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COMPREHENSIVE ASSESSMENT OF HOTEL COMPETITIVENESS

Abstract

The article focuses on developing methodological and practical recommendations for assessing hotel competitiveness, aimed at identifying weaknesses and determining priority development areas. The study outlines the use of methodological approaches to evaluating competitiveness, calculates key indicators, and reveals the competitive positions of hotels in the market. The research methodology combines several tools. Consumer surveys and analysis of online feedback provide insights into customer perceptions. Additionally, indicators such as hotel infrastructure and pricing are analyzed to offer an objective perspective on competitiveness. This dual approach ensures a comprehensive evaluation. The findings emphasize the importance of identifying competitive gaps in services, infrastructure, or pricing to develop targeted strategies for improvement. By leveraging these insights, hotels can enhance their offerings, strengthen their market position, and respond to evolving consumer demands. Regular assessment is also highlighted as a critical component for adapting to changing market dynamics. Overall, the article provides a practical framework for assessing and improving hotel competitiveness. It serves as a valuable resource for hotel managers and marketers, offering actionable insights to enhance strategic decision-making and achieve long-term success in the hospitality industry. This concise and structured analysis contributes to a deeper understanding of competitiveness in the hotel sector.

Key words: competitiveness assessment, methodological approaches, qualimetry method, price characteristics, complex indicators, single indicators, evaluation criteria.

Introduction

The number of hotels in Kazakhstan is growing rapidly enough every year, which, accordingly, creates tough competition in the market. At present, there is a high level of competition between hotel enterprises presenting services of different classes.

The set of factors determining the competitiveness of hotel enterprises turns out to be so significant and peculiar that it is impossible to offer a single methodology of data collection on these factors, their processing and identification for a full diagnosis of the level of intensity of competition in this market.

Increase of hotel competitiveness implies introduction of new elements, closing of old ones, modernization of existing ones. In other words, renewal. But developing the hotel, it is important to remember that each hotel is distinctive, and it is necessary to preserve the most attractive elements of this identity. It is also obvious that the hotel business can positively influence the country's economy if sufficiently developed. For example, new jobs are created with its help. In recent years, there have been some changes in the hotel business – today it is much more profitable to create large hotel chains.

The relevance of the topic under consideration is that all enterprises and organizations to a greater or lesser extent face such a problem as competition, so to survive in such conditions, as well as to

develop, it is necessary to analyze the current situation in the market, as well as to make decisions about measures to improve competitiveness.

The subject of this article are complex methodological approaches to analyze the competitiveness of hotels in Almaty, taking into account both qualitative and cost parameters. Theoretical and methodological basis of the article was formed by theoretical and methodological developments of specialists and scientists in the field of competitive analysis, application of the quality indicator of hotel services on the basis of the integral method and the method of qualimetry. The results of the research are the possibilities of using methodological approaches to assess the competitiveness of hotels. This methodology for assessing competitiveness can be applied so that the hotel can manage quality parameters and not waste resources on all parameters, but only on those that are most important for consumers and in which the hotel is weak. The integrated approach allows to understand what competitive advantages should be developed by the hotel, what competitive advantages are more effective and relevant for different types of hotels. The combined methodology of competitiveness assessment was tested on the hotels of Almaty city.

As a result of the analysis, the competitiveness indicators were calculated and the competitive positions of hotels in the market were identified. To improve the competitiveness of hotels it is important to achieve competitive advantages, which can be divided into internal and external advantages. For hotel business, external and internal competitive advantages are ambiguous and depend on the class and type of hotels. External competitive advantages are achieved by increasing the efficiency of work, higher emotional and aesthetic satisfaction, are based on the strategy of differentiation (distinction) of hotels, which could be realized within such directions as improving the quality of services provided, improving the culture and speed of service, increasing brand recognition, price reduction relative to competitors.

Materials and methods

The assessment of hotel competitiveness involves a systematic analysis of the hotel's activities, determining its competitive position and advantages. Comparative analysis of hotels, as a rule, shows the use by the hotel of this or that marketing strategy, its actual position in the market and its allocation, respectively, among competitors.

For a comprehensive analysis of the competitiveness of hotels in Almaty, we have identified the system-forming indicators by quality characteristics and price. Therefore, to conduct a comparative analysis of hotels in Almaty, the competitiveness of services was assessed on the basis of the method of qualimetry and price characteristics. The use of this method allows us to approach the evaluation taking into account not only internal but also external attributes and relying on both material and visual indicators. When using the method of qualimetry to assess competitiveness, it is advisable to determine the selection of the most significant and important indicators, their choice should be justified [1].

Results and discussion

Let's consider step-by-step the process of competitiveness assessment with the help of this model:

1. Initially, the indicator of hotel services quality is determined, which is based on the integral method, i.e. as a product of the weight of quality characteristics on the evaluation by consumers of service culture and real evaluation of additional services, interior and exterior decoration.

2. Formula 1 is used to calculate the values of single indicators for the analyzed hotel service and for the basic model (generalized indicator of competitiveness of the service).

$$CI = \sum_{i=1}^n m_i q_i \quad (1)$$

where CI is competitiveness indicator;

qi is a complex indicator of i – property;

mi is the ponderability coefficient of a complex indicator.

3. At the third stage, the cost of residence in a hotel is determined, given that the price of the standard room of the hotel, a junior suite, and a suite are used. As the prices of different hotel rooms are various, we will calculate the average cost of residence in a hotel room per day (formula 2):

$$PS = \frac{\sum_{i=1}^n mri}{N} \quad (2)$$

where PS is service price;

mri is the sum of the price of a hotel room fund for i-hotel, in tenge;

N is a total number of the compared rooms.

In order to assess the competitiveness of hotel services in terms of cost, it is necessary to compare the value obtained with the minimum value offered in one of the hotels compared (formula 3).

$$CS = PS1 / PS0 \quad (3)$$

where CS is relative cost of the service;

PS1 is the price of the service of the considered enterprise, in tenge;

PS0 is minimum price from all compared hotels, in tenge.

4. The competitiveness index of service is calculated on the basis of the generalized indicator of a hotel service quality in relation to relative cost of a hotel room fund (formula 4).

$$C = SQI / CS \quad (4)$$

where C is competitiveness index;

SQI is the generalized indicator of a service quality of a distributor;

CS is the relative cost of staying in the hotel.

The proposed methodology is adapted to the characteristics and specifics of the hotel business and shows that the higher the competitiveness indicator, the more effectively the hotel works. A basis of the offered method is formed from the indicators characterizing hotel activity and criteria of their assessment (table 1).

Table 1 – Index of the quality of hotel services and the criteria of their evaluation

Complex index	Complex index	Qualitative characteristic		Evaluation criteria
		Single index	Score	
1	2	3	4	5
1. Quality of the offer of goods	1.2 Range index	1.2.1 Index of full service range	4	-the best indicator of full service range from 1-0,7
			3	- the indicator of full service range below 0,7-0,5
			2	- Relative indicator of full service range below 0,5
2. Service quality	2.1 Culture of trade service	2.1.1 Friendliness and hospitality	4	- Presence of 9-10 indicators
		2.1.2 Manners	3	- Absence of 2 to 4 indicators
		2.1.3 Carefulness, tactfulness	2	- Absence of more than 4 indicators
		2.1.4 Excellence		
		2.1.5 Thoughtfulness, accuracy,		
		2.1.6 Skillful usage of smile		
		2.1.7 Extensive knowledge		
		2.1.8 Self control		
		2.1.9 Politeness		
		2.1.10 Care of their company's goodwill		

Continuation of table 1

3. Esthetic parameters	3.1 Terms of service	3.1.1 Esthetic level of hotel	4	- Lack of remarks from consumers
			3	- Remarks of up to 2 indicators - Remarks of more than 2 indicators
			2	
4. Ergonomic parameters	4.1 Terms of service	4.1. A Set of the services providing convenience of stay in hotel	4	- Lack of remarks from consumers
			3	- Remarks of up to 3 indicators
			2	- Remarks of more than 3 indicators
5. Evaluation of a technical condition of hotel	5.1 Technical conditions indexes	5.1.1 A set of indicators on a condition of hotel and technical providing	4	- Lack of remarks from consumers
			3	- Remarks of up to 3 indicators
			2	- Remarks of more than 3 indicators
6.Evaluation of hotel food	6.1 Additional services	6.1.1 A set of indicators on quality of a breakfast	4	- Lack of remarks from consumers
			3	- Remarks of up to 2 indicators
			2	- Remarks of more than 3 indicators
Note: Compiled by the authors on the basis of sources [2].				

On the basis of the developed method the evaluation of indexes of a hotel service quality was carried out taking into account the conducted survey on the three hotels of Almaty. Results of the analysis are presented in table 2.

Table 2 – Evaluation of the activity and competitiveness of Almaty hotels on the basis of the qualimetry method

Indexes	KazakhstanHotel	Grand Tien Shan Hotel	Otrar
1	2	3	4
1. Service quality	1. Friendliness and hospitality 2. Manners 3. Carefulness, tactfulness 4. Excellence 5. Thoughtfulness 6. Politeness	1. Friendliness and hospitality 2. Manners 3. Thoughtfulness, 4. Self control 5. Carefulness, tactfulness 6. Politeness 7. Excellence	1. Friendliness and hospitality 2. Manners 3. Carefulness, tactfulness 4. Self control 5. Politeness
2. Full service range 30	19	20	21
3. Room fund variety	3 room types	7 room types	6 room types
4. Esthetic parameters	Remarks: - out of date design	Remarks: no	Remarks: - out of date design; - old furniture; - incomplete rooms
5. Ergonomic parameters	Remarks: - smells; - poor noise isolation; - too small rooms; - lack of air-conditioning	Remarks: - not effective work through booking ; - lack of tea or coffee in a room; - adverse atmosphere	Remarks: - old repair; - poor WiFi service; - not working sockets; - too small rooms

Continuation of table 2

6. Technical condition of hotel	Remarks: - old repair; - poor WiFi service	Remarks: - old repair; - poor WiFi service; - not working sockets	Замечания: - old repair; - poor WiFi service; - water supply failures
7. Hotel food	Remarks: - poor food range; - limitation of meat products	Remarks: no	Remarks: - lack of a buffet; - poor quality of dishes
Average cost of standard double room, tenge	29500	28500	21500
Note: Compiled by the author on the basis of sources [2].			

For calculation of a price index, we will consider the lowest price in the three analyzed hotels. Minimum price for the standard double room is at Otrar hotel. Therefore, the price index in this hotel will make 1.

While evaluating competitors' activity not absolute, but relative indicators are important. Relative indicators turn out when comparing with competitors. The main relative indicators at evaluation of competitiveness are the relative price and relative quality of services. The price index represents the indicator reflecting the relative room rate in a hotel.

We will calculate a price index for "KazakhstanHotel" by the above-presented formula:

$$CS = 29500/21500 = 1,38$$

We will similarly calculate an indicator of the relative cost for Grand Tien Shan Hotel hotel.

$$CS = 28500 = 1,86$$

The following stage is providing evaluation on all quality indicators on the basis of the developed criteria.

The evaluation of indexes in points on the main backbone indicators of competitiveness are presented in table 3.

Table 3 – Evaluation of the activity and competitiveness of Almaty hotels on the basis of the qualimetry method

Indexes	Kazakhstan Hotel	Grand Tien Shan Hotel	Otrar
1. Service quality	3	4	2
2. Full service range 30	0,64	0,67	0,7
3. Room fund variety	0,38	0,88	0,75
4. Esthetic parameters	3	4	3
5. Ergonomic parameters	3	3	2
6. Technical condition of hotel	2	3	3
7. Hotel food	3	4	3
Price indexes	1,38	1,32	1
Note: Compiled by the author on the basis of sources [2].			

At creation of economic model of the evaluation of a hotel competitiveness level in the conditions of strengthening of the competition from foreign hoteliers it is necessary to make a start from the most

important qualitative characteristics of hotel service. When developing a method of evaluation of the hotel service quality indexes it was necessary to resolve the following issues:

- ♦ to define ponderability of complex indexes;
- ♦ to establish the nomenclature of single indexes as a part of complex indexes;
- ♦ to define criteria for evaluation of single indexes.

For the evaluation of the final index estimating service quality, it is necessary to determine the weight or the importance of each index.

For a definition of ponderability of indexes the method based on diffusion model of commodity marketing has been used. The calculation procedure assumes that if the indicator is significant and obligatory for consumers, it gets 1 point, if the indicator is desirable, it gets 0,5 point, if the client is indifferent to this indicator, it gets 0 point. This method allows defining the importance of indexes for consumers and the survey results are presented in table 4.

Table 4 – Ponderability of quality indexes of Almaty hotels

Indexes	Significance values			Total points	Single index
	Obligatory (1point)	Desirable (0,5point)	Indifferent (0 point)		
1. Service culture	35	5/2,5	-	37,5	0,155
2.Full range coefficient	25	13/6,5	2/0	31,5	0,13
3.Room fund variety	10	24/12	6/0	22	0,09
4. Esthetic parameters	26	14/7	-	33	0,14
5. Ergonomic parameters	38	2/1	-	39	0,165
6. Technical condition of hotel	30	10/5		35	0,15
7. Hotel food	40	-	-	40	0,17
Total points				238	1,00
Note: Compiled by the author on the basis of sources [2].					

By results of the carried-out analysis among complex indexes the most significant is the hotel food, i.e., it is important for consumers how the food quality in hotels meets their expectations. According to consumers' answers ergonomic parameters i.e., convenience and comfort are on the second place of importance. At the same time, it should be noted that ergonomics have to be in a complex, including sound isolation, lighting, comfort of furniture and its location in a room hotel.

The third important thing is a service culture. A guest comes and gets to the new place where he needs to feel comfortably, and the friendly, attentive and understanding personnel are necessary for this purpose.

The technical state is also one of the vital indicators since a consumer daily faces the work of technical constructions and the satisfaction of guests depends on how they work and how they are available to use.

All other indexes are of less importance; however, they can also influence the competitiveness of a hotel.

The interest of hotel enterprises in commercial success strengthens the need to improve the competitiveness of the services offered, this requires improving the work of all services and departments of the hotel. Competitiveness acts as the most important factor in ensuring the safety of the object (its survival in conditions of financial and economic crisis and decreasing demand) and its subsequent effective development. An integrated approach to hotel competitiveness management can become a tool for solving strategic tasks of competitiveness improvement. The purpose of developing and building a model of competitiveness of a hotel enterprise is the correct definition of competitive strategy, coordinated with the conditions of the hospitality sector, skills and capital that a particular hotel possesses [5].

Theoretical issues devoted to the problems of competitiveness management are developed in the works of domestic and foreign researchers Azoev G.L., Ansoff I., Bagiev G.L., Virsema F., Golubkov

E.P., Drucker P., Korobov Y.P., Kotler F., Lamben J.-J., Latfullin G.R., Mason R. Mescon M., Porter M., Treacy M., Chamberlain E., Fatkhutdinov R.A., Yudanov A.Y. and others.

On the basis of the obtained data, we can calculate an index of service quality of the three hotels and define which of them shows sufficient results.

We will calculate the index of quality of hotel services for “KazakhstanHotel” according to the formula presented above:

$$SQIk = 3 * 1,55 + 0,64 * 0,13 + 0,75 * 0,09 + 3 * 0,14 + 2 * 0,165 + 3 * 0,15 + 3 * 0,17 = 6,5107$$

For the calculation of the index of quality of hotel services we will use results of calculations for Grand Tien Shan Hotel:

$$SQIt = 4 * 1,55 + 0,67 * 0,13 + 0,88 * 0,09 + 4 * 0,14 + 3 * 0,165 + 3 * 0,15 + 4 * 0,17 = 8,5513$$

The latest calculation of the index of quality of hotel services in Otrar hotel:

$$SQIo = 2 * 1,55 + 0,7 * 0,13 + 0,75 * 0,09 + 3 * 0,14 + 2 * 0,165 + 3 * 0,15 + 3 * 0,17 = 4,9685$$

The quality system in hotel business has its own peculiarities, but it mainly depends on the activity of the hotel personnel. The quality of hotel services is a complex index which includes not only the indicators listed above, but also work rationing, the developed standards, corporate culture, the attitude towards qualification of personnel, motivation of personnel. In this case, the presented indicators are internal and as hotels are not open, it is impossible to create an exact picture on these indicators. However, we received the results on the indexes, which are estimated by hotel consumers. The total rating is presented in the figure 1.



Figure 1 – Rating 4* hotels according to the indexes of the quality of hotel services

Note: Compiled by the author on the basis of sources [3].

As the carried-out analysis of the quality indexes showed, the greatest point was got by “Grand Tien Shan Hotel” thanks to the high culture of service, i.e. effective work of personnel, and also the advantage in esthetic parameters and quality of hotel food. The medium index is received by KazakhstanHotel hotel, it is equal 6,5107 points generally because in all respects has average indicators. The last place is given to Otrar hotel. Otrar hotel was not able to be reconstructed to the requirements of market economy and it still has the negative aspects peculiar to the Soviet period. In particular, the hotel has low index of service culture, not enough attention is paid to the convenience and comfort.

It is expedient to use this method to make a hotel manage qualitative parameters and not to waste their recourses on all parameters, but only on those which are the most significant for consumers and in which hotels are weak.

The following stage in the evaluation method is the calculation of the final indexes of the competitiveness which considers both qualitative characteristics, and the price. The calculation is

carried out according to the formula presented above. We will calculate the generalizing competitiveness index for KazakhstanHotel hotel.

$$CI_k = 6,5107/1,38 = 4,7179$$

For calculation of the competitiveness index, we will use results of the calculations for Grand Tien Shan Hotel:

$$CI_t = 8,5513/1,32 = 6,4783$$

The latest calculation of the competitiveness indicator is for Otrar hotel.

$$CI_o = 4,9685/1 = 4,9685$$

In general, the presented calculations have shown that price parameters have to some extent affected a final index of competitiveness, however the 'Grand Tien Shan Hotel' hotel has obvious advantages over the other two competitors. Having generalized all indicators, we will construct the result in table 5.

Table 5 – Matrix of the competitiveness of Almaty hotels

Synthesizing factor of competitiveness	Average evaluation			Index rang	The integrated factorial index		
	Hotel				Hotel		
	No. 1	No. 2	No. 3		No. 1	No. 2	No. 3
1	2	3	4	5	6	7	8
1. Service culture	3	4	2	0,155	0,465	0,620	0,31
2. Full range coefficient	0,64	0,67	0,7	0,13	0,0832	0,0871	0,091
3. Room fund variety	0.38	0,88	0,75	0,09	0,0342	0,0792	0,0675
4. Esthetic parameters	3	4	3	0,14	0,42	0,56	0,42
5. Ergonomic parameters	3	3	2	0,165	0,495	0,495	0,33
6. Technical condition of hotel	2	3	3	0,15	0,30	0,45	0,45
7. Hotel food	3	4	3	0,17	0,51	0,68	0,51
8. Relative price	1,38	1,32	1				
Competitiveness coefficient					4,7179	6,4783	4,9685
No. 1 – Kazakhstan hotel, No. 2 – Grand Tien Shan hotel, No. 3 – Otrar hotel. Note: Compiled by the author on the basis of sources [2].							

For the complex evaluation of the hotel competitiveness three 4* hotels were chosen. They are direct competitors and do not belong to any international chains. The calculations of a complex index of the hotel competitiveness will not only allow to define their evaluation, but also to understand what changes are necessary to be made in the development strategy to improve their competitive position.

For the deeper analysis and the accounting of a situation with hotels, which enter the world hotel chains we will carry out the competitiveness, evaluation for three five-star hotels of Almaty, which enter the international hotel chains (table 6).

In general, the analysis of activity of Rixos Almaty hotel showed that, despite the most part of positive reviews, there are certain shortcomings, in particular, partial repair is already required, the personnel do not always smile, air conditioners are noisy, and also quality and a variety of food does not correspond to the price level. The location of the hotel is wrong due to the not favorable ecological situation.

The InterContinentalAlmaty hotel has a part of rooms that are not spacious, also main remarks on quality of food, the personnel of the hotel do not work really effectively.

The TheRitz-CarltonAlmaty hotel which entered the market of Almaty not long ago has an attractive location and more appreciation, but at the same time guests note that the personnel are not

always competent and do not have a synergy in their work. The main remark of consumers is the fact that there is no zone for smokers.

Table 6 – Evaluation of the activity and competitiveness of Almaty hotels of on the basis of the qualimetry method

Indexes	Rixos Almaty	InterContinental Almaty	The Ritz-Carlton Almaty
1	2	3	4
1. Service quality	Friendliness and hospitality Manners Carefulness, tactfulness Excellence Thoughtfulness Politeness Self control	1. Friendliness and hospitality 2. Manners 3. Thoughtfulness 4. Self control 5. Politeness 6. Excellence	1. Friendliness and hospitality 2. Manners 3. Carefulness, tactfulness 4. Thoughtfulness, accuracy, precision 5. Self control 6. Politeness 7. Care of their company's goodwill
2. Full service range - 30	24	22	25
3. Room fund variety	8 room types	15 room types	12 room types
4. Esthetic parameters	Remarks: - repair is needed	Remarks: no	Remarks: no
5. Ergonomic parameters	Remarks: - noisy air conditioning	Remarks: - too small rooms	Remarks: - no smoking zone
6. Technical condition of hotel	Remarks: no	Remarks: no	Remarks: no
7. Hotel food	Remarks: - poor food range; - food quality	Remarks: - poor food range; - food quality	Remarks: - the quality of food does not match the level of the hotel
Average cost of deluxe double room, tenge	49247	54264	56840
Note: Compiled by the author on the basis of sources [2].			

The carried-out analysis of the market of hotel services, in particular five-stars hotels in Almaty, allows to draw a conclusion that they more conform to modern requirements and use the international standards according to the franchise contract. These hotels are less vulnerable since they make use of the acquired experience, competences, skills and ability to work. At the same time, as practice shows top management members are foreign experts, then linear employees and contact personnel are presented by local people that not always positively affects indicators of a hotel.

For the calculation of the price index, we will consider in what of the three analyzed hotels, the lowest price is. Minimum price for the double room deluxe at RixosAlmaty hotel is 49247 tenge. Therefore, the value index in this hotel will make 1.

We will calculate a price index for “InterContinentalAlmaty” by the formula presented above:

$$CS = 54264/49247 = 1,102$$

We will similarly calculate the index of relative cost for TheRitz-CarltonAlmaty hotel:

$$CS = 56840/49247 = 1,154$$

The following stage is definition of an evaluation on all quality indexes on the basis of the developed criteria.

The evaluation of the activity and competitiveness of Almaty hotels on the basis of the qualimetry method is presented in table 7.

Table 7 – Evaluation of the activity and competitiveness of Almaty hotels on the basis of the qualimetry method

Indexes	Rixos Almaty	InterContinental Almaty	The Ritz-Carlton Almaty
1. Service quality	4	3	4
2. Full service range 30	0,8/4	0,73/4	0,83/4
3. Room fund variety	0,53/3	1/4	0,8/4
4. Esthetic parameters	3	4	4
5. Ergonomic parameters	3	3	3
6. Technical condition of hotel	4	4	4
7. Hotel food	3	3	3
Price indexes	1	1,102	1,154
Note: Compiled by the author on the basis of sources [2].			

In general, using similar calculations on the previous scheme we will define complex indexes of the competitiveness for three five-star hotels (table 8).

Table 8 – The Matrix of the competitiveness of the hotels

Synthesizing factor of competitiveness	Average evaluation			Index rang	The integrated factorial index		
	Hotel				Hotel		
	No. 1	No. 2	No. 3		No. 1	No. 2	No. 3
1	2	3	4	5	6	7	8
1. Service culture	4	3	2	0,155	0,620	0,465	0,62
2. Full range coefficient	4	4	4	0,13	0,52	0,52	0,52
3. Room fund variety	3	4	4	0,09	0,27	0,36	0,36
4. Esthetic parameters	3	4	4	0,14	0,42	0,56	0,56
5. Ergonomic parameters	3	3	3	0,165	0,495	0,495	0,495
6. Technical condition of hotel	4	4	4	0,15	0,45	0,45	0,45
7. Hotel food	3	3	4	0,17	0,51	0,51	0,68
Total index of service quality					3,285	3,36	3,3685
8. Relative price	1	1,102	1,154				
Competitiveness coefficient					3,285	3,049	2,919
No. 1 – Rixos Almaty, No. 2 – InterContinental Almaty, No. 3 – The Ritz-Carlton Almaty							
Note: Compiled by the author on the basis of sources [2].							

From the submitted data we can see that in spite of the fact that The Ritz-Carlton Almaty hotel has the highest rates of quality of the provided services which made 3,3685 points, but the competitiveness index is the lowest and made 2,919 points. Such distinction of indicators is connected with the fact that evaluation of the hotel competitiveness does not only cover the service quality, but also the price parameters.

At the same time, the price indexes in the ‘luxе’ segment are not so important, consumers are less sensitive to them, therefore the most important index in this method is the service quality. The comparative analysis of indicators of quality and competitiveness of the hotels considered is shown in figure 2.

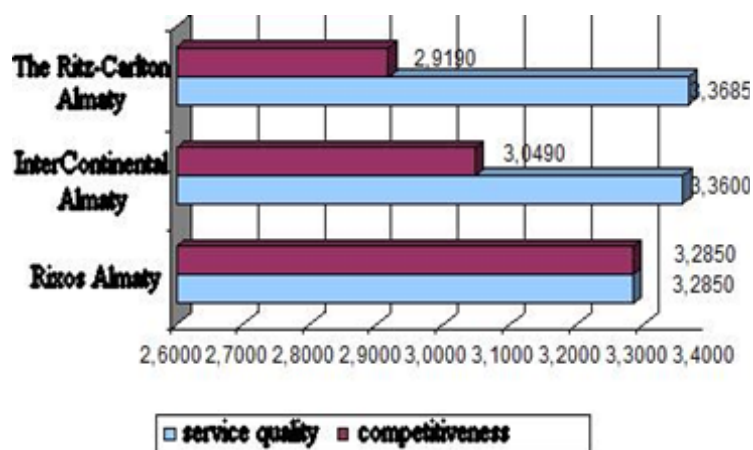


Figure 2 – The indexes of the quality and competitiveness of the five-star hotels of Almaty

Note: Compiled by the author on the basis of sources [4].

As a result of the made calculations, it is possible to observe that there is a considerable gap on indexes of the quality and competitiveness and in InterContinental Almaty and The Ritz-Carlton Almaty hotels.

Conclusion

The increase of the competitiveness of hotels requires the achievement of competitive advantages that can be divided into internal and external advantages. The external competitive advantage is based on distinctive qualities of service, which is of value for the buyer. The internal competitive advantage of a firm is based on expenses and management, which is of value for the seller, allowing receiving smaller distribution costs, than at competitors.

For the hotel business, the external and internal competitive advantages are ambiguous and depend on a class and type of hotels. Therefore, the mechanical evaluation of competitive advantages is insufficient; it is expedient to define what competitive advantages are more effective and urgent for the different types of hotels.

The external competitive advantages are reached due to increase in overall performance, higher emotional and esthetic satisfaction, and are based on the strategy of differentiation.

It is possible to differentiate activity of hotels in several directions:

- ♦ having improved quality of the provided services, for example, having proposed some design solutions attractive to consumers;
- ♦ having improved culture and speed of service;
- ♦ having increased recognition of brands that is more relevant to the hotels entering the international hotel branded chains;
- ♦ having reduced the price compare with competitors.

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ҚОНАҚ ҮЙЛЕРДІҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІН КЕШЕНДІ БАҒАЛАУ

Аңдатпа

Мақала қонақ үйлердің бәсекеге қабілеттілігін бағалауға қатысты әдістемелік және практикалық ұсыныстарды әзірлеуге арналған. Бұл ұсыныстар әлсіз тұстарды анықтауға және дамудың басым бағыттарын айқындауға мүмкіндік береді. Зерттеуде бәсекеге қабілеттілікті бағалаудың әдістемелік тәсілдерін қолдану жолдарына тоқталып, негізгі көрсеткіштер есептелді және қонақ үйлердің нарықтағы бәсекелік позициялары анықталды. Зерттеу әдістемесі бірнеше сатыдан тұрады. Тұтынушылар арасында сауалнама жүргізу және

онлайн пікірлерді талдау клиенттердің тандауын түсінуге мүмкіндік береді. Сонымен қатар, бәсекеге қабілеттілікті объективті бағалау үшін қонақ үй инфрақұрылымы мен баға саясаты сияқты көрсеткіштер зерттеледі. Мұндай екіжақты тәсіл кешенді бағалауға негіз болады. Зерттеу нәтижелері қызмет көрсету, инфрақұрылым немесе баға белгілеу саласындағы кемшіліктерді анықтаудың және оларды түзетуге арналған мақсатты стратегиялар әзірлеудің маңыздылығын көрсетеді. Осы білімнің көмегімен қонақ үйлер дамыту жоспарларын жетілдіріп, нарықтағы позицияларын нығайтып, тұтынушылардың әр түрлі сұраныстарына бейімделе алады. Сондай-ақ тұрақты бағалау нарықтағы өзгермелі жағдайларға бейімделудің маңызды құрамдас бөлігі болып табылады. Жалпы алғанда, мақалада қонақ үйлердің бәсекеге қабілеттілігін бағалау және арттыру үшін практикалық бағыт-бағдарламалар беріледі. Ол қонақ үй менеджерлері мен маркетингтері үшін құнды ақпарат көзі ретінде қызмет етеді және стратегиялық шешімдер қабылдауға және қонақ үй бизнесінде ұзақ мерзімді табысқа жетуге көмектеседі. Бұл қысқа әрі маңызды талдау қонақ үй секторындағы бәсекеге қабілеттілікті тереңірек түсінуге ықпал ететін болады.

Тірек сөздер: қонақ үйлердің бәсекеге қабілеттілігін бағалау; бәсекенің артықшылықтары; әдістемелік тәсілдер; квалиметрия және бағалау әдістері; көрсеткіштердің маңызы; бірлік көрсеткіштерінің номенклатурасы; бірлік көрсеткіштерін бағалау критерийлері.

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КОМПЛЕКСНАЯ ОЦЕНКА КОНКУРЕНТОСПОСОБНОСТИ ОТЕЛЯ

Аннотация

Статья посвящена разработке методических и практических рекомендаций по оценке конкурентоспособности гостиниц, направленных на выявление слабых сторон и определение приоритетных направлений развития. В исследовании описано использование методических подходов к оценке конкурентоспособности, рассчитаны ключевые показатели, выявлены конкурентные позиции гостиниц на рынке. Методология исследования объединяет несколько инструментов. Опросы потребителей и анализ онлайн-отзывов позволяют получить представление о восприятии клиентов. Кроме того, для объективной оценки конкурентоспособности анализируются такие показатели, как инфраструктура отеля и ценообразование. Такой двойной подход обеспечивает комплексную оценку. Результаты исследования подчеркивают важность выявления недостатков в сфере услуг, инфраструктуры или ценообразования для разработки целевых стратегий по улучшению ситуации. Используя эти знания, отели могут улучшить свои предложения, укрепить позиции на рынке и реагировать на меняющиеся запросы потребителей. Регулярная оценка также подчеркивается как важнейший компонент адаптации к меняющейся динамике рынка. В целом статья представляет собой практическую основу для оценки и повышения конкурентоспособности отелей. Она служит ценным источником информации для менеджеров и маркетингов гостиниц, предлагая практические рекомендации для принятия стратегических решений и достижения долгосрочного успеха в гостиничном бизнесе. Этот краткий и структурированный анализ способствует более глубокому пониманию конкурентоспособности в гостиничном секторе.

Ключевые слова: оценка конкурентоспособности, методологические подходы, метод квалиметрии, ценовые характеристики, комплексные показатели, единичные показатели, критерии оценки.

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