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HOTEL COMPLEX DEVELOPMENT: PRINCIPLE CONCEPT

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Abstract

The contemporary Russian market of hotel services was formed under the influence of historical aspects of the hotel enterprises functioning according to the old Soviet type of the planned economy, as well as using Western models of successful development of hotel chains. This hybrid scenario implied the use of traditional world approaches to the formation of hotel concepts as basic participants in the tourist market. However, in modern reality, it is necessary to revise this approach due to its low efficiency at the stage of the strategic development of business units. The strategic development of hotel enterprises, their ability to conceptualize and implement new forms of providing qualitatively new models of hotel services are the key to the successful functioning of the tourism market, and therefore the industry development. The problems of forming and developing successful concepts for multifunctional hotel complexes remain understudied. The solution to these problems in the context of developing an effective methodology for analyzing the organizational development processes and the ability of enterprises to the sustainable progression of tourism activities in traditional tourist destinations remains quite relevant issue in tourist industry.

Keywords

Destination – Tourism – Hotel chains – Tourist market

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Introduction

The development of the tourism and hospitality industry is associated with the constant improvement of hotels as economic entities and business units that determine the trends in the industry. Being a kind of flagship of the tourist industry, hotel-type enterprises are the first to respond to certain innovations and consumer requests.

While changing, implementing new standards of service, applying innovative methods and technologies in the hotel business management, hotel business managers, often not realizing, define the dynamic patterns in all other areas of tourist services.

In essence, the development of hotels as centers of cultural and consumer service for the population is a sign of public life development, the level of its socio-cultural and socio-economic prosperity. This thesis proves that the countries with the best level of economic development have the largest number of high-quality new hotel complexes.

According to the professional electronic portal for travel industry agents PROHOTELIA.com, today such countries are certainly the states of the European Union and the United States of America, some representatives of Asia, including Japan and Singapore, and leaders of Arab states – the United Arab Emirates and Oman¹.

Methods

When conducting the present study, various scientific research methods were used, including comparative analysis, theoretical and practical analysis, as well as:

- a method of analogies to determine the parameters of the hotel enterprise concept;
- a method for building an ADL matrix to determine the strategy of a hotel enterprise according to the stage of the industry's life cycle and the level of the company's competitiveness in the market;
- a method for analyzing the life cycle of a company using the I. Adizes's methodology to determine the hotel enterprise development concept depending on the characteristics of the current life cycle;
- building the L. Danko's model to describe the life cycles of a hotel enterprise.

Results and Discussion

The analysis of the theoretical material, conducted in the course of this work allowed identifying several interesting contradictions and consistent trends in the elaboration and application of hotel development concepts.

First, it is necessary to define the terminology.

Many authors in their works mistakenly try to substitute the notion of *development concept* and *development strategy*.

¹ S. N. Bobylev, *Modernizaciya ekonomiki i ustojchivoe razvitie* (Moscow: Ekonomika, 2018).

Several commonly accepted and frequently used examples of the definition of the term *concept* are presented in summary Table 1².

It is obvious that this term is considered in most cases as a philosophical category or managerial category. In both approaches, common is the principle of combining ideas and expressing them through qualitative synthesis, with the obligation to present them in a format, convenient, consistent, and understandable for the user³.

Source	Definition
The new encyclopedia of philosophy	A leading idea, a certain way of understanding or interpreting a certain phenomenon; the sudden birth of an idea, main thought, artistic idea, or other motives.
G.V. Brynow	Systematization of all ideas (views) developed to understand the development direction. It answers the question – how to achieve the intended goal. In fact, it is the only defining concept (strategy) for solving any problem.
Great encyclopedia of marketer	The system, the main idea, the way to understand phenomena (global, natural, social). This is the viewpoint on events in various activities that determines the direction and strategy of action.

Table 1
Definition of the term concept

Thus, the *concept* is a single complex image of an object, describing its characteristic features and functioning principles, reflected in a certain scenario and form, which distinguishes this object from any other similar to it (including business objects).

From a legal viewpoint, the *hotel concept* is:

- core document generated based on market research;
- a document reflecting the necessary details and specifics of the future hotel business with a detailed description of the service norms and standards, the range of services, and the structure of the hotel room capacity;
- a document containing all the nuances of conducting the business by a hotel enterprise concerning the marketing idea, as well as landscape and architectural solution.

The question arises whether the *hotel concept* can be called a *strategy* or even a *development strategy*.

To answer this question, let refer to Table 2.

² V. R. Vesnin, *Teoriya organizacii: Textbook* (Moscow: Prospect, 2016).

³ N. M. Karaulova; I. N. Mishurov; E. E. Konovalova; L. V. Silcheva; K. A. Lebedev; E. V. Agamirova; V. V. Antonenko y O. E. Lebedeva, *Konceptual'nye aspekty organizacii hozyajstvennoj deyatel'nosti predpriyatiya turistskoj industrii* (Moscow: 2017).

Source	Definition
A.A. Thompson, A.J. Strickland	A company management plan aimed at strengthening its position, meeting its needs, and achieving its goals.
O.S. Vikhansky	The long-term qualitatively defined development direction of the organization, concerning the scope, means, and form of its activities, the system of relationships within the organization, as well as the status of the organization in the business environment, leading the organization to its goal.
V.A. Vasilenko, T.I. Tkachenko	The strategy is a concept of an integrated approach to the enterprise's activities, and a combination of the resources and skills of the organization, on the one hand, and the opportunities and risks emanating from the surrounding environment, on the other hand, operating in the present and future, at which the organization hopes to achieve its main goal.

Table 2
Definition of the term *strategy*

According to Table 2, from the viewpoint of management theorists, the strategy has several differences from the concept. The strategy is more detailed and has a planning horizon in terms of goals and activities to achieve.

Thus, the development strategy is just a structured plan to achieve the general goal of the company, while the concept is a form of constructing requirements for a single, unique, and competitive image of an ideal enterprise, whose entire activities are subordinated to the strategy as a mechanism for achieving the most effective condition stated in the concept⁴.

The concept of an enterprise, including a hotel, should meet the following requirements:

- description of the form and scope of the activity;
- description of a unique characteristic of the enterprise;
- creation of a unified image of the company in the consumer view and the view of the company owners⁵.

When it comes to the development concept, it is necessary to take into account several other perception parameters.

A development concept is a form of marketing interpretation of the philosophy and image of the enterprise, which is embodied in a single system of values and characteristics that explain the principles of organizational development of the company, describing the requirements for this development⁶.

⁴ S. N. Bobylev. Modernizaciya ekonomiki...

⁵ V. R. Vesnin, Teoriya organizacii...

⁶ I. K. Adizes, Managing Corporate Life Cycles (St. Petersburg: Piter, 2013).

The goal of the development concept is most often to transform the existing image of the enterprise, with its already established focus of activity, into something new and unfamiliar before, but able to improve business processes qualitatively. Thus, the development concept becomes a kind of philosophy of changes necessary to create the most effective business model.

Concerning hotels, the development concept is a philosophy of an ideal image of a hotel enterprise, which resulted from the transformation of existing business processes, as well as based on the trends and requirements of both the tourism industry and its consumers.

The hotel development concept is a harbinger of several strategic changes that the company must be ready to achieve, the stated performance indicators that take into account the need to constantly improve the quality of the tourist service provided, as well as are based on the requirement to meet all current market demands.

The hotel development concept is not just a concept of its construction (i.e. an architectural image or an image of a service system). This is an important and meaningful approach to the production of hotel services with a focus on the philosophy of business development as a unique and competitive enterprise that takes up a station in the market attracting a specific client.

Many practitioners refer to the hotel development concept as a set of rules and regulations for the operational provision of services, while the research has shown that the concept is the leading strategic image of the enterprise, based on which all other types of documents and plans are built. This is a basic tool for hotel business development, allowing the hotel to be a unique market leader.

There are several factors that have formed the basic guidelines for the development of hotel facilities around the world. These specific factors include the following features of the hotel business:

- nonsimultaneous acquisition and consumption of hotel services;
- ability to provide urgent and nonstandard services;
- dependence on the activity and competence of the staff;
- fluctuating demand, the presence of a certain seasonality.

If one has doubts about the contradictions between the notions of *hotel development concept* and *hotel concept*, the authors give another argument. Turning to the professional standard called "Executor/Manager of a hotel complex/hotel chain", which describes the job functions of a manager in the range of areas. After analyzing and making an excerpt from it, one can make a selection of urgent functional tasks of any manager of a contemporary hotel complex.

No.	Job functions of the hotel complex manager
1	Conducting strategic management of hotel complex development
2	Creating and implementing the hotel complex development strategy
3	Managing projects and changes in the hotel complex
4	Designing the hotel chain development concept and strategy
5	Implementing innovative technologies and changes in the hotel chain management

Table 3

Register of job functions of the hotel complex manager according to the Job Standard

Table 3 shows the job functions of the hotel manager, confirming the need to develop strategic thinking and the ability to conceptually approach the enterprise management process.

These five functions essentially divided the development of a concept when creating a business and forming initial business processes, as well as demonstrated the need to implement the development concept as a separate component of managerial work.

The development of hotel facilities as multifunctional and multipurpose complexes is confirmed by the trend in the market of professions and the level of organization of managerial communications for hotel managers.

Increasingly, hotel enterprises are associated with the development of not only basic but also additional hotel services, such as:

- providing transfer;
- offering sightseeing services;
- organizing special events;
- creating an additional thematic set of services;
- providing laundry services and other consumer services;
- offering services of the business and entertainment centers;
- developing gastronomy services;
- providing many other types of additional services.

The listed practice of conceptual development of hotels allows stating that in the international practice of travel business, more attention is paid to the basic starting concept of the business. Moreover, the lack of a basic concept of the hotel today negatively affects

the financial and economic activities of the enterprise, preventing it from achieving the economic efficiency of the long-term investment project.

The advantages of using basic (starting, initial) concepts of hotels, according to the method of S.Yu. Rudnev, are shown in Fig. 1⁷.

The availability of a concept at the initial stage allows hotels to increase the cost of a room for the client, as well as reduce the cost of attracting visitors.

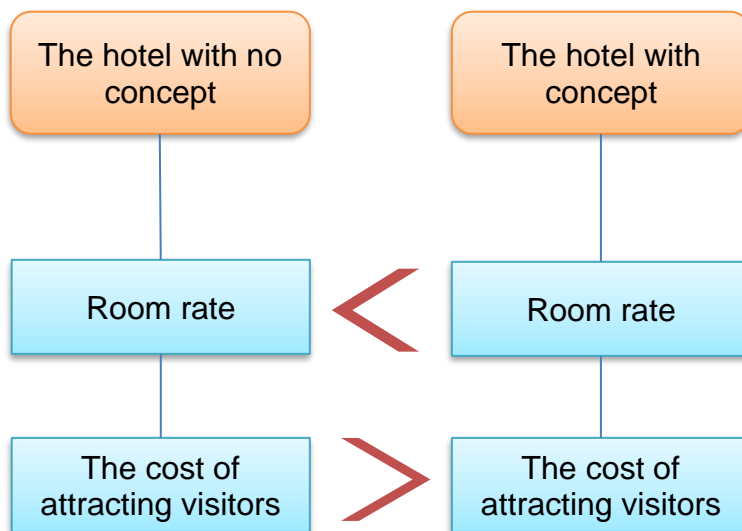


Figure 1

Mental map "Comparative advantages of using the basic concept in hotel development"⁸

Against the background of existing trends in the development of the tourism industry, which include deepening the specialization of hotel complexes, implementing information technology to the hospitality industry, increasing constantly the functions and areas of offered services, creating domestic networks and unique hotel projects, it is necessary to understand the benefits from timely development and implementation of the hotel business development concept.

The advantages of using the development concept of hotel complexes include:

- ensuring a constant return on business;
- forming and maintaining a unique tourist product at the proper level of competitiveness;
- providing the ability to build a client-oriented business process;

⁷ I. K. Adizes, *Managing Corporate Life Cycles...*

⁸ A. V. Andreychikov y O. N. Andreychikova, *Sistemnyj analiz i sintez strategicheskikh reshenij v innovatike. Osnovy strategicheskogo innovacionnogo menedzhmenta i marketinga* (Moscow: Librokom, 2017).

- creating its own segment or unique positioning in response to the current market request;
- conducting prompt and effective adjustment of business processes.

In the theory of management and marketing, several basic concepts of enterprise development are traditionally distinguished. Let's turn to Fig. 2, which illustrates their essence⁹.

Production concept	Financial concept	Social concept
<ul style="list-style-type: none"> • developing in-house production; • improving the product. 	<ul style="list-style-type: none"> • developing the most profitable areas; • using financial assets for internal and external investments. 	<ul style="list-style-type: none"> • pursuing a high-quality human resource management policy; • developing projects based on the principles of corporate social responsibility or public-private partnership.

Figure 2
Basic concepts of enterprise development

But is this classification suitable for hotels?

In general, this classification is suitable for hotels, since the implementation of the production concept is reflected in the constant development of hotel services within the frameworks of the enterprise, its transformation to meet new challenges and self-development. The implementation of a financial strategy is more suitable for creating non-unique hotel property aimed at providing a basic or standard set of services. At the same time, the social concept is rather a concept of socially responsible business in the format of hotel enterprises. In this case, the concept can be aimed at categories of special consumers (for example, customers with animals and children, for pilgrims, and people with disabilities, etc.).

For illustrative purposes, let's assume that different types of hotels implement different development concepts:

- country house hotels implement production concept;
- hostels and standard city hotels implement financial concept;
- theme hotels implement social concept¹⁰.

⁹ A. V. Andreychikov y O. N. Andreychikova, Sistemnyj analiz i sintez strategicheskikh reshenij...

¹⁰ V. R. Vesnin, Teoriya organizacii...

Thus, the business process development concept is more suitable for the present study than the traditional concepts of forming the work of hotel enterprises stated above.

A hotel development concept is a form of conducting business processes according to one of the stated models: production, financial or social, aimed at developing and maintaining the effect of launching the basic business concept.

However, none of the noted concepts is universal. Today, for a multifunctional hotel complex, it is necessary to find not only a scheme for the development and implementation of marketing or production activities. It is important to be able to formulate the goals and objectives of the company's development in the long term to achieve the effect of continuous business development, taking into account a specific set scale. In other words, it is necessary to ensure constant profitability of the business in the context of a limited number of hotel rooms, as well as to achieve a constant increase in the profitability of all the company's assets based on the improvement of the main activity and search for additional activities.

As a result, the hotel enterprise should be transformed from a banal tourist accommodation facility to a Center for the tourist industry development in a specific direction and a specific territory.

The management theory and practice, which describe the possibilities of implementing this task, are reflected in the "Concept of organizational development"¹¹¹².

The noted theory of effective management was described in the late 60s and early 70s of the 20th century by such authors as W. French, F. Hughes, S. Bell, and others¹³¹⁴. It is based on the assumption that the company can constantly develop in the context of timely transformation under the influence of internal and external factors that require the company to make systemic changes.

The theory of organizational development is reflected in the works of I. Adizes, who described in detail the requirements for the organizational development of any enterprise, depending on the characteristics of its current life cycle¹⁵¹⁶¹⁷.

In other words, when adopting the above-proposed theories as to the basic methodology for elaborating the development concept of an existing enterprise, it is necessary to take into account several facts:

- history of the company's development and experiences of market changes;

¹¹ I. K. Adizes, *Mastering Change. The Power of Mutual Trust and Respect in Personal Life, Family Life, Business, and Society* (St. Petersburg: Peter, 2013).

¹² A. V. Andreychikov y O. N. Andreychikova, *Sistemnyj analiz i sintez strategicheskikh reshenij...*

¹³ S. P. Baranenko; M. N. Dudin y N. V. Lyasnikov, *Strategicheskij menedzhment: Monography* (Moscow: Tsentrpoligraf, 2016).

¹⁴ E. N. Garanina, "Klientoorientirovannaya koncepciya konkurentosposobnosti gostinicy", *Bulletin of the Russian International Academy of Tourism* num 1 (2015): 78-89.

¹⁵ I. K. Adizes, *Managing Corporate Life Cycles...*

¹⁶ V. I. Grushenko, *Menedzhment. Vospriyatie sushchnosti menedzhmenta v usloviyah strategicheskikh izmenenij* (Moscow: INFRA-M, 2017).

¹⁷ E. A. Dzhandzhugazova, "Sobytie kak instrument razvitiya territorii: luchshie praktiki", *Russian regions: A look into the future* Vol: 5 num 2 (2018): 44-50.

- the stage of the current life cycle of the enterprise;
- the degree of the company's flexibility, its susceptibility to changes;
- the level of control over organizational changes at the enterprise;
- the degree of influence of internal and external factors on the activity and image of the enterprise;
- the competitive position of the company and compliance with current market trends;
- the company's ability to implement and actively use the most innovative technologies in its daily operations;
- the company's ability to develop new and unexpected strategic solutions;
- consistency of the company's conceptual development goals and the development of the industry and business environment.

In the search for an effective method to describe the hotel complex development concept, the business methodology will be considered next. Since the concept of organizational development can be applied successfully, the authors venture to suggest the use of the "Concept of sustainable development" methodology for the present study¹⁸.

Created in 1983 by the World Commission on Environment and Development, this concept has determined the sustainability of enterprises depending on the level of their corporate social responsibility¹⁹.

The main principle of this Concept is based on the greening of business processes and their orientation to the strategic long-term use of available resources, including recreational ones. Thus, it is possible to apply the methodology of this concept for hotel complexes and tourism enterprises²⁰.

Initially, the concept was based only on the provisions of environmental protection and socialization of public space. Currently, the further evolution of this methodology is not surprising, as well as its transformation into the Concept of sustainable tourism development described in the monograph of S.R. Dreving²¹.

¹⁸ A. Atkisson, How sustainable development can change the world (Moscow: Binom, 2015).

¹⁹ E. A. Dzhandzhugazova, Turistsko-rekreacionnoe proektirovanie: Textbook (Moscow: 2016); A. P. Egorshin, Strategicheskij menedzhment (Moscow: NIMB, 2017); A. M. Zhemchugov y M. K. Zhemchugov, "Paradigma sovremennogo menedzhmenta i ee basis", Problems of Economics and Management num 6 (2016): 4-30 y A. I. Zilinsky; I. A. Zinov; K. P. Goravskaya y A. A. Kotlyarova, Tendencii razrabotki koncepcij turistsko-gostinichnyh kompleksov (na primere Vologodskoj oblasti). In the book: Urgent problems of the development of the hospitality industry, tourism, and sports (Ufa: The Plekhanov Russian University of Economics, 2018).

²⁰ I. K. Adizes, Mastering Change...; A. V. Andreychikov, O. N. Andreychikova, Sistemnyj analiz i sintez strategicheskikh reshenij... y S. P. Baranenko; M. N. Dudin y N. V. Lyasnikov, Strategicheskij menedzhment...

²¹ S. R. Dreving, Klasternaya koncepciya ustojchivogo ekonomicheskogo razvitiya (Moscow: St. Petersburg University Press, 2018).

The concept of sustainable tourism development is found in both domestic and foreign sources, although to a greater extent in foreign studies. However, in the past 2-3 years, regional authorities have increasingly turned to the philosophy of sustainable tourism development as the basis for partnerships with representatives of business structures²².

Table 4 provides a historical retrospective of comments and definitions related to this scientific concept.²³

Definition	Source
Sustainable development of tourism represents all forms of tourism development and management that do not contradict the natural, social, economic, and environmental forms of unity and well-being of established societies during a termless period.	World Federation of natural and national parks, 1992
Sustainable development of tourism is provided within the limits of environmental sustainability; can effectively restore the productivity of natural resources; takes into account the contribution of local communities to tourist recreation; provides for equal rights of the local population on the economic benefits from tourism; puts the wishes and needs of the receptive side to the fore.	Tourist Concern & Wild World Fund, 1992
Sustainable development of tourism allows present-day inhabitants of the planet meeting their own needs for rest and recreation without the threat of losing this opportunity to future generations.	UNDP, Production and consumption branch, 1998
Sustainable development of tourism is a set of rules and principles, agreed projects and programs, whose implementation will allow solving comprehensively the problem of development, both of the entire industry and its enterprises.	Concept of tourism development in the Moscow Region, 2017

Table 4
Concept of sustainable tourism development

Conclusion

The development of tourism and hospitality has great influence not only on the integration of the national economy into the world market. In the Moscow Region, as in many other regions of Russia, tourism is becoming one of the most priority industries that require not only consideration of the state but also an active attitude of the very business in terms of development programs and projects.

The unique property of tourism and hospitality is not only the prospects and high income of this type of business but also stable growth, as well as relative resistance to the impact of adverse factors of the macro-environment such as political, economic, climatic, and other impacts.

²² I. K. Adizes, *Managing Corporate Life Cycles...* y A. Atkisson, *How sustainable development can change the world...*

²³ S. N. Bobylev, *Modernizaciya ekonomiki i ustojchivoe razvitie...*; V. R. Vesnin, *Teoriya organizacii...*; E. N. Garanina, *"Klientoorientirovannaya koncepciya... y Grazhdanskij kodeks RF (Moscow: Rossiyskaya Gazeta, 2017).*

This undoubtedly indicates the key role of these industries in stimulating the growth of the national and regional economies. This thesis is confirmed by the macroeconomic indicators of the tourism industry development in Russia over the past five years²⁴.

Thus, in the practical part of the study, it is necessary to follow the principles and approaches of two key concepts of effective business development, namely, the concept of organizational development, and the concept of sustainable development. As applicable to the present topic and mostly the research object, the authors focus on the *Concept of sustainable tourism development* with regard to multifunctional hotel complexes²⁵.

This research can be used to obtain a new integrated methodology for the development of the concept of a multifunctional hotel complex in the context of changing internal and external environment but with full compliance with the conservation of constancy of positive dynamics and sustainability of business processes in a logical and consistent organizational development. Next, the authors intend to consider methods and tools for elaborating of the sustainable development concept of this type of enterprise.

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²⁴ E. V. Bokareva; I. A. Duborkina; A. P. Sokolova; I. G. Doronkina y E. E. Konovalova, "Dependence of the Russian economy on oil prices in the context of the volatility of the global oil market: Articulation of issue", *International Journal of Energy Economics and Policy* Vol: 7 num 3 (2017): 225-230.

²⁵ L. S. Morozova; V. Y. Morozov; N. V. Havanova; E. V. Litvinova y E. V. Bokareva, "Ensuring the development of tourism on the regions of the Russian Federation with the account of the tourism infrastructure factors", *Indian Journal of Science and Technology* Vol: 9 num 5 (2016): 875-899.

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