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APART-HOTELS AS A CURRENT TREND IN THE DEVELOPMENT OF THE HOSPITALITY INDUSTRY IN UKRAINE

In the conditions of globalization, the role of innovation as an important tool in increasing the competitiveness of hotels is growing significantly. Innovative processes are an integral characteristic of the modern hotel business. Some new ideas of hoteliers can turn into a very widespread and popular service, as well as start new trends in the hotel business.

Such trends fully correspond to the modern concept of management of the hotel industry, which was formulated by UNWTO (World Tourism Organization (<https://www.unwto.org/>)). Within the framework of this concept, the key methods of hotel efficiency management are: organizational and management innovations implemented in the hotel business management system, and aimed mainly at the

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introduction of new progressive technologies, expansion of hotel networks, and practical training of personnel [1].

A distinctive feature of innovations in the hotel business is the high role of various innovations. In the practice of the hotel business today, a fairly wide range of organizational and management innovations is used. New types of additional services, their information support, high level of staff qualification are offered.

Today it is becoming more and more difficult to attract a client because – a standard set of services that includes free wireless Internet Wi-Fi, satellite TV, massage room and swimming pool, SPA salon has become commonplace and practically mandatory. At the same time, the number of customers who are not satisfied with the cold balance and stenciled interiors of standard rooms of chain hotels has been increasing recently. Most of them strive for something unusual, give or take advantages in small exclusive hotels.

Taking into account the above, one of the most promising and innovative forms of hotel business organization is apartment hotels.

The problems of creating apartment hotels are caused by the need to justify and expand the organizational and economic foundations of their operation, taking into account the ability of such hotels to maintain an atmosphere of healthy competition in the market. Thus, the mentioned circumstances determined the relevance, theoretical and practical significance of the chosen research topic.

Problems of innovative development in the hotel industry were studied by such scientists as: Hao, JX Liu, YP, Musavengane, Regis [2; 3]. The analysis of the factors determining the dynamics of the activity of small-capacity hotel enterprises is devoted to the works of Juaneda, C.; Raya, JM; Sastre, F. and other researchers [4]. But it should be noted that most scientists consider the development of the hotel and restaurant business from the point of view of strategy, the subject of their research is hotel and restaurant enterprises as separate components of the hospitality industry. Also, in today's conditions, the problems and prospects of creating such a modern form of organization of hotel business enterprises, such as apartment hotels, have not yet been sufficiently researched and developed. In addition, decisions require the issue of substantiation of practical recommendations for business regarding the rules for the establishment and operational activity of apart-hotels.

The purpose of this work is to study the key principles of creating apart-hotels, which are an innovative type of organization of activities and provision of hotel services.

A feature of apart-hotels is that the room stock is represented by living rooms, equipped with a kitchen or a functional area with conditions for self-cooking. In addition, the guest can use all hotel services: room service, the opportunity to have breakfast in the hotel restaurant, visit the fitness center and SPA [5]. The price of such hotels does not depend on the number of guests, but is set according to the length of stay: if the length of stay is long, then the client is given a discount.

The popularity of apart-hotels forced the attention of famous hoteliers of the world to this hotel format. Every year, such hotels become more and more popular among travelers. They really have a lot of advantages, which is why large hotel operators are trying to fill this niche as well.

Apart-hotels according to capacity criteria are included in the class of small and medium-sized enterprises, which have a room fund of 100–400 rooms [6]. These hotels are very popular in big cities, they are mostly located in residential areas.

Clients of apart-hotels are family groups, businessmen, freelancers and tourists traveling individually. This is the type of vacationers who stay for a long period of time and expect living conditions very close to home.

The economic essence of apartment hotels consists in the fact that an investor buys a room in a hotel in order to receive income from renting it out, in addition, he can sometimes use this room for own residence. At the same time, all operational issues related to number maintenance, service and customer search are resolved by the management company.

It should be noted that there are three main types of apart-hotels:

- branded residences as part of large hotels, i.e. ordinary rooms and apartments can be presented in one building. Such a residence can be purchased and lived in permanently or periodically;

- condo-hotels, this type is mostly common in the USA. It allows you to buy rooms as an investment product, that is, it can be used for your own accommodation or rented out to other customers with the help of a management company;

- long-stay hotels – another format of an apartment hotel, where rooms are rented out, as in ordinary hotels, but with the possibility of long-term rental.

However, apartment hotels can also be 3–4-story buildings with five-six apartments and a reception desk on the first floor. As a rule, their category is limited to two or three stars. Such a hotel can be located in a metropolis or in a small town or in a rural area, but it must be the epicenter of tourism, otherwise owning an apartment loses its investment appeal.

The key advantage of apart-hotels is to maintain a balance between the individual freedom of guests and a sufficient level of service, in order to ensure their comfortable stay. Sometimes the guests of apartment hotels live in them for several years, because the apartments offer practically home conditions. Other advantages of apartment hotels include:

- the economy of the apartments (the cost of the apartments is paid, not the number of people living in them, a large room is cheaper than a room in a hotel of a similar level, there is also no need to book additional apartments for children);

- independence of guests (guests are not tied to a meal schedule, they can prepare dinner in their apartments or use the services of the restaurant; they also have the right to invite guests and return at any convenient time for them);

- apartments in an aparthotel are, as a rule, much larger in area than rooms in a regular hotel;

- apart-hotels are more convenient for accommodation during a long-term stay.

Apart-hotels are typical for European countries and the USA, but in Ukraine they are just beginning their development. It is assumed that the reasons for the slow development of apart-hotels in Ukraine are: relatively low profitability from renting, the need for significant capital investments, and imperfect legislation.

At the same time, it should be noted that there are also successful examples of operation of apart-hotels in Ukraine. Senator Apartments Executive Court from DEOL Partners opened in Kyiv. In Odesa, such an example is the Wall project developed by Ribas Hotels Group. Hotel WOL 121 by Ribas offers 63 fully

furnished comfortable rooms with everything necessary for a comfortable stay of customers (<https://wol121.com/hotel/>). Each room has a kitchen for preparing meals and all conditions for work, equipment for household needs and other amenities. In addition, the hotel offers its customers such infrastructure as a co-working space, a gym, a bar, terraces with a view of the city, and others. The average price for a room is between 250 and 400 euros per month.

The fact that such a hotel format as an apartment hotel is attracting more and more attention from investors allows us to conclude about a change in priorities in the minds of consumers. Today, a hotel is not just a place of temporary stopover, it replaces the guest's home and must correspond to the idea of their own accommodation.

A promising direction of further research is the development of modern concepts of apart-hotels of various price categories, oriented to a long stay.

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ІННОВАЦІЙНИЙ РОЗВИТОК БІЗНЕСУ З ВИКОРИСТАННЯМ СИСТЕМИ КЛЮЧОВИХ ПОКАЗНИКІВ ЕФЕКТИВНОСТІ

Найбільш дієвим інструментом забезпечення інноваційного розвитку є ключові показники ефективності або Key Performance Indicator (КПІ), які надають можливість відповідати сучасним тенденціям розвитку бізнесу і забезпечувати конкурентоспроможність.

При використанні системи КПІ можливо розуміння фактичних показників без відриву від фактичної діяльності, тому що саме використання цих