

**Wesentliche, inhalte und grundsätze der hotelgeschäftsentwicklung  
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**Anmerkung:** Dieser Artikel enthüllt das Wesen und die Prinzipien der Hotelgeschäftsentwicklung. Die Definition des Konzepts der Hotellerie unter modernen Bedingungen ist gegeben. Dabei werden verschiedene Interpretationen von Wissenschaftlern über die Hotellerie berücksichtigt.

In Bezug auf die Hotellerie gibt es derzeit in der pädagogischen und wissenschaftlichen Literatur verschiedene Interpretationen von Begriffen wie "Hotellerie", "Gastgewerbe", "Hoteldienstleistungsmarkt", "Hotelunternehmen", "Hoteldienstleistung" usw., die wiederum die Herangehensweisen an das Management der Hotellerie bestimmt.

**Schlüsselwörter:** Hotellerie, Wirtschaftstätigkeit, Hotellerie, Gastgewerbe, Hoteldienstleistungsmarkt, Hotellerie, Hoteldienstleistung, Management, Tourismus

**Essence, content and principles of hotel business development  
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**Abstract:** This article reveals the essence and principles of the hotel business development. The definition of the concept of the hotel business in modern conditions is given. Various interpretations of scientists about the hotel business are considered.

With regard to the hotel business, currently in the educational and scientific literature there are various interpretations of such concepts as "hotel industry", "hospitality industry", "hotel services market", "hotel enterprise", "hotel service", etc., which, in turn, determines the approaches to the management of the hotel industry.

**Keywords:** hotel business, economic activity, hotel industry, hospitality industry, hotel services market, hotel enterprise, hotel service, management, tourism

### **Introduction**

The hotel business in modern conditions is a dynamically developing sphere of economic activity, which is focused on the provision of services related to accommodation. Business entities in this area have a number of specific features, the identification of which is necessary to characterize the hotel enterprise as an object of management....[1]

### **ANALYSIS OF THE RELEVANT LITERATURE**

So, V.V. Kamenov [2] and O.P. Efimova [3] define the hotel business as a set of enterprises providing temporary accommodation services in conjunction with the regional hospitality infrastructure, while N.I. Kabushkin [4] writes that it is necessary

to study the hotel industry in isolation from infrastructure support, which is decisive for building a hotel development strategy, but is not part of it.

According to A.D. Chudnovsky [5] and M.A. Zhukova [6], the hotel industry is a broad concept that includes all aspects of the provision of paid services for temporary accommodation. In the hospitality business, the key player is the client - the hotel's guest who needs a place to meet the most important needs for good rest and nutrition. Thus, the main task of any hotel enterprise is to provide temporary housing, which implies the presence of separate rooms (rooms), as well as a complex of household, transport and entertainment services.[7]... Since services in this industry cannot be provided without the operation of the material and technical base, the modern hotel industry also includes the repair of buildings, premises and equipment, maintaining order on the adjacent territory of the hotel and inside the premises; organization of supply with inventory, furniture, sanitary and hygienic means, stationery, food.

A feature of the hotel business, as noted by J. Walker [8], V.S. Senin [9], I.Yu. Lyapina [10], Yu.F. Volkov [11], is its standardization. Undoubtedly, the standard set of basic services and requirements for their quality are aimed at meeting the needs of guests, but it is obvious that monotony deprives hotels of competitive advantages. In this regard, modern hotels include many different offers in the range of additional services: a gym, a swimming pool, a sauna, a hairdresser, a massage parlor, excursions, the services of animators, guides, etc.

According to the approach of R.A. Brimer [12], each tourist base is a hotel enterprise. The package of services includes accommodation regardless of the purpose of arrival. Human nature presupposes the need for rest, for which he needs an overnight stay. Various hotel companies provide such services, which allows them to receive tourists in tourist centers.

## **RESEARCH METHODOLOGY**

Scientific abstraction, induction and deduction, time and the topic was studied using methods such as space, analysis and synthesis, logical analysis, and based on the experience of the authors in the development of the commodity market.

## **ANALYSIS AND RESULTS**

There is also a simpler definition of a hotel, according to which a hotel is an enterprise that provides various services (accommodation, meals) to people who are not at home....[13]

The definition of a hotel can also be found in popular science sources. So, according to the publicly available encyclopedia "Wikipedia": "A hotel is a property complex, including a building, a house, or part of it, as well as buildings of various types with furnished rooms (" rooms ") for temporary accommodation of travelers. Usually, other services (cleaning, security) are provided, depending on the class of service "...[14]

The property complex of the hotel, although it is an important factor in ensuring the operation of the accommodation facility, at the same time, cannot be a

defining parameter that uniquely identifies the hotel. [15]... If we accept the provision of certain services as a criterion, then according to the All-Russian classifier of products by type of economic activity OKVED 034-2007 [16] hotel services include: the provision of temporary accommodation, as well as additional services that can be provided by motels, hotels, including country-type hotels, and other places of temporary residence of people. Additional or related services are provided to clients against payment for accommodation. In most cases, related services include room service, concierge services, transportation and theater tickets, etc. Hotels provide customers with a wider range of services compared to other places of temporary residence. These can be car parks, provision of food, drinks, various conditions for entertainment, events, conferences, meetings. Resort-type hotels provide conditions for entertainment and recreation.

Thus, in the legislative and regulatory acts of the Republic of Uzbekistan, as well as in the educational and scientific literature, there is no clear definition of the concept of "hotel", which requires a clearer formulation.

A hotel should be understood as an enterprise registered as a collective accommodation facility in accordance with the procedure established by the legislation of the Republic of Uzbekistan, possessing the necessary property complex for the provision of temporary accommodation services and managed by a single management.

Let us formulate the features of hotel enterprises as an object of management.

The first feature of hotel enterprises is that they are an integral part of the daily modern life of people. Hotel enterprises are part of the city infrastructure, make a certain contribution to the functioning of local communities and are directly involved in the formation of competitive market relations. Management of hotel enterprises involves the accumulation of spiritual and material values.

The second feature should be considered the probabilistic nature of the processes that take place in the hotel industry. In other words, we are talking about the difficulties of forecasting the processes and phenomena that arise and occur in this area, since various factors can change, such as the political situation, regional characteristics, and climate conditions.

The third feature of the enterprises of the hotel industry is determined by the influence of the clientele on its development, since the hotel company contacts many legal entities and individuals with their own interests.

Participants in hospitality businesses behave differently depending on interests and conflicts that arise between tourists, local residents, as well as owners of hotels and local industries aimed at serving tourists. The development of the hotel industry is of interest not only for the local population, which gets jobs, but also for supplying companies, travel agencies, and souvenir producers. It should be noted that the hotel company is able to more effectively balance the interests of the groups involved in this area if it focuses on the priorities and values of the generally accepted level, as well as on the development of the region as a whole.

The fourth feature is the specificity of the provided product, which is inseparable from the source of its formation. In other words, if there is a situation with the termination of the hotel's activities, then it will not be able to provide services to customers, even if they were ordered earlier.

The product provided by the hospitality industry is a service. They cannot be stored or provided if the customer is absent. The service cannot be sent by mail. Hotel services are provided on a personal basis. The behavioral characteristics of tourists can hardly be predicted and modeled, despite the high level of development of modern technologies. This feature is due to the fact that the behavior of a tourist is influenced by objective and subjective factors. For this reason, in the management of enterprises in the hotel industry, much more attention should be paid to personnel management and the regulation of interpersonal relations.

The fifth feature is the external effects of the hotel product. In this sense, the communication of the guest with the people around him should be considered as communication in a free atmosphere, while his daily life is imprinted by housing, work, free time, vacation spent on travel. The attitude of the traveler to the staff and local residents and his behavioral stereotypes are determined by how a person is used to living, working, what are his opportunities in organizing free time.

As a result of studies devoted to this issue, it was concluded that the behavior of a vacationer has a direct impact on the reciprocal attitude towards him on the part of the host and other vacationers.

The sixth feature is the specificity of the hotel product, since it is closely related to the specifics of the demand for the products of the hotel business. Firstly, it is the intangibility and non-preservation of the hotel product; secondly, the variety of consumers of hotel services (different categories of guests differ in the purpose of the trip, their requirements for hotel services, as well as the price they are willing and able to pay); thirdly, the most important factor affecting hotel demand is a person's income, since only those who have enough funds can travel.

The seventh feature of the hospitality industry is the complexity of services. Hotel services include everything that the guest uses or takes into account during his stay at the hotel. It follows that the hotel service is formed for the tourist from a whole range of services (both tangible and intangible), which are a specific hotel product. These individual hotel services are optional. The concept of "additional" is important for the management of enterprises in the hotel industry. A tourist who is "going on vacation" is unlikely to go on a trip if there is no accommodation at the final point of the trip or if he is not provided with food; a skier will not book a hotel room if he is not able to ski.

The eighth feature is the high dependence of the performance indicators of the hotel enterprise on enterprises in other sectors of the service sector. First of all, we are talking about tourist services. Accommodation facilities are the main element of the tourist product, therefore, the negative phenomena of the tourism sector have an extremely painful effect on the hotel business. At the same time, hotel activities

should not be focused only on tourists, but also, for example, on business trips (business trips).

The activities of hotel enterprises are influenced by external and internal factors, the manifestation of which determines the specifics of approaches to management.

The external factors include the specifics of state regulation of entrepreneurship in general and the hotel business in particular; political and social stability; effective demand; the availability of investment resources and the investment climate in the economy; the degree of development of the transport infrastructure; general features and trends of the hotel services market.

Internal factors include the type of hotel business; qualifications of management personnel; the quality of the services provided; the classification group of the enterprise (small hotels, chain hotel, large hotel, etc.); positioning of the company in the hotel services market.

The most important factors in the effective management of hotel enterprises are quality management of services as the basis for ensuring effective activities, the development of a categorization system as a factor in effective management of the modern market and effective models for positioning an enterprise in a competitive environment.

Management in the hospitality industry has a vector focus. This feature is determined by the following circumstances.

1. A hotel, like any enterprise, is a property complex that needs to be managed. The property complex has a typical content that does not depend on the region and natural conditions where the activity is carried out (the first vector).

2. The hotel as a service company is a multiplier of the region's economic development. The directions and rates of development of the hotel industry are based on the cultural heritage and local characteristics of the region (the second vector).

3. A hotel as an innovatively active enterprise is a generator of ideas for a new organization of temporary accommodation, leisure and physical recreation of tourists in the region, and its task is to increase the scale of attracting customers (third vector).

The development of economic thought aimed at the formation of the key theoretical foundations of managing a hotel enterprise as a property complex was reflected in the works of such Russian scientists as V.S. Ryzhenkova [17], O.V. Lysikova [18], V.A. Kvartalnov [19], A.B. Healthy [20], M. A. Zhukova [21]...

Management is considered by them both in the context of individual divisions of the hotel enterprise and the management of the hotel complex as a whole.

The main activity of the hotel company has a serious time interval (three to seven years) from the moment the decision was made to implement the activity in a new environment (in a new market, in a new region). The time interval is formed due to the implementation of various kinds of projects (architectural, construction, marketing, etc.), the initial costs and the effectiveness of the completion of work of which are predicted at the initial stage with a large error.

A hotel as a service company is understood as an organization that implements a set of specific services for accommodating guests, each of which is also complex in nature.

The approach regarding the implementation of innovations is the most modern and is supported by many scientists and practitioners, as it corresponds to the general concept of the country's economic development along the path of modernization. It is the implementation of innovations that can become an additional source of competitive advantages for a modern hotel enterprise. A.D. Kaurova [22], S.N. Kolesova [23], T.A. Lavrova [24], O.S. Penzina [25], S.A. Semenov [26]...

The selected components of the theory of management in the hotel industry are interconnected with each other, but at the same time have equal priorities in organizing the management system; thus, the nonlinearity of hotel management determines the need to consider a set of independent but interrelated tasks.

In its unity, the theory of management of a hotel enterprise should determine the sequence of managing it as an independent property complex, which has typical features of the organization of core activities, the development directions of which are directly dependent on the conditions for the development of the regional economy, in the context of constant search and implementation of innovative solutions to maintain and improve competitive positions in the market.

The considered conceptual provisions of the theory of management in the hotel industry determine the following methodological principles of management.

*The principle of ranking factors*, defining the features of the hotel business. When implementing individual management functions, organizing and planning the activities of a hotel enterprise, it is necessary to rank the factors that determine the nature of future hotel services. The selection of strategically important factors determines the structure of consumption segments and separates competitors in the regional market. The segmentation of the consumer market and the analysis of competitors must be carried out in one direction according to the selected criterion.

*The principle of delimiting the interests of guests*. The property complex of the hotel must comply with the norms and standards for the organization of the provision of hotel services. The structure for providing temporary accommodation, leisure, recreation should artificially divide guests with different interests into organized groups in accordance with the selected characteristics of the stay.

*The principle of structured set of services*. The proposed set of services of a hotel enterprise may be fluctuating, but must retain the peculiarities of the local cultural flavor and national heritage in general. The key historical and cultural traditions of a particular region should both participate in the design elements of the guests' recreation areas and complement the list of services related to local traditions and festivals.

*The principle of subjectivity of novelty*. Some innovative solutions that are not accepted in the cultural environment of the region should be supported in the infrastructure of hospitality enterprises. The development of new services should be

accompanied by social responsibility and understanding of citizens and local self-government.

*The principle of preserving management functions.* The continuity of the performance of management functions separates the main and auxiliary processes, the closed nature of management processes limits the time for making decisions; thus, each new direction of hotel services should be accompanied by the formation of either an independent division, or, more realistically, the appointment of independent employees who must maintain the consistency and pace of implementation of management decisions to create a new service.

The purpose of managing a hotel business is to meet the demand for hotel services in the region. Effective management of a hospitality enterprise should be based on key parameters that determine the future competitive advantages necessary for the development of a hotel enterprise.

These parameters include territorial, heuristic and dichotomous approaches. At the first stage of the formation of any hotel enterprise, a territorial approach is implemented, the essence of which boils down to justifying the choice of territories, highlighting the features of the functioning of the business and cultural heritage that forms the preferences of tourists and guests of the region.

The territorial approach is universal and widespread. It is based on the tasks of developing hotel chains, whose representatives must necessarily be in each region with highlighted characteristics (in cities with a population of over a million inhabitants, in cities with a historical heritage, etc.).

*Table 1.1*

**Principles of ensuring a universal direction of the territorial approach to the development of the hotel business**

<b>Name Principle</b>	<b>Content</b>	<b>Application limits</b>
Preservation alternatives of choice	To select the types of recreation in which it is planned to implement the main activity of the hotel, it is necessary to select at least two accommodation zones	It is used at the stage of determining the features of the classification of regions and to form an indicative recreation plan
The relative completeness of the consumer value of services	For the choice of recreation, it is important that 2/3 of the typical services provided by the network are in demand by guests of the region	Should be considered as a defining condition in the analysis of market saturation
Significance of	Market segmentation should be carried	It must be considered

objective values of market segments	out in the presence of reliable information about the development of the hotel business in the region. Many market actors position their organizations in two or more segments, occupying intermediate niches	as an important condition in the analysis of market saturation
Service Set Identity	All hotels included in the universal network have a standard set of services and are able to satisfy the needs of a limited number of guests.	Important when forming a work list of recreation
Subjectivity of assessments	The decision on the direction and amount of investments is made within the network; attracting investors and analysts from regional services where the implementation of the hotel business is planned is not desirable	Is of decisive importance at the stage of choosing the final set of recreation

The local approach is implemented on the basis of the development of the natural features of the region, it is based on the ideas of meeting the identified needs of tourists (Table 1.2).

The last targeting principle is implemented selectively. It is based on programs for the development of individual regions in accordance with state priorities, for example, the development of the Big Sochi region in connection with the 2014 Olympics.<sup>[27]</sup>

This approach is being implemented in accordance with development programs for specific locations. In the process of formation of the hotel industry in these areas, state interests are realized and the principles of state order prevail. At the same time, it should be borne in mind that the possibilities of the territorial approach are limited, since there are relatively few regions with a serious cultural heritage, in which the hospitality industry should rapidly develop.

*Table 1.2*

**Areas of the territorial approach to the development of the hotel business**

Name Principle	Content	Application limits
Finding the target group	It consists in determining the interests of the target market segment and strictly regulates the conditions and directions of development of hotel services	It is used at the stage of identifying the characteristics of individual demand for hotel services



Narrow choice	Consists of the need to reduce consumer services in favor of the development of services focused on the characteristics of the individual demand of guests	Important when forming a worklist of needs
Sorting decisions	It consists in a choice according to the degree of rationality and is based on characteristics that confirm the exclusivity of the use value of local hotel services. The widespread use of hotel service is irrational.	It must be considered as a defining condition in the analysis of the hotelier's capabilities

After the opening of enterprises in the required territory, the hotel business proceeds to the implementation of a heuristic approach to development. This stage of development is characterized by leaps and bounds, which is a derivative of the stages of implementation and the pace of development of innovative solutions.

The heuristic and territorial approaches should be the basis for the formation and implementation of the development strategy of the hotel enterprise, however, for large economic entities, there is a logical transition from the territorial approach to the heuristic one and further, in order to update the activity, to the dichotomous one.

The dichotomous approach violates the structuring, the current management of the main management and technological processes. So, the definition of a set of possible services and the allocation of recreation for a hotel or a hotel complex are independent management decisions, however, they determine the need for a dichotomous approach in cases of atypical organization of the desired market segments.

The opposition of basic interests in the development of the hotel to possible future potential successes has a right to exist, if at the time of making a decision all the possibilities for development along the established path are worked out.

The conditions for the transition to a dichotomous approach in the management of the hotel business can be limited by certain requirements: temporary and substantial.

Temporary requirements include the following:

1. The hotel company has not seen an increase in demand over a long period.
2. The hotel company has been unable to implement a program to expand services to key consumers for a long time.
3. The hotel company has been unable to take advantage of its competitive advantages for a long time, it suffers losses in the competitive struggle in the regional service market.

Temporary conditions determine the difficulties, and sometimes real problems on the way of the hotel business development. Confirmation of the negative impact of temporary conditions can be traced only over several time cycles, in which the manifestation of negative factors can be observed.

Another group of requirements is substantive, which include:

- hotel services are not in demand in this market and are not popular with guests;
- hotel services are offered in an unaffordable price range for tourists arriving in the region;
- hotel services contradict the folk traditions and cultural foundations of the region.

These operating conditions are the result of serious systemic deficiencies. The inconsistency of the concept of the development of the region, an attempt to hinder the development of national and cultural traditions, an unreasonable price strategy lie in the area of violation of the key principles of organizing management in the territorial and heuristic approaches. The solution to this problem is possible on the way of reengineering the hotel business, which means the transition to the use of a dichotomous approach to managing the hotel business.

In recent years, there has been an increased interest in the problems of managing organizations in the service sector. Good management helps employees to overcome the obstacles that arise on the way to achieving their goals. Its effectiveness determines the success of the further development of the team.

The key methodological principles for the development and improvement of management in the modern hotel business are the following principles:

1. Organizational and functional re-equipment of hotel enterprises. The processes aimed at the formation of alternative solutions to attract customers to the hotel require one-time changes in the material base of the enterprise. The key requirement in observing this methodological principle is not a partial modernization of the processes for the provision of hotel services, but a change in the conditions for their provision. The use of new technical, technological and managerial solutions will contribute to the modernization of the existing model of the functioning of hotel enterprises.

2. Changing the marketing focus in the market. Taking a dichotomous approach requires moving from a marketing strategy aimed at a regular audience to meeting the needs of new segments and consumer groups that have not previously been targeted by focus groups.

3. Rational changes in the management approach to the development of recreation.

This principle dictates changes in the fundamental approaches to the implementation of investment and construction projects of hotel enterprises. Another look at the development of recreation can push the hotel company away from the walking distance of places with a deep cultural heritage to locations where it is potentially possible to ensure the development of alternative types of recreation, sports and tourism.

## **CONCLUSIONS**

The principles of effective development of the hotel complex are as follows:

1. The choice of the organizational and legal form of an economic entity

For example, with a large volume of rooms and the subsequent desire of the owner to sell the franchise, it is recommended to immediately create an LLC. If you plan to open a hotel with a small number of rooms, then you can limit yourself to an individual entrepreneur, indicating the type of activity based on the OKVED classifier.

2. Determination of the type of taxation

If the owner does not expect an annual income of more than 150 million rubles from the business, then you can choose the simplified tax system - thereby reducing the fiscal burden.

3. Creation and arrangement of hotel premises

If you have an impressive initial capital, you can rebuild an object from scratch, but you should not expect a quick return on investment. As an alternative solution with a faster payback ability, buy out the finished building and carry out redevelopment. In this case, it may be necessary to withdraw the house from the housing stock.

4. Recruitment of personnel.

The hotel requires a standard set of specialists for the following positions: receptionist, administrator, maid, security guards with the creation of an observation post for them, cook - if the opening of a restaurant is planned.

5. Marketing promotion project

Its creation is obligatory long before the launch. Specialists who will specially develop a promotion strategy will help here. It can include outdoor advertising, launching a campaign on the Internet. This is a very important stage - here you should ask yourself how to find a hotel development manager and hire a real professional for this position. The size of the profit, the interest of the guests, depends on the reasonable activity in this direction and the planned strategy.

6. Choosing a hotel concept

Before creating a development plan for an eco-hotel or an object in another direction, the location, the activity of competitors in the area is studied - in general, the market is being studied. [27]

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