

INNOVATIVE CONCEPTS OF HOSPITALITY SERVICES

The coronavirus (COVID-19) pandemic is causing the hotel industry across the globe to take a hit. In the United States, this can be seen through a year-over-year decrease in the most important key performance indicators in the industry: occupancy, revenue per available room (RevPAR), and average daily rate (ADR). In the week ending September 12, U.S. hotels had an occupancy of 48.5 percent, showing a year-over-year decrease of 30.2 percent. Meanwhile, ADR dropped to 98.99 U.S. dollars, reflecting a decrease of 25.5 percent on the previous year. Lastly, a RevPAR of 47.96 U.S. dollars showed a year-on-year drop of 48.1 percent [6].

Booking Holdings, which owns Booking.com and Kayak among others, reported a 51% drop in bookings in Q1 and 91% in Q2 year-over-year, while Expedia Group, saw revenues sink 82% in Q2, and recent McKinsey research suggests that the U.S. hotel industry's recovery to pre-COVID-19 levels could take until 2023 – or later. At the peak of the pandemic, travel tech specialist HotelRunner saw occupancies in Covid-affected countries drop to less than 5% [7].

Doom-mongering aside, business is – albeit cautiously – picking up as governments ease lockdown measures and reopen borders. However, the threat of local lockdowns, ever-changing air bridge agreements and enforced quarantining presents uncertainty for hoteliers, preventing them from – among other things – forecasting 2021 performance or planning for new investments.

The new existing conditions for carrying out activities in a pandemic have forced to look for new solutions to innovative concepts of activity in the hospitality market.

In the market saturated with hotel services, there are several companies that develop truly unique services in the face of changing consumer demands. Some companies are more successful than others in creating new consumer value offerings by implementing business models and concepts. The use of new approaches in the management of the hotel business is promising if hotels are ready to move away from traditional ways of doing business.

One such innovative management model is the branding model, which benefits from a key side effect of the rapid global increase in the influence of foreign hotel chains. Efforts to create hotel brands have also led to branding in the minds of the public. Consumers of hotel services who prefer a certain brand have similar traits and needs and are very different from guests who are indifferent to brands [3, p.67].

Preferring, for example, the Marriott brand, the guest demonstrates his purchasing power and consistency in the choice of products and services of this brand. In this regard, branded hotels are focused on the established

audience, which must then be accessed for marketing purposes. As part of the implementation of this model, branded hotels need to take three specific actions [1, p. 90].

First, it is necessary to conduct research to identify specific brands of other products and services that are most often used by hotel guests. For example, one of such brands may be the availability of mobile technology that allows you to book a room and have a simplified procedure for check-in and check-in at the hotel. Starwood Hotels & Resorts worldwide, Inc. announced the launch of SPG Keyless - the first mobile system in the history of the hotel industry, which allows hotel guests to use their smartphone as a key [2, p.31].

Second, hotel brands need to create a single database for certain market segments so that hotel guests meet the selected parameters (for example, the target audience of businessmen who prefer hotels of the InterContinentalHotelsGroup brand network).

Third, brands need to find inconspicuous ways to give other companies access to guests (for example, in hotel rooms, guests can read special advertising programs of the company's partners so that service consumers can interact freely with the product without feeling part of a marketing campaign).

It should be noted that this model can be applied by branded hotels to any type of product and service, but it is not the management model used by the company's management to sell their products using a hotel room. When implementing the branding model, hotel guests get access to the use of modern products or services, as well as receive an exclusive discount on the purchase of the offered goods and services.

In addition, the hotel company benefits from the sale of its rooms to several consumers: guests and suppliers of products, as well as increases the visibility of the company through cooperation with other well-known brands.

The trend of increasing the number of international brands can be effectively used by introducing a business model designed not so much to increase demand but to increase consumption. This model proves that branding efforts turn guests (consumers) into assets, and companies (producers and suppliers) into potential customers.

Another innovative service delivery model is the Globalization Impact Model, which benefits from the trend of globalization to create a relevant and indispensable product for a dynamic society of professionals who travel around the world every few years in search of better career prospects. World leaders in the hospitality industry adapt their product to the needs of migrant workers, including logistics functions,

drastically reducing the adaptation period of any newcomer and making the process shorter and easier.

This offer can be attractive if it is addressed to business giants, who will later benefit from faster acclimatization of their new employees. Note that the cost of moving employees will be significantly reduced if you reduce the time spent on hotel accommodation, finding permanent housing and going through bureaucratic procedures. Moreover, hotel companies will benefit more from an employee who immediately focuses on work, rather than spending time trying to settle in their new city [4, p.98].

For example, the concierge functions of such a hotel abroad include assistance in obtaining a driver's license, finding a permanent residence, buying a car, etc. Hotel rooms can be adapted for guests traveling with many things; who share a similar potentially annoying experience of moving and starting a new life in a new home.

The presented model is extremely effective, as such guests share basic needs that go beyond lifestyle issues and consumer preferences. In fact, all such guests will need a house, furniture, car for a few weeks so that they can focus on their new job.

This approach would be in demand among real estate agents, furniture distributors, car dealers and other suppliers of relevant goods and services to gain direct access to hotel guests exclusively in this segment. Strategic alliances that could be formed to create an inconspicuous transition period for these guests need to be explored. The growing number of professionals who typically move in search of better career prospects can be developed more effectively by adopting this hotel business model, which creates its own product and forms strategic alliances with suppliers of goods and services that help to quickly and easily adapt to the new place.

Today's consumer is looking for a more unique product. He values diversity, choice and individuality. Moreover, the guest is economically conscious and wants to pay for what he needs, and would not want to spend his money on additional services that he does not use. Therefore, the question arises: what can we do in the hotel industry to attract guests to stay in our hotel?

Indeed, one of the effective ways is to provide the guest with a more personal, individual, unique service, corresponding to his budget and preferences. Independent hotels are more flexible than hotel chains when it comes to adapting their services and concepts. They do not need to go through a lengthy policy-making process before implementing new changes. The peculiarity of effective management of hotel enterprises is in the transformational changes of the synergetic concept, which allows to interact with various companies that provide the necessary hotel services in the hospitality industry.

Here are examples of hotels whose management understands how to become a leading hotel company in its niche by providing quality services.

1. Pantone Hotel Brussels. The concept of this hotel is to use a marketing tool - a unique architectural and design style. They do not sell the number itself, namely the official colors, which are registered under the

trademark Pantone. The hotel provides consumers with colorful rooms that guests can choose from at check-in.

2. Secret of Paris. Another hotel in the design segment, which positions itself as the only hotel that sells certain tourist destinations. Rooms at the hotel are decorated in the style of famous Parisian landmarks: Tour Eiffel, Musée d'Orsay, Moulin Rouge, Opera Garnier, etc. Undoubtedly, this hotel has raised the bar high for competitors, as it is focused on providing exceptional customer service and has modern software.

3. Townhouse Hotel Maastricht. The business model of this hotel is characterized by the creation of a management system that allows you to provide a service of comfort and coziness that is not inferior to home. They do not try to sell the room, they sell "a plate of soup and hospitality" [5].

Thus, these companies make the hotel industry brighter and more versatile, successfully competing in the market, thanks to their fans, who actively promote their concept on social networks and specialized Internet resources. Such hotels are the leaders in their segment in terms of profitability per room and even surpass the performance of their competitors.

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