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Methodical Approaches to Estimate Hotel Facilities' Efficiency

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Abstract:

The article deals with the development of approaches aimed at increasing the competitiveness of hotel business operators in present-day conditions. It is revealed that there is no uniform approach to a comprehensive assessment of hotel facilities operating efficiency. The proposed scheme of grouping of indicators for assessing the operation effectiveness of the hotel business according to criterial directions makes it possible to define functional and estimated indicators.

The dynamics analysis of hotel facilities' operating efficiency is carried out based on clusters within groups of functional and estimated indicators as well as within criterial directions, which allowed uncovering the content of the problems arising before executives during search for ways to enhance operating efficiency of the hotel facilities. The article offers a clear organization of the analytical process to identify the features of the hotel enterprises' status and development in the context of individual groups, as well as to carry out qualitative and effective economic analysis.

Keywords: assessment; economy; efficiency; enterprise; hotel business; analysis; industry.

JEL Classification: L80; L89; Z32.

Introduction

The current state and development of the Russian economy is characterized by significant changes in priorities. At this stage of development, the national economy cannot operate effectively without tourism, which is a catalyst for

socio-economic development of the country. The development of the tourism industry ensures the expansion of the labor market. Currently, every fifteenth person in the world works in the sphere of hotel and tourist business.

The most important component of the tourism industry is the hotel business. The accelerated development of the hotel business and the desire to receive significant profits, as well as the increasing solvency of hotel product consumers, assist in expanding and creating a variety of hotel activities.

Expansion of the range of additional services in accommodation facilities leads to clarification of the content of the "hotel business" concept, which contributes to the unification of elements not only of the hotel industry, but also of other industries. Hotel business at this development stage is a package of measures to meet the needs of guests.

The totality of economic relations that develop in the course of production, sale and organization of hotel services' consumption form a market that has its own specifics. All together these services represent a kind of hospitality services in the hotel business. From the fundamental concept of human civilization, hospitality has become in recent times a powerful industry that brings together enterprises providing different services for reception, accommodation, and service of guests.

The study of problems concerning the advancement of hotel services' system in modern conditions is reflected in the works of V.A. Kolobkova and D.S. Suvorova (2017), D.Yu. Kolyshkina (2013), E.V. Pecheritsa and D.S. Chernov (2015), A.G. Shishko (2016), T.A. Yarkova and A.A. Osinkina (2016), E.A. Dzhandzhugazova, A.I. Kosheleva, R. R. Gareev, E. Yu. Nikolskaya and A.P. Bondarenko (2016) et al. However, the conceptual bases for promoting hotel services are inconsistent, the methodology in the framework of development of the hotel business operators is not sufficiently developed, and individual features of the hotel business are taken into account not in full. This does not allow carrying out practically purposeful advance of hotel services in present-day conditions.

1. Methods

The methodological basis of the research included the following general research methods: analysis and synthesis to analyze existing theoretical and methodological approaches and concepts, as well as scientific research on the problems of improving of hotel services' system promotion in modern conditions; structural and logical approach to systematize factors affecting the development of hotel facilities; and factor analysis used when determining the influence of indicators on the level of consumer satisfaction with the hotel services' quality.

The informational background of the research included legislative and normative legal acts, statistical materials of state authorities and local self-government, as well as scientific publications of domestic and foreign scientists on the problems of improving hotel services' promotion system in modern conditions (Nacharyan and Markaryan 2011; Zaitseva, Kozlov and Nikolskaya 2017).

In the course of the research it is planned developing approaches to improve hotel services' promotion system in contemporary conditions and substantiate the strategy of hotel services' promotion. In addition, a task is assigned to substantiate approaches to assess the quality of hotel business services, identify and formulate the main ways to move forward hotel services at the regional level.

2. Results

Development trends of the hospitality industry include computerizing the hotel sector, developing economy class hotels, improving the technical equipment of the hotel facilities, strengthening cooperation of the hotel facilities, focusing on environmental friendliness, accelerating the merge processes, expanding the specialization of hospitality enterprises, as well as unifying hotel industry enterprises into associations and unions.

Safety and comfort level remain one of the major factors when choosing hotel facilities. Reviewing the activity of hotels worldwide, the hotels with a wide range of additional services are gaining popularity among consumers. For example, the hotel may establish a special job position of "Dream Concierge". Some hotels focus not only on meeting the needs of consumers but also of their pets.

Also, hotels promote a healthy lifestyle, providing all the necessary conditions for active sports. Besides, the hotel can provide one of the most expensive additional services - transfer by a comfortable helicopter. Some hotels pay special attention to a variety of smells and aromas, rightly believing that odors create a special atmosphere.

The main objective of the hotel facilities is delivering impeccable service, exceeding the expectation of consumers, and be a recognized leader in its segment in the hotel services' market. Analyzing the purpose of travel, it can be noted that 50% are business trips, about 40% are trips for leisure purposes, while 10% are travels for other purposes. Modern segmentation of the hotel market and a variety of hotels are stipulated by the diversity of interests of hotel services' consumers.

For tourist, the hotel is a business card of the country, which sometimes creates country's image to a greater extent than other factors. The costs of hotel service range from 30 to 50% of the total cost of the trip. Studies show that the service quality is valued by tourists four times higher than the price of a tourist product.

A significant place in the global hotel industry is occupied by the European continent, which accounts for about 70% of the tourist flow, and accordingly the hotel fund of Europe occupies a significant share amounting to 45% of the world hotel fund. In the Russian Federation, the number of hotel facilities has increased significantly over the past year due to the 2018 World Cup, though it is still insufficient comparing to the leading tourist countries.

In recent years, due to the significant growth in tourism activities and economic conditions, there has been a global tendency in increasing the number of rooms in some new hotels. The construction of larger hotels is primarily due to economic considerations.

Increase in the number of hotel rooms causes the need of using more powerful and modern technological and engineering equipment, the ratio between the working and total area increases, the auxiliary area reduces, as well as the area of corridors, halls, and passages comparing to the area provided directly to the guests, which leads to a reduction in specific construction costs.

In large hotels, the work of staff is used more efficiently, and thus number of administration staff is reduced. The hotel can provide customers a greater range of services while reducing the cost for these services. At the same time, experts in the field of hotel construction and operation note that the increase in the number of hotel rooms is advisable to a certain limit, beyond which hotels become difficult to manage.

Experience has shown that the demand for hotel services is formed in accordance with the needs of tourists, so the highest occupancy rate of hotels in major cities occurs on weekdays (80-90%), while on weekends it amounts to just 30%. The average occupancy rate of the four- or five-stars hotels is about 60%. Since 2016, the demand for hotel services from both domestic and foreign tourists has continued growing, because business activity of tourists has increased by more than 30%.

The analysis shows that the European standard economy-class hotels and high-quality budget hotels, which were able to improve their economic performance, are characterized by the most advantageous position in the hotel business market.

In this context, it is expedient to certify hotel services in order to prevent selling services, goods, certain types of work that are dangerous to life and health of consumers, their property and the environment; to assist consumers in the conscious choice of services, goods and types of work; to ensure compliance with mandatory norms, rules, requirements for environmental protection; and to use natural resources.

Under the new policy, which allows hoteliers avoiding the certification procedure, there is a risk of abuse and bad faith on the part of the hotel owners. Consumers of hotel services may face risk, because nothing can guarantee the compliance of hotel services with the declared category.

One of the promising trends in the development of hotel facilities is an orientation to ecological compatibility. Today, the movement for environmental protection is becoming increasingly popular in the world. By adhering to the ecological balance, people are increasingly changing their habits and preferences. Hotels are also involved in this process and try, to the extent possible, meeting the concept of "eco-hotel".

Environmental activity of the hotel can be based on 12 main criteria and include environmental management in the hotel business, monitoring water and energy consumption, waste management, educational work among employees and guests, as well as cooperation with the community in which the hotel facilities are located. Also, in each country, international evaluation system may be complemented by national criteria, which take into account local features, but do not contradict international standards.

The practice has shown that in the scientific literature there is no uniform approach for evaluating the efficiency of hotel facilities by means of quality rating system. Therefore, we offer two main groups of indicators to assess the hotel business efficiency. According to our classification, the first group includes functional indicators characterizing operational and production activity and resource potential of the hotel facilities. The second group includes indicators that characterize the expenditure and revenue part of the hotel facilities and their financial condition (Fig. 1).

Indicators that relate to the operational and production program of the hotel facility characterize the capacity of the enterprise (the number of hotel rooms and their occupancy rate). It is proposed to include in this list one more indicator called "profit rate per client". Currently this indicator is not being used at hotels, though provides an opportunity to assess the efficiency of operational capacities.

It is recommended complimenting indicators of resource potential of the hotel facility, which characterize efficiency of use of all production resources, by the coefficient of the utilization of spatial resources and material

content of services provided. This will provide a comprehensive description of the resource capabilities of the enterprise.

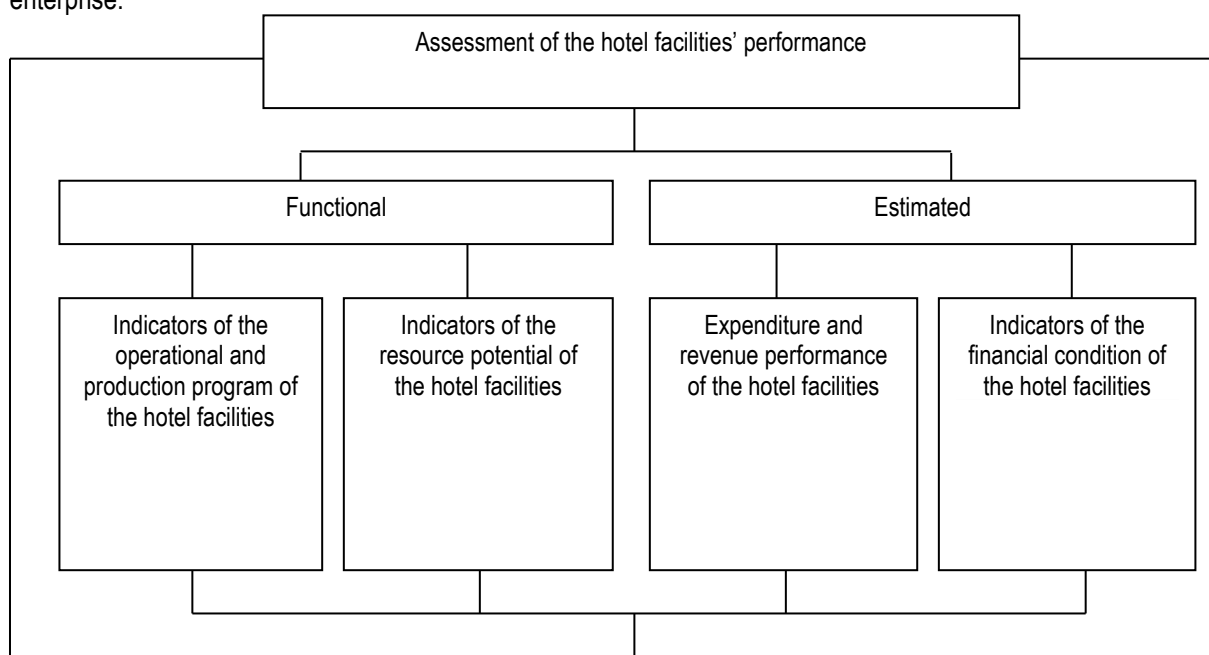


Figure 1 - The schematic diagram of indicators grouping to estimate the hotel facilities performance by the criterial directions

The expenditure and revenue indicators of the hotel facility characterize the cost utilization efficiency and evaluate the result obtained. It is proposed to supplement this criterial direction with an indicator of the industrial leverage effect, which allows estimating fixed and variable costs structure. Besides, it is recommended to supplement the financial indicators of the hotel facility with indicators of cash cycle and intensity of investments that will allow assessing the monetary and investment policy of the enterprise.

By means of multidimensional statistical analysis, using specified indicators, a cluster analysis of 39 enterprises was carried out, which allowed allocating 3 clusters. The first cluster included 22 objects, the second one – 16 objects, and the third cluster included just a single enterprise, the activity of which was identified as abnormal and this hotel facility was removed from the calculations.

The first cluster included enterprises with a high degree of average occupancy rate of bed-place, while the second cluster included enterprises in which the occupancy rate per place was twice lower than that in the first cluster (Table 1).

Table 1 - Comparative analysis of average indicators characterizing activities of hotel complexes

Indicator's name Cluster	Average occupancy rate of bed-place, units	Average man-day cost, rubles	Revenue rate per client, rubles	Labor intensity of rendered services, rubles	Material content of services provided, Rubles
1 st cluster (22 objects)	97.83	4540.90	8361.10	2.61	3.26
2 nd cluster (16 objects)	46.01	10654.40	31831.30	1.89	4.05
Deviation	-51.82	+6113.50	+23470.20	-0.72	+0.79

The first cluster consists of economy-class enterprises, in which, in contrast to enterprises in the second cluster, the average cost of a bed-day and the revenue rate per customer are significantly lower, i.e. this cluster is focused on rendering hotel services to the middle-tier clients. It should be noted that the enterprises of the first cluster are characterized by greater labor intensity, because they serve more customers. At the same time, they

are characterized by less intensity of material use to render services, because material costs are reduced with greater occupancy rate of hotels. The second cluster at lower occupancy rate has a large average cost of a bed-day and usually a large revenue rate per client, i.e. it is focused on clients with a high level of solvency.

3. Discussion

The reliability of the presented approaches to assess hotel facilities operating efficiency is confirmed by the fact that the use of the proposed indicators grouping makes it possible carrying out comprehensive assessment in retrospect as well as segmental evaluation when conducting operational and perceptual analysis. This allows providing an opportunity to make informed managerial decisions.

Studies have shown that during the recent years the number of hotel facilities in the Russian Federation has increased by 63.5%. The average occupancy rate in this industry is 50 units. The occupancy rate of hotel facilities ranges from 18.1 to 21.8%. In 2017, services provided to guests by hotels, exceeded those provided in 2010 by 34.7%. The number of served foreign tourists has increased by 62.9% as compared to 2010.

It is established that the main income of hotel facilities comes from the major activity of the enterprise (77.6% as of 01.01.2010). In 2017, compared to 2010, the cost of hotel facilities increased by 84.5%. At that, the main part of cost is operating expenses (97.4%).

In recent years, there has been a constant excess in the growth rate of expenditure over growth rate of income (Romanenkov, Kutin, Lebedev, Grzhebina and Shimanskiy 2017; Zavalco, Kozhina, Zhakevich, Matyunina and Lebedeva 2017). The situation, which has developed at the enterprises of this industry sector, testifies the existence of the certain difficulties in management and the need for developing measures to increase operating efficiency of hotel facilities.

Analysis of the dynamics of key performance indicators of the hotel facilities in Moscow and the Moscow Region for 2010-2017 has shown that indicators such as the number of objects, the number of hotel rooms, and the average hotel capacity have not changed significantly. However, an important indicator such as the occupancy rate has decreased from 20.4 to 17.8%. Its maximum values were reached in 2016 and amounted to 29.0%. In recent years, the operating costs of the hospitality industry have exceeded revenues. In 2017, for the first time, revenues have exceeded costs by 1.06 times.

Activities of the hotel facilities are most comprehensively characterized by indicators such as the average occupancy rate of bed place, the average cost of a man-day, the income rate per client, as well as labor intensity and material content of services provided.

4. Conclusion

The conducted analysis has shown that there is no single approach to comprehensive assessment of operating efficiency of the hotel facilities. The proposed scheme of indicators grouping for assessing the operation efficiency of hotel facilities within the proposed criterial directions makes it possible to define functional and estimated indicators. Based on the conducted cluster analysis, two consistent comparative groups of hotels have been identified. The defined clusters are characterized considering the maximum and minimum values of economic indicators showing the performance of hotel facilities. Besides, the dynamics analysis of hotel facilities' operating efficiency has been carried out by clusters within groups of functional and estimated figures, as well as within criterial directions, such as the operational and production program, resource potential, cost to income ratio, and indicators of financial status of hotel facilities. Such analysis has allowed revealing the essence of the problems faced by executives when searching for the ways to increase operating efficiency of the hotel facility.

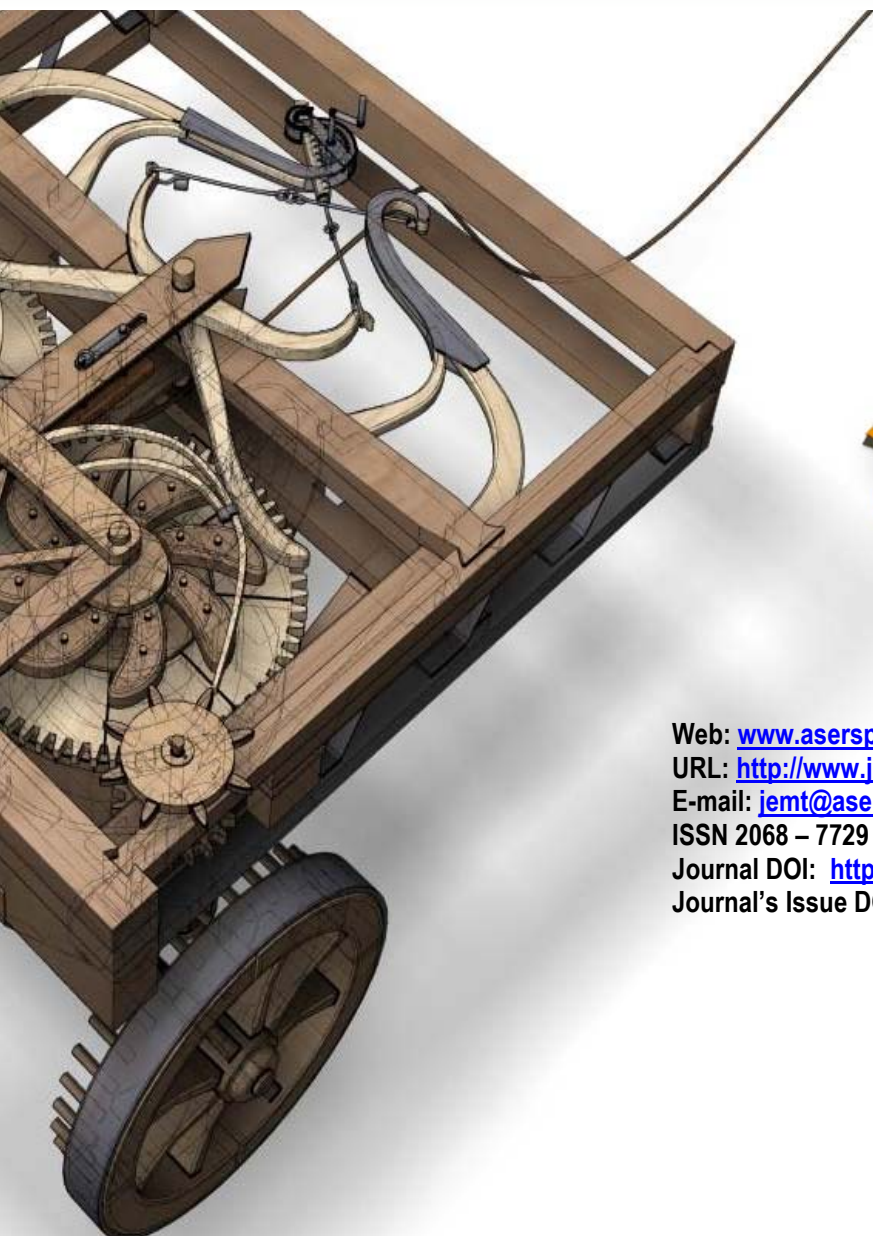
Therefore, in order to identify the peculiarities of the hotel facilities' status and development in the context of individual groups, as well as qualitative and effective implementation of economic analysis, it is necessary to organize clear analytical process and apply information and communication technologies. The obtained average values made it possible assessing the current status of the hotel facilities and proposing a new approach to the implementation of analytical procedures based on the identification of strengths and weaknesses of the studied objects.

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