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Hotel business in the context of global trends

Abstract. The hotel business plays an important role in the development of the country's economy, as it provides jobs, stimulates tourism, and promotes cultural exchange. In the context of global change, in particular post-Soviet reconstruction and military aggression, its importance is only growing. The relevance of the study of the state and prospects of development of the hotel business is conditioned by significant changes taking place in this area and the need to adapt to new realities. In 2024, there was an active introduction of digital technologies and sustainable practices at the international level, while in Ukraine the hotel industry faced unique difficulties related to the security situation. Comparing the International and Ukrainian hotel services markets helps to identify key trends and challenges and develop recommendations for the development of the industry. The purpose of the study was to analyse the impact of global events on the global hotel industry, identify the main trends and problems, and suggest ways to improve the situation in the Ukrainian hotel sector. Research methods included analysis of statistical data, a systematic approach, case-study, comparison of international and national indicators and practices, generalisation, abstract and logical method, and synthesis. The results of the study showed that despite the positive dynamics of the international hotel business, the Ukrainian hotel industry is experiencing significant difficulties due to the war in the country. Against the background of negative trends, the success of the international hotel business is conditioned by the availability of government programmes, support for business development, investment in new technologies and

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innovations. To restore and develop the Ukrainian hotel business, it was important to introduce positive foreign practices, in particular sustainable development, and adapt them to the realities of the modern Ukrainian market. The practical value of the study was to provide recommendations for improving the situation of the Ukrainian hospitality industry in the market, adapting to new conditions and using international experience for the development of the hotel business

Keywords: hospitality industry; international service market; crisis; adaptation; sustainable development

INTRODUCTION

The hotel business is one of the key sectors of the hospitality industry, which plays an important role in shaping economic stability and regional development. The relevance of hotel business research in the context of global changes is extremely high, especially for the Ukrainian market. The COVID-19 pandemic and subsequent economic and social crises, including military aggression, have significantly affected the tourism sector, in particular, the hotel business. Global trends in recovery and adaptation, such as innovative technologies and new business models, have a significant impact on the development of the industry. In Ukraine, where the hotel business faces unique challenges, studying these trends and comparing them with international experience is crucial for developing effective recovery and development strategies. Analysis of the current state of the hotel business in Ukraine in comparison with the global trends of the hotel industry will identify key problems and prospects for the development of the industry and provide recommendations for improving its competitiveness on the world stage.

The COVID-19 pandemic, which can be considered one of the largest socio-economic crises of the beginning of the 21st century, affected all spheres of life; so many researchers have investigated its impact on various sectors of the economy, including the hotel industry. M. Breiera *et al.* (2021) note that the crisis is a trigger for the development of innovative business models that allow not making a profit during the crisis, but also ensuring the long-term development of the enterprise. Therefore, entrepreneurs in the hospitality industry should actively and constantly develop and adapt their business models. According to E. Çoban & C. Ozel (2022), effective communication, unity, and solidarity of the hotel company's team is important in the

fight against the crisis. V. Magnini *et al.* (2020) concluded that industry disruptions caused by COVID-19 highlight the importance of using key performance indicators (KPI), reliable data to compare competitors and accurately identify competitive groups for hotels, which are prerequisites for adapting and improving efficiency in an unstable environment. N. Korzh & N. Onyshchuk (2020) and A. Singh & V. Singh (2022), who investigated the impact of the pandemic on the development of the hotel market, agree that this challenge has led to a leap in the development of online information and communication technologies in this industry. According to R.T.R. Qiu *et al.* (2021), the impact of fluctuations in demand during crisis events is crucial for dynamic management in the hospitality industry, so hotels should choose demand forecasting methods responsibly and not be limited to consumer surveys on social media, which has become a very popular feedback tool recently.

Considerable attention of researchers was paid to the analysis of the international hotel services market, with an emphasis on testing positive practices, in particular, the introduction of modern information technologies and innovative approaches to hotel business management. Thus, Gursoy *et al.* (2022) suggest that the meta-universe has already changed and continues to change the way the hospitality and tourism industry works. The study by V. Purushothaman (2023) reflects the main trends and forecasts for the development of the global hotel business, which indicate a significant growth of this market segment in the near future and rapid innovative development towards increasing the competitiveness of modern forms of hotel business. A. Methli (2024) argues that the modern hotel industry is a dynamic environment for business leaders and investors to implement

and support innovation. In order to navigate the changing hospitality landscape and benefit, it is necessary to follow the latest trends, market data, and clear growth forecasts. According to W. Zheng *et al.* (2024), increasing competition and uncertainty create the need for highly efficient forecasting models and offer a proprietary spatiotemporal forecasting model that expands the application of artificial intelligence-based models in hotel forecasting. Their forecast indicates the rapid dynamics of endogenous development of the Chinese hotel market.

However, Ukrainian researchers focus on adapting the hotel industry to the challenges of war, analysing the impact of the security situation on tourist flows and finding new strategies for business survival. Thus, V. Danylenko-Kulchytska (2022), studying the impact of the war on the hotel business, came to the conclusion that any crisis leads to the emergence of new opportunities, and that the combination of the principles of consistency (understanding strategic goals, timely control, transparent internal processes and analytics) and flexibility (speed of making creative, non-standard decisions) contributes to the economic survival of enterprises in modern conditions of total unpredictability. In addition, many studies are devoted to finding ways to develop the Ukrainian hotel business in the context of global changes. According to I. Chuieva (2023), the Ukrainian hotel industry is characterised by the development of specialisation of hotels and hotel services, the creation of international alliances and hotel chains, the development of small businesses in the hotel industry, and the increasing involvement of new information technologies in the technological process of hospitality. Given the multidimensional nature of the existing studies, it is feasible to discuss the prospects of researching this issue and the need to deepen knowledge of how global challenges such as the pandemic and military aggression have affected the hotel business in Ukraine compared to global trends in the recovery and development of this industry.

The purpose of the study – identify the main trends and problems of the modern hotel services market and develop recommendations for the restoration and sustainable development of the Ukrainian hotel business in the post-Soviet

period and during military aggression, considering the international experience. To achieve the goal, the analysis of the impact of global changes on the hotel industry was carried out, key trends and challenges faced by hotels in the international and Ukrainian services market were considered, the need for the introduction of digital technologies and sustainable practices, in particular, in the Ukrainian context, was proved, which will contribute to improving the competitiveness and adaptation of the hotel industry to new realities.

MATERIALS AND METHODS

The study applied an integrated approach and used general scientific and special methods, the main of which were: statistical and economic analysis to identify trends and patterns in the development of the hotel industry; a systematic approach to consider the relationships and interactions between various aspects of the hotel business, including the impact of international trends, public policy, and economic conditions on the development of the industry. In addition, comparative analysis was used to investigate international experience; abstract and logical method, synthesis and generalisation to substantiate the main results and conclusions of the study.

The main focus was on data collection methods and analytical tools that allowed for representative results. The study was conducted in 2024 at the National University of Life and Environmental Sciences of Ukraine (Kyiv) in cooperation with the Association of Hotel Unions and Hotels of Ukrainian Cities. The main focus was on the analysis of official statistics of the State Statistics Service of Ukraine on the activities of Ukrainian hotels in the period from January 2018 to December 2022 (Official website of the State Statistics Service of Ukraine, n.d.). This allowed tracking changes in the hotel services market in Ukraine in the context of post-Soviet recovery and military aggression. Analytical calculations on global trends in the hotel industry were carried out based on statistical data of the international hotel market, which are presented on the official websites of international organisations and consulting companies, in particular: Bismart consulting (2024), Statista (2024), MMR

(Maximize Market Research, 2024). Salary expert (2024), MKG Consulting (2024), and UNWTO (2024) were also involved for the actual period 2018-2023 and forecast for 2024-2028.

To collect information about current trends in the hotel business and the hospitality industry, the survey method of expert managers of Ukrainian hotels was used. This provided a deeper understanding of the market situation, and helped to identify the real problems faced by hotel companies. The surveys were conducted using the Google Workspace cloud software and Google Forms. Representatives of 18 hotels from the central (Kyiv Region), southern (Odesa Region) and western (Lviv Region) parts of Ukraine took part in the survey, which ensured representativeness and objectivity of views on the state of the hotel industry. All experts were informed about the study and gave their consent to the use of personal data (Declaration of Helsinki, 1964).

An important element of the research was familiarisation with the laws and regulations governing the activities of the hotel business in Ukraine (Law of Ukraine No. 325/95-BP "On Tourism", 1995), procedure for providing temporary accommodation services (Resolution of the Cabinet of Ministers of Ukraine No. 297 "On Approval of the Procedure for the Provision of Temporary Accommodation Services", 2006), rules for the use of hotels and similar means of accommodation and provision of hotel services (Order of the State Tourism Administration of Ukraine No. 19 "On Approval of the Rules for the Use of Hotels and Similar Means of Accommodation and Provision of Hotel Services", 2004). It was also important to get acquainted with the strategies that support the development of the industry (Decree of the Cabinet of Ministers of Ukraine No. 168-r "On Approval of the Strategy for the Development of Tourism and Resorts for the Period Until 2026", 2017).

To perform analytical calculations, the MS Excel software tool for processing statistical data and plotting graphs was used, which allowed making accurate calculations, assessing market trends, and visualising the results obtained, which increased the clarity of the information presented. The case-study method was used to analyse positive practices in the hotel business. This has facilitated the study of the experience

of other researchers and the development of proposals for implementing the experience in Ukrainian realities. The use of comprehensive methodological tools, including statistical and economic analysis, a systematic approach and expert surveys, provided a comprehensive analysis of the hotel industry. This helped to identify current trends and problems and formulate recommendations for adapting the Ukrainian hotel business to new business conditions, in particular, through the practice of rapid response to consumer needs and responsible management.

RESULTS AND DISCUSSION

In the context of global economic and political changes, the analysis of trends, challenges, and opportunities for the development of the hotel business allows optimising management strategies, increasing competitiveness, and ensuring sustainable development of the sector. In 2024, the international hotel services market demonstrated effective practices for Ukrainian businesses to follow. It was established that when the Ukrainian hotel services market faced serious problems due to Russia's military aggression against Ukraine, the international hotel services market showed an impressive recovery from the COVID-19 pandemic. Already in 2023, there was an excess of the volume of the international hotel services market for the pre-ice period by 11%, and the forecast for the next 5 years indicates a rapid growth of the international hotel market (Fig. 1).

According to Statista (2024), in 2024, revenue in the international hotel services market was expected to grow by almost 9% compared to the previous year, 2023, and more than 2 times compared to the year before COVID, 2020, and would amount to approximately USD 446.5 billion. Experts expected the annual growth rate of the international hotel services market to reach 3.32% in 2024-2028, with an indicator of USD 508.9 billion in 2028. It was also expected that the number of consumers of the hotel product will grow to 1.4 billion customers by 2028. It was projected that in 2028, 82% of hotel revenue will be achieved through online sales. It was also expected that in 2024, the United States of America would receive the largest income from hotel services compared to other countries (Statista, 2024). This is not surprising, since the rating

of the Top 10 largest hotel chains in the world in 2023 included six representatives of the US hotel business (1st place in the rating – Marriot, 3rd place – Hilton, 4th place – IHG, 5th place – Wyndham, 8th place – Choice, 10th place – BWH), three – China (2nd place – Jin Jiang, 6th place – H World Group, 9th place – BTG), one – France (7th place – Accor). In addition, in the Top 5 countries that

are projected to receive the largest revenue from hotel services in 2024, in addition to the United States, included the following: China, Japan, the United Kingdom, and Germany (MKG, 2024).

North America (USA, Canada, and Mexico) occupied, at the end of 2023, a dominant position in the international hotel services market with a market share of more than 30% (Fig. 2).

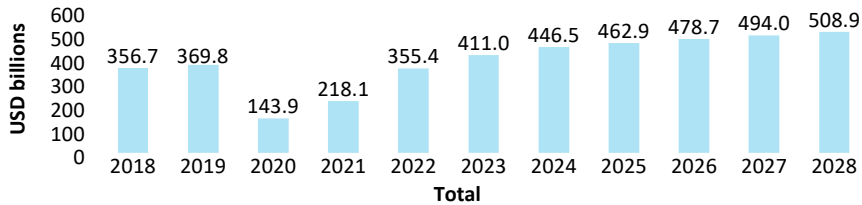


Figure 1. Volume of the international hotel services market, 2018-2028

Source: compiled by the authors based on Statista (2024)

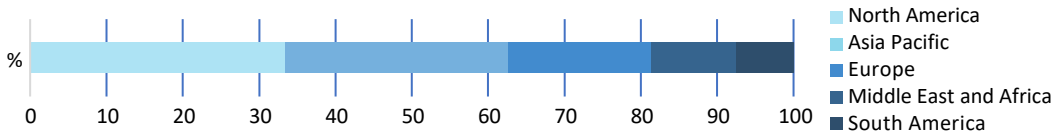


Figure 2. Regional structure of the hotel services market, 2023

Source: compiled by the authors based on Maximize Market Research (2024)

The 2nd place in terms of market share is occupied by the Asia – Pacific region (China, South Korea, Japan, India, Australia, Indonesia, Malaysia, Vietnam, Taiwan, Bangladesh, Pakistan, etc. countries of the region), the 3rd place is occupied by Europe (Great Britain, France, Germany, Italy, Spain, Sweden, Austria, and other European countries), the 4th – by the countries of the Middle East and Africa (South Africa, the United Arab Emirates, Egypt, etc.), and the last,

with a share of less than 10% – Brazil, Argentina, and the rest of South America (Maximize Market Research, 2024).

A comparative analysis of the projected volumes of hotel services markets in North America, as the leader, and Europe, to which Ukraine belongs, shows that the North American hotel services market will reach USD 126.9 billion in 2024, and the European market – USD 113.4 billion, which is USD 13.5 billion (10.63%) less (Fig. 3).

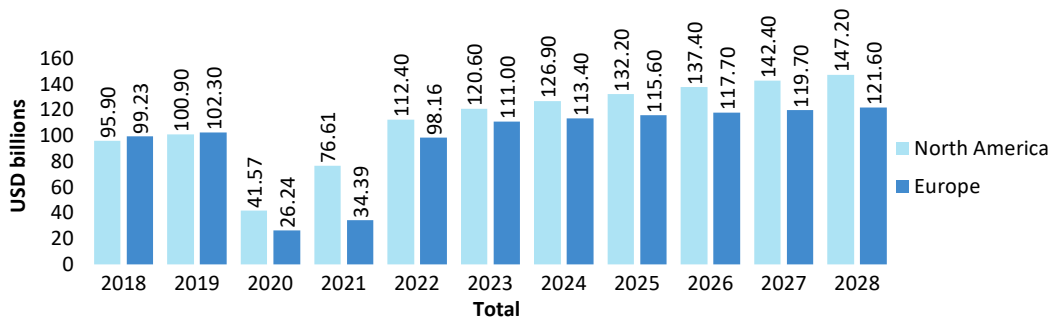


Figure 3. Hotel services market size in North America and Europe, 2018-2028

Source: compiled by the authors based on Statista (2024)

It is expected that in the period 2024-2028, the annual growth rate of the hotel services market in North America will be at the level of 3.78%, in Europe – 1.76% and, respectively, USD 147.2 billion and USD 121.6 billion in 2028. The expected growth in the number of hotel users in North America by 2028 will reach 267.10 million people, Europe – 293.10 million people. According to forecasts, in 2028, 81% of North American hotel revenue will be achieved through online sales, while hotels in Europe will increase by 5% with an indicator of 86%. It is expected that by the results of 2024 North America will be the world leader in the international hotel services market with a market volume of USD 110.500 million. In Europe, the largest increase in the volume of the Spanish hotel services market is projected due to the activation of international tourism (Statista, 2024). Using the classification of hotels by stars, today the world has the most 3-star hotels (50%) of the total number, 4-star hotels are 23% less compared to 3-star hotels (27%), and 2-star hotels – 14%. 5-star (7%) and 1-star (2%) hotels have the lowest share, which is respectively due to the high cost in the first case and poor quality of services in the second case (Fig. 4).

Next, the study considers the salary level of hotel workers in different parts of the world according to the regional structure of the market: North America (using the example of the United States and Canada), Asia-Pacific (China, Australia), Europe (Germany, Ukraine), the Middle East and Africa (South Africa, Egypt), South America (Argentina), using official statistics (Salary expert, 2024).

The United States is the leader of the global hotel industry in terms of wages. Thus, the salary of an American employee working in the hotel business is one of the most competitive in the world, with an average monthly income of USD 4,454.25. Thus, America, Germany, Australia, and Canada have the most competitive salary levels in the labour market: on average, an employee receives more than USD 20 per hour and has an average of more than USD 3,000 per hour of operation USD CIIA per month. China and South Africa are in an intermediate position: on average, an employee receives up to USD 10 per hour of work and has an average of up to USD 2,000 per month. The worst wage situation has developed in Argentina, Ukraine, and Egypt: on average, an employee receives up to USD 5 per hour and has an average of USD 1,000 per month (Salary expert, 2024). Despite the fact that a particular country belongs to the same region, the level of remuneration differs significantly (Table 1).

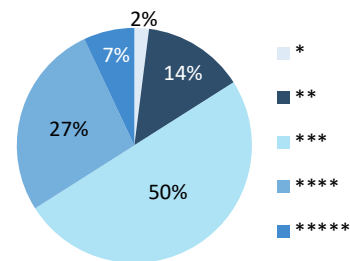


Figure 4. Share of hotels by star rating in the international hotel market, 2023

Note: * – hotel classification by stars

Source: compiled based on Statista (2024)

Table 1. Salary of employees of the hospitality industry in different countries of the world, as of June 2024, USD

Country	Annual income for a beginner	Average annual salary	Annual income of an employee with work experience	Average monthly salary	Annual bonus	Average hourly wage
USA	39,531	53,451	65,089	4,454.25	1,144	25.70
Canada	31,044.93	41,975.86	51,115.35	3,497.99	898.26	20.18
China	14,160.72	18,942.70	23,315.62	1,578.32	405.33	9.11
Australia	35,928.45	48,499.85	59,727.17	4,041.65	1,038.19	23.31
Germany	36,946.43	49,955.86	60,832.69	4,162.98	1,069.00	24.01
Ukraine	4,334.96	5,767.24	7,137.48	480.60	123.42	2.77
South Africa	11,745.92	15,746.10	19,339.57	1,312.70	336.96	7.57
Egypt	-	2,617.04	-	218.09	56.00	1.26
Argentina	5,548.17	7,268.19	9,135.03	605.68	155.54	3.49

Source: compiled by the authors based on Salary expert (2024)

According to the results of the study, international players in the hotel industry quickly emerged from the crisis and adapted to new conditions, using innovative technologies and strategic approaches to overcome the consequences of the pandemic. This allowed them to restore their previous indicators and also exceed them, demonstrating stability and dynamic growth.

At the same time, the Ukrainian hotel services market faces unprecedented challenges that significantly slow down its recovery and development. According to the official website of the State Statistics Service of Ukraine (n.d.), the volume of services sold by hotel business entities in 2022 amounted to UAH 7,830.84 million, which is 29.97% less than in 2020 during COVID (Fig. 5).

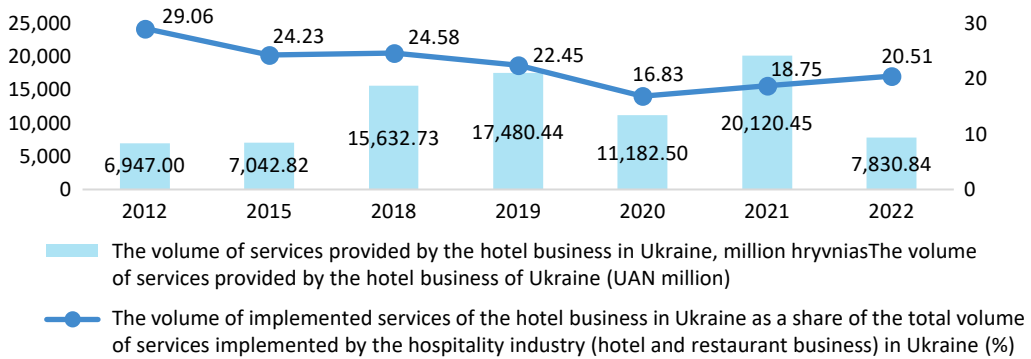


Figure 5. Volume of services sold by hotel business entities in Ukraine, 2012-2022

Source: compiled by authors based on the Official website of the State Statistics Service of Ukraine (n.d.)

For the international hotel business, the post-holiday period is characterised by positive dynamics. At the same time, due to the full-scale invasion, this trend was not relevant for Ukraine. In 2022, hotel companies in Ukraine received a loss of UAH 6,526.76 million.

The share of hospitality companies that made a loss was 55.4% and, accordingly, 44.6% made a profit, while 59.1% of companies in the restaurant business remained profitable – UAH 3,850.10 million or 60% of the loss was accounted for by small businesses (Fig. 6).

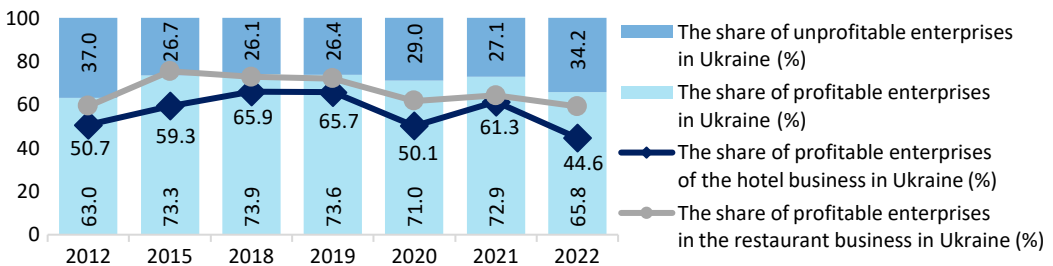


Figure 6. Net profit (loss) of hotel business entities in Ukraine, 2012-2022*

Note: companies that provide temporary accommodation and catering services are taken into account

Source: calculated by the authors based on Official website of the State Statistics Service of Ukraine (n.d.)

In 2022, 6,275 hotel business entities operated in the Ukrainian hotel services market (80.30% of them were individual entrepreneurs – 5,039 units), which took a share of 0.36% in the structure of all existing business entities in Ukraine and 10.87% in the total structure of all

existing business entities in the hotel business of Ukraine (Official website of the State Statistics Service of Ukraine, n.d.). A decrease in the number of hotel businesses in the near future is expected, which is due to a number of factors: physical loss as a result of military operations,

lack of demand for services, a decrease in the tourist flow, and an increase in the cost of purchasing energy products etc. (Fig. 7). As of the beginning of 2023, the number of employed em-

ployees in the hotel business entities of Ukraine amounted to 27,934 people, of which 35.89%, or 10,025 people, were employed by individual entrepreneurs (Fig. 8).

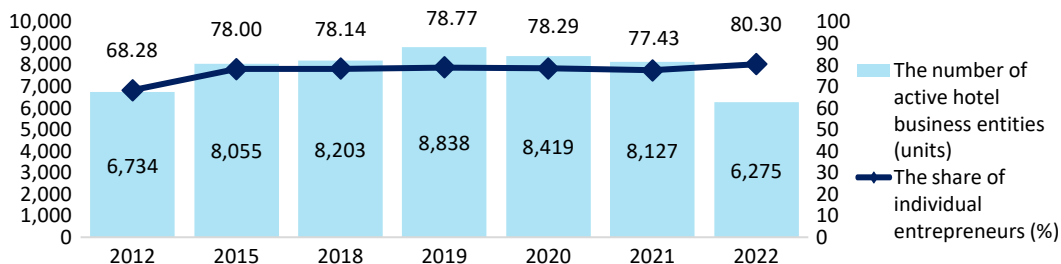


Figure 7. Number of operating hotel business entities in Ukraine, 2012-2022

Source: calculated by the authors according to the Official website of the State Statistics Service of Ukraine (n.d.)

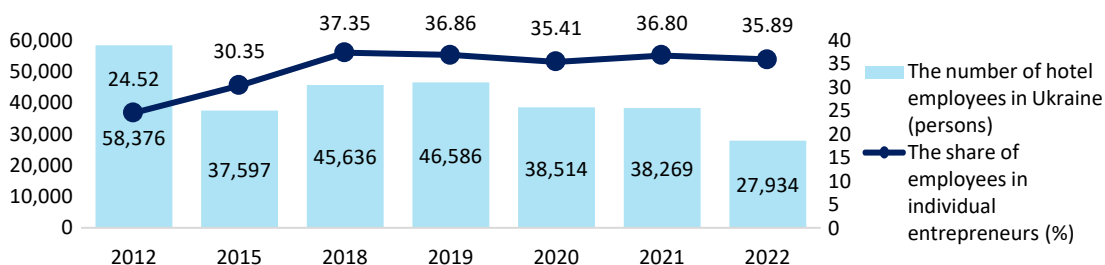


Figure 8. Number of employees employed by hotel business entities of Ukraine, 2012-2022

Source: calculated by the authors according to the Official website of the State Statistics Service of Ukraine (n.d.)

The share of employed employees in the hotel business in the structure of the total number of employed in the Ukrainian economy in 2022 was 0.37%. The indicator shows a downward trend, started as a result of restrictions imposed during

COVID-19 and continued by martial law in Ukraine (Official website of the State Statistics Service of Ukraine, n.d.). It was established that the cost of purchasing energy products and payments to contractors in Ukraine tends to increase (Fig. 9).

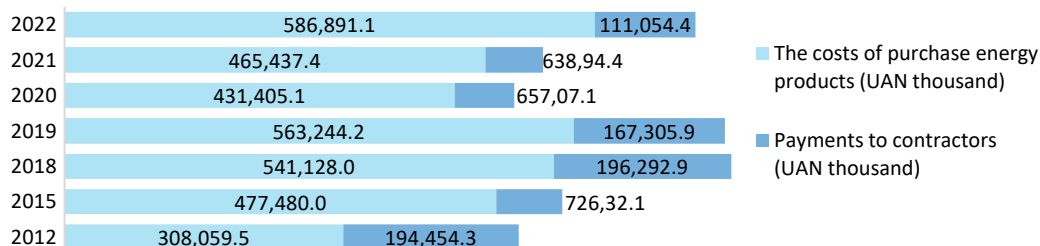


Figure 9. Expenses for the purchase of energy products and payments to contractors of hotel business entities of Ukraine, 2012-2022

Source: compiled by the authors based on Official website of the State Statistics Service of Ukraine (n.d.)

Total expenses in 2022 amounted to UAH 697,945.5 thousand (84.09% – energy products

and 15.91% – payments to contractors). According to Official website of the State Statistics

Service of Ukraine (n.d.) in 2022, the amount of capital investments of Ukrainian hotel business enterprises amounted to UAH 747,230 thousand, of which UAH 731,684 thousand (97.92%) – capital investments in tangible assets and UAH 15,546 thousand (2.08%) – in intangible assets.

Investments in fixed assets had the following structure: UAH 513,840 thousand (70.23%) invested in the construction and reconstruction of buildings; UAH 164,299 thousand (22.45%) – in machinery and equipment; UAH 46,615 thousand (6.37%) – in other; UAH 6,550 thousand (0.90%) – in existing buildings and structures; UAH 380 thousand (0.05%) – in land. Capital investments in intangible assets amounted to: UAH 14,300 thousand (91.99%) in the purchase of software; UAH 1,056 thousand (6.79%) in other assets; UAH 190 thousand (1.22%) in concessions,

patents, licenses, trademarks, and similar rights. In 2022, the least material capital investment fell on the land of UAH 380 thousand, when in 2012 – UAH 57,217 thousand (associated with the European Football Championship), 2015 – UAH 41,894 thousand, 2018 – UAH 17,861 thousand, 2019 – UAH 19,471 thousand, 2020 – UAH 88,39 thousand, 2021 – UAH 32,983 thousand (Official website of the State Statistics Service of Ukraine, n.d.).

During the study period 2012-2022, the share of capital investments in intangible assets did not exceed 2.47%, which does not correspond to trends in the international hotel services market. The profitability of operating and all activities of Ukrainian hotel businesses in 2022 took a negative value (-22.3% and -42.5%, respectively), which indicates negative trends in the industry (Fig. 10).

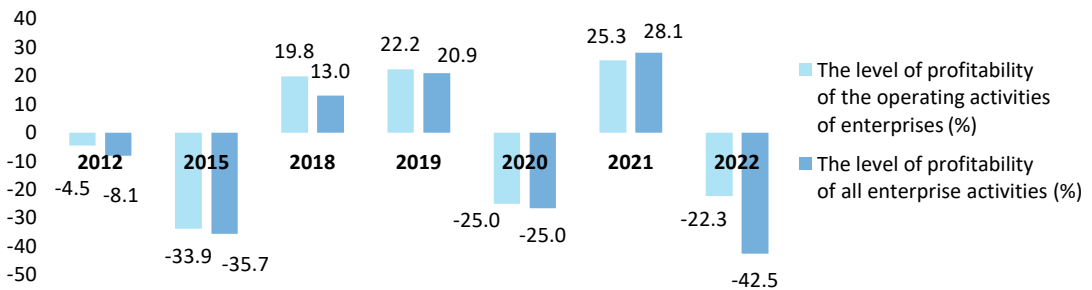


Figure 10. Profitability of operating and all activities of hotel business entities in Ukraine, 2012-2022
Source: compiled by the authors based on Official website of the State Statistics Service of Ukraine (n.d.)

According to the results of a survey of managers of a number of Ukrainian hotels, it was found out that the key problem of the hotel business in Ukraine is related to functioning under martial law. Against this background, there are problems with the current management and development of the hotel business. Experts identified and ranked the following problems: lack of security guarantees; reduced tourist flow; instability of the exchange rate, deterioration of the investment climate, and unpredictable changes in legislation. Free access to energy products; changing (disrupting) the usual logistics chains; reducing the purchasing power of the population; providing professional personnel, in particular top managers (due to migration and outflow abroad and to other industries).

Quality of training of young specialists; ensuring the competitiveness of employees in the labour market and wages. Thus, it was found out that the security situation related to martial law is the main problem and a serious challenge for the functioning and development of the hotel business in Ukraine. The study considered the listed problems from the standpoint of strategic management in the context of the recovery economy of Ukraine, because the opinion of the experts of the survey on the ranking of problems has changed and the following three have become critical: attracting investment for the restoration and modernisation of the infrastructure of the hotel industry and the business itself; the quality of training of specialists and the provision of professional personnel; ensuring

competitiveness through the introduction of modern technologies and digitalisation of business processes. One of the most significant problems that the hospitality industry can face is the lack of qualified hotel specialists.

This issue requires active cooperation between higher education institutions and hotel companies to develop educational programmes, improve the level of professional training, and attract young people to the industry. Analysis of the international experience has shown that the success of the hotel business is ensured by: the availability of a state target programme for the development of the industry; regulatory support that meets the requirements of modernity; availability and diversity of state lending programmes; state grants for the establishment, support, and development of business; collaboration with other sectors of the economy; development of international hotel chains; promotion of tourism; promotion of the development of green hotels and access to the latest developments, in particular, in the field of information technologies (virtual and augmented reality, artificial intelligence, etc.).

It was established that an important place in the development of the Ukrainian hotel industry is occupied by state support, reflected in the programme of the Strategy for the development of tourism and resorts of Ukraine for the period up to 2026. In the context of the problems discussed above and their solution, it was noted that the existing order of the Cabinet of Ministers of Ukraine requires modernisation and improvement from the standpoint of an integrated approach focused on the integration of international experience, because it is necessary to create mechanisms that will ensure close cooperation between government agencies, business and educational institutions to train qualified personnel for hospitality industry enterprises. It was emphasised that it is also necessary to develop programmes to support innovation, in particular, in the field of digital technologies, which would allow introducing new solutions. It was found out that the third important step is to ensure the availability of lending and grant support for new projects in the field of green tourism and hotel business. The strategy should include active promotion of Ukrainian resorts and

tourist destinations on the international market, which will help attract foreign tourists and investors in the post-war period. It was argued that the success of international players in the hotel business is based on their ability to quickly adapt to changes and use new technological and business opportunities for development.

In this context, the research focused on the analysis and comparison of economic indicators of the International and Ukrainian hotel services market, which helped to identify the key problems faced by the Ukrainian hotel industry and expand previous knowledge about the problems of the industry, highlighted in the papers by I. Rumiantseva & I. Mendela (2024) and O. Olshanska *et al.* (2024), focusing on the problems of staffing and low wages of employees. It is noted that this is one of the underestimated factors of slowing down the strategic development of the hotel industry, which will have more serious consequences in the future. This is also confirmed by the results of a study of employment in the hotel business conducted by L. Bezruchko *et al.* (2023), which indicate negative trends and causes related to military aggression and economic crisis. The proportion of workers leaving the industry poses a serious threat to the sector's recovery. One possible solution is to develop retraining programmes for employees who are out of work, and create conditions for attracting new specialists through higher wages. The analysis of wages in different countries also indicates the need to review the compensation system in the Ukrainian hotel business. At a time when the average salary in the industry is significantly lower than in countries with developed markets, Ukraine should introduce strategies that will increase the competitiveness of employees in the market.

Special attention in this study was paid to the aspects of financial stability and competitiveness of the Ukrainian hotel business, since in the literature, in particular in the papers by O. Morhulets & O. Nyshenko (2023) and O. Nikolaichuk *et al.* (2021), who investigated these aspects, did not sufficiently highlight the role of government support programmes in the development of the hotel business. Based on the findings of other researchers, the study suggests the introduction of targeted programmes that

consider the specifics of the Ukrainian economy and the needs of the hotel sector. It is necessary to step up state support for small and medium-sized businesses, because these enterprises suffered the most during the crisis. The study also pointed out the importance of international experience in the field of hotel services management, which can serve as a template for implementing successful practices in Ukraine. For example, studies have shown that in high-income countries such as the United States and Australia, investing in the latest technologies and innovative solutions significantly contributes to improving the quality of service and customer engagement (Ugurluay & Kirikkaleli, 2022). This aspect can become a key one for the Ukrainian market, where modern technologies have not yet received sufficient development.

In addition, the results of the study indicated that online sales are becoming the dominant channel for selling hotel services, which underlines the importance of digitalisation for the Ukrainian sector. In the face of limited opportunities for traditional businesses, the active use of online platforms using artificial intelligence can help attract new customers and reduce the cost of promoting services. The study confirms the opinion of I. Breukelen (2023), R. Wiastrutti *et al.* (2024), D.J.-E. Pelet *et al.* (2021), according to which the successful functioning of the hotel services market requires the introduction of the latest information and communication technologies. Concretising the findings of researchers, it is noted that among the information and communication innovations can be: the creation of various applications for hotels (such as Booking.com or HotelTonight), which provide convenient access to hotel services); the use of virtual reality (virtual hotel tours that allow potential guests to get acquainted with rooms and territory, as Marriott does in its VR tours) and artificial intelligence (chatbots for customer service, as in the Hilton, which help to solve issues and book services). The introduction of contactless registration (systems such as Mobile Check-In, which allow guests to register via mobile devices without having to visit the front desk) can also be updated and included in the list of the latest information and communication technologies in the industry. In addition, the introduction of

innovations not only increases the convenience for guests, but also allows hotels to optimise their business processes, reduce costs and increase management efficiency. Using data analytics will help to better understand the needs of customers and adapt offers to their preferences, which contributes to improving the level of service. In addition, it is argued that the integration of the latest technologies can be an important factor in attracting new customers and increasing the loyalty of existing ones, as tourists increasingly appreciate innovative solutions that provide convenience and safety. Therefore, adapting to technological changes is critical for the sustainable development of the hotel business in the face of global challenges.

The results of the study indicate that the Ukrainian hotel services market requires active actions to improve the situation. They can be used for: developing adaptive strategies (recommendations for collaboration with educational institutions, introducing modern technologies and flexible business models will help hotels adapt to new market conditions); improving competitiveness (studying international practices will allow Ukrainian hotels to integrate the best solutions and increase their attractiveness for tourists). For social responsibility (identified cases of successful adaptation of services can serve as an example for other enterprises in the field of hospitality, contributing to the development of socially responsible business) and support for public policy (the results can be used by government agencies to form policies that support the development of tourism infrastructure and contribute to the restoration of the hotel business). The successful experience of international companies can become the basis for adapting new strategies and practices that can contribute to the recovery of the industry in Ukraine (Karolop & Revenko, 2021). Introducing innovative technologies, developing online sales, raising wages, and supporting small businesses are all aspects that can significantly change the situation for the better. However, to achieve success in the face of contemporary global challenges, it is important not only to adapt international experience, but also to actively implement changes that consider the features of the national context and the needs

of the internal market (Ugurluay & Kirikkaleli, 2022). This is the only way to ensure the sustainable development of the hotel business in Ukraine and increase its competitiveness in the international arena.

CONCLUSION

The international hotel business has overcome the effects of COVID-19 and is showing positive development trends. The study integrated the analysis of the impact of global changes, such as the pandemic and military aggression, on the Ukrainian hotel business, considering international experience and current industry trends. The unique challenges faced by the hotel industry in Ukraine were identified, and recommendations were formulated based on a comparative analysis of world practices. In particular, the focus was on the introduction of innovative technologies, such as artificial intelligence, virtual reality, and new business models that can increase the competitiveness of Ukrainian hotels.

The international hotel industry is forecast to see annual revenue growth in 2024-2029, with revenues expected to increase by more than 20% in 2028. It was found that online sales will play an important role in hotel revenue, reaching 82% in the forecast year for 2028. The largest total revenue in the international market in 2024 is expected from hotels in the United States, China, Japan, the United Kingdom, and Germany. In North America, the market is expected to grow at 3.78% by 2028, while in Europe this figure will be 1.76%. The analysis of wages in different regions of the world showed significant differences: the United States, Canada, and

Australia show the highest rates, while in Ukraine, Argentina, and Egypt the level of wages is low. In Ukraine, the hotel services market has suffered serious losses. In 2022, the volume of services sold decreased by 30% compared to 2020, and hotel businesses suffered losses in the amount of UAH 6,526.76 million. The share of enterprises that received a loss reached 55.4%. The number of employees employed in this industry has significantly decreased, while energy and payment costs have increased significantly.

The investigation of successful practices in the global hospitality industry allows developing relevant cases for Ukraine, considering the realities of today. The transfer of many business processes to the virtual world is a trend that will continue to grow and develop, so businesses need to pay attention to the development of information technology and its widespread use in hotel operations. It was proved that the strategic development of the hotel industry will depend on the availability of highly qualified specialists. Therefore, it is important to cooperate with higher education institutions and hotel companies in developing educational programmes that integrate modern technologies and innovative methods of work in the industry. The prospect for further research of the hotel business is the study of foreign experience in managing enterprises, analysis and assessment of the prospects for implementing positive practices.

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CONFLICT OF INTEREST

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Готельний бізнес в контексті глобальних тенденцій

Анотація. Готельний бізнес відіграє важливу роль у розвитку економіки країни, оскільки забезпечує робочі місця, стимулює туризм і сприяє культурному обміну. У контексті глобальних змін, зокрема постковідного відновлення та військової агресії, його значення лише зростає. Актуальність дослідження стану і перспектив розвитку готельного бізнесу зумовлена значними змінами, що відбуваються у цій сфері та необхідністю адаптації до нових реалій. У 2024 році на міжнародному рівні спостерігається активне впровадження цифрових технологій і сталих практик, тоді як в Україні готельна індустрія стикається з унікальними труднощами, пов'язаними з безпековою ситуацією. Порівняння міжнародного та українського ринку готельних послуг дозволяє виявити ключові тенденції і виклики та розробити рекомендації для розвитку галузі. Мета статті – проаналізувати вплив глобальних подій на світову готельну індустрію, визначити основні тенденції і проблеми та запропонувати шляхи для покращення ситуації в українському готельному секторі. Методи дослідження включали аналіз статистичних даних, системний підхід, case-study, порівняння міжнародних і національних показників і практик, узагальнення, абстрактно-логічний метод та метод синтезу. Результати дослідження свідчили, що попри позитивну динаміку міжнародного готельного бізнесу, українська готельна індустрія зазнає значних труднощів через війну в країні. На фоні негативних тенденцій, успіх міжнародного готельного бізнесу обумовлений наявністю державних програм, підтримкою розвитку бізнесу, інвестиціями у нові технології та інновації. Для відновлення та розвитку українського готельного бізнесу важливо впроваджувати позитивні зарубіжні практики, зокрема – сталого розвитку, та адаптувати їх до реалій сучасного українського ринку. Практична цінність статті полягала в наданні рекомендацій для покращення ситуації індустрії гостинності України на ринку, адаптації до нових умов і використанні міжнародного досвіду для розвитку готельного бізнесу

Ключові слова: індустрія гостинності; міжнародний ринок послуг; криза; адаптування; сталий розвиток