. The ADA does not prescribe a one-size-fits-all design for accessible guest rooms, but instead demands adherence to a set of design principles and accessibility features that can be applied to guest rooms of all types and sizes. The ADA requires that accessible rooms be “dispersed among the various classes of guest rooms” and hotels shall provide people with disabilities “choices of types of guest rooms, number of beds, and other amenities comparable to the choices provided to other guests.” In determining if an adequate range of choice is afforded to disabled guests, the regulation advises that hotels consider “room size, bed size, cost, view, bathroom fixtures such as hot tubs and spas, smoking and nonsmoking, and the number of rooms provided,” among other things.

If a hotel cannot achieve complete dispersion of ADA accessible rooms across the entire range of rooms and amenities, the law says that “guest rooms shall be dispersed in the following priority: guest room type, number of beds, and amenities”. This means that accessible rooms must first be dispersed among the various room types (i.e. standard, deluxe, concierge floor, suite, etc.) before they are dispersed according to number of beds, followed by amenities. To ensure a fair distribution, hotels should offer accessible rooms on a range of floors, high and low. They may not always be able to accommodate requests for a specific floor and are not required to do so (unless they will guarantee a specific floor to other guests).

Width of Doors, Turn Radius & Accessible Pathways

Wheelchair users, walkers and other mobility aids require more space to move around and navigate buildings than people with disabilities. The minimum width of the doors and entrances to the hotel facilities is 81 Sm, to enable people with disabilities to pass clearly. Corridors, ramps, and other routes should be at least 91 Sm wide in the entire hotel.



Picture 3.1 Minimal dimensions in doorway

Bathrooms in accessible guest rooms must provide enough clear floor space for a wheelchair to turn around – specifically in the form of either a 150 Sm diameter circle or

a “T” turn area as shown in the diagram above. A similar turning space is required in the guest room itself. In hotels with only one bed, a clear space of at least 75 Sm wide must exist on both sides of the bed to accommodate parallel positioning of a wheelchair for side transfers. In hotels with two beds, a clear space of at least 75 Sm is required between the beds but is not required on both sides of each bed.

Bed Height.

The height of sleeping beds in hotel rooms is of great concern to those with limited mobility who must transfer into the bed from a wheelchair. Trends in hotel design have led to the installation of taller beds, with the top of the mattress often being 75 Sm or more from the floor. Platform beds are also becoming quite common, restricting the use of portable transfer hoists like the Hoyer lift. No standard for bed height is mandated or prescribed by the ADA. Section 504 of the Rehabilitation Act suggests a bed height of 43 to 50 Sm in accessible jail/prison cells, but that recommendation does not apply to hotels.

Bathtub Specifications.

Accessible hotel rooms with a bathtub have required in-tub seats. Bathtub seats can be either permanently fixed at the end of the tub (picture 1) or removable units that can be placed inside the tub (picture 2). Removable seats must be capable of secure placement so that they are fixed and immovable during use. The top of bathtub seats must be between 43 and 50 Sm above the bathroom floor. Parallel grab bars are required on the back wall of the tub, and a single horizontal grab bar must be affixed to the control wall. Roll-in Shower Specifications. All hotels built since the 1991 standards took effect are required to provide a shower seat in all accessible rooms with a roll-in shower. These seats must be affixed to and fold down from one of the shower compartment’s side walls.

Roll-in shower design.

Water controls and a handheld shower nozzle must be placed on the adjacent back wall and within reach of the provided seat. Grab bars must be located on the side wall

opposite the shower seat and along the back wall. Grab bars are not allowed on the side wall to which the shower seat is attached.

The roll-in shower compartment pictured above is an example of ADA compliance. It features the required folding seat, water controls within reach, a handheld shower head and grab bars placed in the appropriate locations.

Communication Devices for Hearing and Sight-Impaired.

Hotels must offer guest rooms with equipment adapted for the use of people with hearing and/or sight impairments. Section 806.3 of the 2010 standards describes the requirements for audible and visible alarms, as well as visible notification devices to alert guests of incoming telephone calls and door knocks or bells.

Requests for Reasonable Accommodations.

In addition to the basic design requirements discussed here, hotels are also required to fulfill requests for reasonable accommodations that do not place an undue burden or cost on the businesses.

Below listed a few examples of reasonable requests that a hotel should honor:

- A request to remove the bed frame or box spring to lower the bed to a more acceptable height.
- A request to place the bed frame on bed risers provided by the guest, to allow for use of a transfer hoist or Hoyer lift.
- A request to relocate a telephone or other equipment to a more accessible position.
- A request to remove additional furniture from the room (like chairs or tables) that may impede access for the wheelchair user.
- A request to provide a mini-refrigerator for the storage of medication.
- A request to remove an interior door in the guest room (such as a bathroom door) that might otherwise impede access for the wheelchair user.
- A request to provide an extension cord to allow for greater access to electricity. (Ada.gov 2010)

Disabled people, like all other categories of people, need rest and travel. A person with disabilities can go on vacation or on a business trip, and he needs a hotel where appropriate conditions will be provided for him. Caring for people with disabilities is the privilege of accommodation facilities that maintain a high reputation. The accessibility of the environment is very important for people with disabilities. Tourists belonging to this category will choose for themselves a place of accommodation that can provide them with comfortable conditions of stay.

The presence of an accessible environment in a hosting facility can become an additional competitive advantage. Attention to special categories of customers suggests that the hotel considers the peculiarities of guests, shows an individual approach to customers, and is always ready to offer a comfortable stay for everyone on the territory and in the building of the hotel complex. The challenge is to provide an accessible environment in existing buildings, mostly built before the 90s and not up to modern standards. Everything possible should be done to make it comfortable and convenient for guests with disabilities to stay in rooms, use the services offered by the hotel company. Therefore, it is critically important to lay these norms in the planning of new hotels.

Adhering to the condition that it will be convenient for a disabled person to be in the designed environment, then all other categories related to people with limited mobility will be even more comfortable. Therefore, when considering the accessibility of the environment, one should focus on accessibility for people with disabilities.

CONCLUSIONS AND PROPOSAL

The hotel industry of Ukraine is characterized by dynamic growth rates. Analysis of the historical development of hotels in Ukraine shows the dependence of the pace of development on the stability of the political system in the country. The absence of political crises has contributed to the increase in the number of companies in the hotel sector, the influx of investment and the growth of production volumes. This worsening situation has resulted in a reversal of processes.

The stable economic and political situation in recent years has generated significant interest among international companies and tourists. However, hotel statistics show that our hotels are unable to meet the needs of modern tourists.

The document states that the development of hotel activity is inextricably related to the tourism industry. Modern tourism is an area of the economy and life of society as a whole, which to a certain extent integrates nearly all industries. That is why tourism plays an important role in the economies of many countries around the world, where millions of people are involved in all areas. The development of tourism in Ukraine will significantly affect such sectors of the economy as transport, trade, communications, construction, agriculture, production of consumer goods, and is one of the most promising areas of economic restructuring.

Data from open sources indicate the urgent need to improve the hotel stock and the tourism business in general. This requires active and decisive action by the state, especially in changing the legislation to reduce the tax burden, simplify regulations, fight corruption in construction, as well as create a positive image for Ukraine in the international arena. Hoteliers are required to improve the condition of the room stock, services, service and more.

To solve these problems and plans, it was decided to study the Gothic business in America as the best example, as this country is a leader in tourism and hospitality. As a result of the research, the following were collected and formulated: basic standards for the classification of hotels; requirements for rooms of different levels; types of hotels depending on their location and purpose. There are separate requirements for hotels, according to the necessary standards for rooms, buildings and the whole area for people

with disabilities. The activity of the hotel business organization in America is considered. The basic fundamental standards and the importance of standards, Hospitality and customer service are revealed. The main modern trends in the marketing of American hotels are given.

In this way, we have fulfilled the objectives of the project: we have considered the state of the hotel industry in Ukraine and America, determined steps and measures to implement the experience and improve the hotel industry of Ukraine.

APPENDICES

APPENDIC A

Ukraine Travel and Tourism Competitiveness Index 2019 edition

Past performance

Travel & Tourism Competitiveness Edition	2017	2019						
Rank	88 / 136	78 / 140						
Score	3.5	3.7						
Index Component	Value	Rank/140	PREV	Value	EUROPE Avg	Avg	Best Performer	▼
Travel & Tourism Competitiveness Index 1–7 (best)	3.7 ↑	78	88	<div style="width: 3.7%; background-color: #4f81bd;"></div>	◇		Spain	▼
Enabling environment subindex 1–7 (best)	5.0 ↑	65	78	<div style="width: 5.0%; background-color: #4f81bd;"></div>	◇		Switzerland	▼
 Business environment 1–7 (best)	4.1 ↑	103	124	<div style="width: 4.1%; background-color: #4f81bd;"></div>	◇		Hong Kong SAR	▼
 Safety and security 1–7 (best)	4.8 ↑	107	127	<div style="width: 4.8%; background-color: #4f81bd;"></div>	◇		Finland	▼
 Health and hygiene 1–7 (best)	6.5 ↓	11	8	<div style="width: 6.5%; background-color: #4f81bd;"></div>	◇		Austria	▼
 Human resources and labour market 1–7 (best)	4.8 ↓	48	41	<div style="width: 4.8%; background-color: #4f81bd;"></div>	◇		United States	▼
 ICT readiness 1–7 (best)	4.5 ↑	78	81	<div style="width: 4.5%; background-color: #4f81bd;"></div>	◇		Hong Kong SAR	▼
T&T policy and enabling conditions subindex 1–7 (best)	4.5 ↑	70	85	<div style="width: 4.5%; background-color: #4f81bd;"></div>	◇		New Zealand	▼
 Prioritization of Travel & Tourism 1–7 (best)	4.3 =	92	90	<div style="width: 4.3%; background-color: #4f81bd;"></div>	◇		Malta	▼
 International Openness 1–7 (best)	3.7 ↑	55	78	<div style="width: 3.7%; background-color: #4f81bd;"></div>	◇		New Zealand	▼
 Price competitiveness 1–7 (best)	5.9 ↑	19	45	<div style="width: 5.9%; background-color: #4f81bd;"></div>	◇		Iran, Islamic Rep.	▼
 Environmental sustainability 1–7 (best)	3.9 =	114	97	<div style="width: 3.9%; background-color: #4f81bd;"></div>	◇		Switzerland	▼
Infrastructure subindex 1–7 (best)	3.4 ↑	73	79	<div style="width: 3.4%; background-color: #4f81bd;"></div>	◇		United States	▼
 Air transport infrastructure 1–7 (best)	2.7 ↑	71	79	<div style="width: 2.7%; background-color: #4f81bd;"></div>	◇		Canada	▼
 Ground and port infrastructure 1–7 (best)	3.1 ↑	77	81	<div style="width: 3.1%; background-color: #4f81bd;"></div>	◇		Hong Kong SAR	▼
 Tourist service infrastructure 1–7 (best)	4.3 ↑	65	71	<div style="width: 4.3%; background-color: #4f81bd;"></div>	◇		Portugal	▼
Natural and cultural resources subindex 1–7 (best)	2.1 ↓	89	88	<div style="width: 2.1%; background-color: #4f81bd;"></div>	◇		China	▼
 Natural resources 1–7 (best)	2.2 ↓	116	115	<div style="width: 2.2%; background-color: #4f81bd;"></div>	◇		Mexico	▼
 Cultural resources and business travel 1–7 (best)	1.9 ↓	55	51	<div style="width: 1.9%; background-color: #4f81bd;"></div>	◇		China	▼

Source: World Economic Forum.

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