

## MANAGEMENT OF SUSTAINABLE DEVELOPMENT OF HOTEL ENTERPRISES

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### INTRODUCTION

To increase competitiveness, hotel enterprises develop ways and take measures, investing in long-term development. Hotel enterprises provide accommodation services for domestic and foreign tourists.

Before the emergence of crisis phenomena, the hotel industry, demonstrating the domestic tourist product, caused economic growth, increased national income, increased competitiveness and maintained economic balance, consolidating a positive image in the country.

It should be noted that the existing threats, primarily the pandemic and military operations on the territory of Ukraine, caused negative consequences in the form of temporary isolation, movement restrictions, seasonality, martial law in Ukraine, closure of air borders, closure of enterprises due to destruction – adjustments were made to the activities of domestic hotel enterprises – by terminating activities or changing the purposes of accommodation in connection with the provision of asylum to refugees.

Due to negative consequences, namely seasonality, conflict of interests in the use of natural resources and land use, increase in real estate prices, destruction of cultural and historical values, there is a minority of created rehabilitation projects and formation of sustainable development goals, development of hotel enterprises.

Sustainable development improves what already exists (resources, assets, etc.) rather than creating something new (reuse, recycling, renewal). The concept and definition of sustainable development strategies and policies are fundamental to ensuring successful socio-economic development outcomes. A tool in shaping the long-term development of hotel enterprises can be a dialogue between the hotel enterprise and its client. After all, in order to highlight the prospects for the long-term development of hotel enterprises, it is necessary to pay attention to the goals, characteristics and results of the enterprises.

Thus, we are talking about finding real ways to increase the efficiency of management of hotel enterprises with the aim of promoting scientific developments and shaping the ways of future development in the long term.

The theoretical foundations of this development as a new paradigm of the development of civilization, which conveys harmony between biological and

social officials, can be found in the works of V. Vernadskyi, S. Podolinskyi, M. Rudenko, E. Leroy, and P. Teilhard. de Chardin et al.

The study of the state's situation is reflected in the works of Ukrainian scientists O. Lytvynova, T. Sokol, T. Tkachenko, foreign scientists – R. Graver and P. Johanson, A.H. Press.

Paying attention to the large number of scientific works and the importance of their developments in the issues of sustainable development of enterprises, we believe that this issue has not received enough attention. The need for the development of scientific approaches to the mentioned issue, taking into account the specifics of hotel enterprises for their further functioning in today's changing conditions, determined the choice of the research topic.

The events of recent months have acutely raised the question of the survival and development of hotels. In our opinion, the study of the problems of ensuring the sustainable development of hotel enterprises is the most appropriate and especially relevant in connection with the unstable state of the external environment, the imperfection of the processes of providing hotel services from the point of view of ensuring the ways of successful functioning in the long term. Sustainable development is the key to successful business, and therefore enterprises are changing their focus and actively implementing its approaches.



**Figure 1. The UN Sustainable Development Goals<sup>1</sup>**

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<sup>1</sup> United Nations Department of Economic and Social Affairs Sustainable Development. URL: <https://sdgs.un.org/goals/>

The concept of sustainable tourism first emerged in the 1980s. The main question was to find out how to manage the growth of the sector in such a way as to guarantee respect for the limited resources of the territory and at the same time contribute to the obtaining of benefits for the local population and the environment.

- Goal 1. Overcoming poverty.
- Goal 2. Eradicating hunger, ensuring food security and improving nutrition, encouraging rational farming.
- Goal 3. Ensuring a healthy lifestyle and well-being of people of all ages.
- Goal 4. Providing comprehensive and equitable quality education and encouraging lifelong learning opportunities for all.
- Goal 5. Ensuring gender equality, empowerment of all women and girls.
- Goal 6. Ensuring the availability and sustainable management of water resources and sanitation.
- Goal 7. Ensuring that all people have access to affordable, reliable, sustainable and modern energy sources.
- Goal 8. Promote continuous, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9. Building sustainable infrastructure, promoting inclusive and sustainable industrialization and innovation.
- Goal 10. Reducing inequality within and between countries.
- Goal 11. Ensuring openness, safety, vitality and environmental sustainability of cities and settlements.
- Goal 12. Ensuring the transition to rational models of consumption and production.
- Goal 13. Taking urgent action to tackle climate change and its impacts.
- Goal 14. Conservation and sustainable use of oceans, seas and marine resources for sustainable development.
- Goal 15. Protecting and restoring land ecosystems and promoting their rational use, rational forest management, combating desertification, stopping and returning back the process of land degradation and stopping the loss of biodiversity.
- Goal 16. Promoting a peaceful and inclusive society for sustainable development, ensuring access to justice for all, and creating effective, accountable and inclusive institutions at all levels.
- Goal 17. Strengthening and revitalizing the Global Partnership for Sustainable Development

In 1988, the World Tourism Organization (UNWTO)<sup>2</sup> defined sustainable tourism as a way of managing "all existing resources that meet economic,

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<sup>2</sup> World Tourism Organization. URL: [info@unwto.org/](mailto:info@unwto.org/)

social and aesthetic needs, to preserve cultural integrity, ecosystems, biodiversity and livelihoods".

There are also GSTC criteria for obtaining certificates by the hotel, such as, for example, Green Key ("Green Key"), Green Star Hotel Certificate ("Green Star Hotel Certificate"), (or other accommodation of any type) should strive to match.

We agree with expert in the field of sustainable development of hotels Willy Legrand<sup>3</sup>, professor at the International University of Applied Sciences in Germany, who identified several key areas for a hotel's transition to sustainable development, namely:

**Reduce food waste.**

- For example, by growing food locally, sourcing food locally, and changing guest consciousness and behavior through the idea of "no leftovers on the plate."

**Minimize water consumption.**

- In addition to asking guests to be mindful when using both water and towels in their rooms, some hotels are introducing innovations such as showers that filter and reuse water.

**Refusal of plastic.**

- In addition to collecting and recycling plastic, eliminating it entirely can help reduce huge amounts of waste. A good start would be to avoid plastic bags and water in plastic bottles.

**Energy saving.**

- One of the options for a new approach to arranging hotel life could be the removal of mini-refrigerators and coffee machines from the rooms and the installation of electrical appliances and equipment for guests in the public area. Of course, this is only advisable in the absence of epidemiological threats and will require some adaptation of the behavior of the guests.

**Creation of paperless office work in the hotel.**

- The use of modern automated hotel management systems not only simplifies operations and optimizes the guest experience, but also helps reduce carbon emissions into the atmosphere.

**Figure 2. Key directions of the hotel's transition to sustainable development**

**1. Economic indicators of hotel enterprises in Ukraine**

According to the Constitution of Ukraine, the highest social value and the main executor is the person, his life and health. In matters of development of sustainable development, among the main criteria of enterprises in providing development we can separate the following: development of human potential; efficiency of protection of the natural environment; rational and qualitative

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<sup>3</sup> Willy Legrand. URL: <https://www.ecoresort.network/2023/02/13/meet-prof-dr-willy-legrand-phd-speaker-delegate/>

use of natural resources; growth of economy and employment; Ukraine's entry into European society.

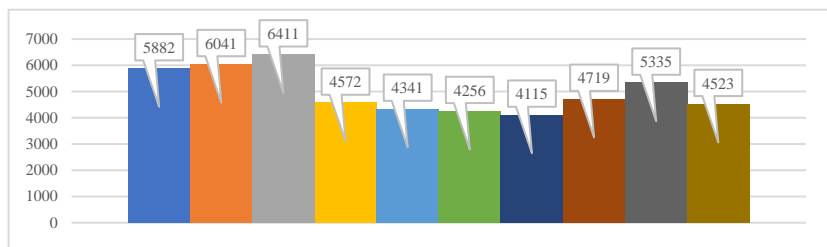
The proclaimed criteria involve the transformation of human consciousness, its interaction with society, to ensure mutual understanding and to consolidate close relationships between bold cultures based on the principles of sustainable development.

Within the positive impact of sustainable development, it contributes to the efficient use of soils, ensuring the protection of flora and fauna, etc.

The political and economic crisis in Ukraine has suspended the receipt of foreign currency and the loss of tourist potential through hostilities. According to experts of the Association of Leaders of Tourism Business, the amount of loss of Ukrainian tourism since the beginning of 2014 is 70-80%, a significant proportion of which is related to the reorientation of the demand of Ukrainian citizens who have previously rested in Crimea, to other regions, Kherson and Odesa regions).<sup>4</sup>

Hotel enterprises, as an element of tourist activity, aim to provide customers with comfortable and useful living conditions. Currently, the client of the hotel enterprise is involved in the usual living conditions, he needs comfortable and unique hotel services.

According to good attitude and conservation of nature and resources, hotel enterprises create unique technologies for providing services to tourists with compulsory environmental care. We will demonstrate the number of collective accommodation facilities for the period 2011–2020.



**Figure 3. Number of collective accommodation facilities  
(\*excluding the temporarily occupied territories  
of the Crimean Peninsula)<sup>5</sup>**

<sup>4</sup> Gulyanska O.V. Development of sustainability in the hotel business. Materials of the All-Ukrainian scientific and practical "Tourist and hotel-restaurant" conferences business: global experience and development prospects for Ukraine" (Odesa, April 10, 2019). Odesa: ONEU, 2019. 881 p. P. 198–202.

<sup>5</sup> State Statistics of Ukraine. URL: <http://www.ukrstat.gov.ua/>

Analyzing data from Figure 3, we can argue that during 2011–2013 the number of collective accommodation facilities increased from 5882 to 6411 (increase by 529). From 2014 to 2019, the number of businesses began to decline, in our opinion, this is due to the beginning of military aggression and temporary occupation of the territories of the Crimean peninsula. In 2019, the figure increased by 616, and from 2020 a decrease from 5335 to 4523 (-812) is traced. To confirm the negative trends of tourism development, we will analyze the main indicators of the collective accommodation facilities for the period 2018–2020 in Table 1.

Table 1

**Indicators of activity collective accommodation facilities in Ukraine in the period from 2018–2020**

Key performance	Years			Growth rate (2020 to 2018), %
	2018	2019	2020	
Number of collective facilities, units	4719	5335	4523	-4,2
The number of seats in the CPR	300010	370560	312093	4,0
Number of rooms in hotels and similar facilities, units	71132	83147	78955	11,0
The number of persons in the CPC (total number)	7006220	6960949	3379475	-51,8
A proportion of foreigners (from the total number)	917889	959423	254410	-72,3
Summary, %	13,1	13,8	7,5	-42,5
Number of nights, units	17668844	18459138	9142525	-48,3
The share of foreigners	1918007	2016623	510551	-73,4
Summary, %	10,9	10,9	5,6	-48,6

The results of the analysis of the main indicators of activity, we can argue that there is a tendency of deterioration due to crisis phenomena in the external environment, which have a negative impact – compared to 2018. Since 2020, the reduction of the number of collective facilities by -4.2% is traced. The number decreased by 812 (15.2%) compared to 2018, and the total number of seats increases with 300.0 to 312.1 thousand units. (4.0%), including in hotels and similar facilities – from 71.1 to 79.0 thousand units. (by 11.0%), in the period from 2019 to 2020, there is also a noticeable reduction in the number of cities -58.5 thousand. (15.8%), in hotels and similar means of placement - 4.2 thousand units (5.0%). The crisis state of the environment contributed to the decrease in the number of visits, this is confirmed by indicators – from

2018–2020 – from 7.0 to 3.4 million people (51.8%), foreigners – 3.6 times, or on 72.3 %. It should be noted that during the study period the share of traveling foreigners decreased from 13.1 % to 7.5 %. In 2020, the number of overnights amounted to 9142.5 thousand people, which testifies to half of the occupied places in 2019.

According to Booking.com report on 2022, 81% of travelers around the world have determined the importance of environmental trips, and therefore the trend of today for the hotel business is the introduction of environmentally conscious processes into their activities.

We agree that sustainable development is a systematically managed development. The basis of its control is a systematic approach and modern information technologies that allow you to quickly model different options for development areas, predict their results with high accuracy and choose the most optimal one.<sup>6</sup>

## **2. Interpretation of the future sustainable development of hotel enterprises**

Based on the results of the survey, we have identified opportunities and threats to the development of hotel enterprises. The expediency of using the tool is confirmed by the fact that it allows to separate opportunities and threats that become prerequisites for the formation of scenarios for the development of hotel enterprises. According to the methodology, we will conduct an expert assessment on a 5-point scale. The results are summarised using the ESFAS strategic analysis tool in Table 2.

We can conclude that for the development of hotel enterprises it is necessary to pay attention to the elimination of the main threats presented in Table 2, because compared to the determinants that determine the opportunities for the development of hotel enterprises with a total score of 1.67, the threats exceed this indicator by more than twice with an average score of 4.5.

Summarizing the data, we can state that each of the analysed determinants of influence determines the difficulties in the functioning of hotel enterprises and also focuses on the search for new opportunities, taking into account the analysis of long-term development prospects. In accordance with the subject of the study, we can state that the main goal is to create alternative scenarios for the long-term development of hotel enterprises.

In order to choose an effective way of sustainable development of hotel enterprises, we will apply the method of scenario planning. A scenario is a

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<sup>6</sup> Gavkalova N., Akimova L., Zilinska A., Avedian L., Akimov O., Kirichenko Y. Efficiency in the context of sustainable territorial development. *Financial and credit activities: problems of theory and practice*. 2022. Vol. 4 (45). DOI: <https://doi.org/10.55643/fcactp.4.45.2022.3830>

description of interrelated actions that are more likely to lead to the predicted state of enterprises. We believe this is appropriate, as trends in the development of hotel enterprises change daily and information on previous results and methods used to implement the scenarios may differ. In order to implement the ways of development of hotel enterprises, we consider it expedient to formulate development scenarios with the help of separate critical events that have been previously identified, including:

- fluctuations in the number of operating hotels;
- fluctuations in prices for hotel services;

Table 2

**ESFAS-analysis of the development of hotel enterprises**

<b>№</b>	<b>External strategic determinants</b>	<b>Weight</b>	<b>Evaluation</b>	<b>Weighted assessment</b>
<i>Opportunities</i>				
1	Diversification of the hotel services market	0,1	4	0,4
2	Further expansion of chains and development of new types of hotel businesses	0,2	3	0,6
3	Expanding the range of potential consumers of hotel services	0,1	4	0,4
4	Positive dynamics of the economic situation in the country	0,3	4	0,12
5	Development and implementation of a generalised programme for the development of the hotel industry	0,3	5	0,15
<b><i>Total score</i></b>		<b><i>1</i></b>	<b><i>-</i></b>	<b><i>1,67</i></b>
<i>Threats:</i>				
1	Significant competition in the hotel services market	0,1	4	0,4
2	Decreased demand due to the deterioration of the economic and political situation in the country	0,2	5	1
3	Insufficient attention of the state in the development and support of the hotel industry	0,2	5	1
4	High cost of hotel services	0,2	3	0,6
5	Decrease in the volume of tourists due to political disputes	0,3	5	1,5
<b><i>Total score</i></b>		<b><i>1</i></b>	<b><i>-</i></b>	<b><i>4,5</i></b>



- dynamics of tourist activity;
- availability of autonomous power supply technologies;
- probability of emergence of new competitors.

On the basis of selected critical events, using cross-factor analysis, we will create long-term development scenarios. By applying the expert method to determine the occurrence of scenarios, we will estimate the probability of events.

In order to demonstrate the long-term development of these events and the probability of their occurrence and to display the overall probability for each of the presented scenarios, it is advisable to build a scenario tree in Figure 4.

Table 3

**Initial data for cross-factor analysis**

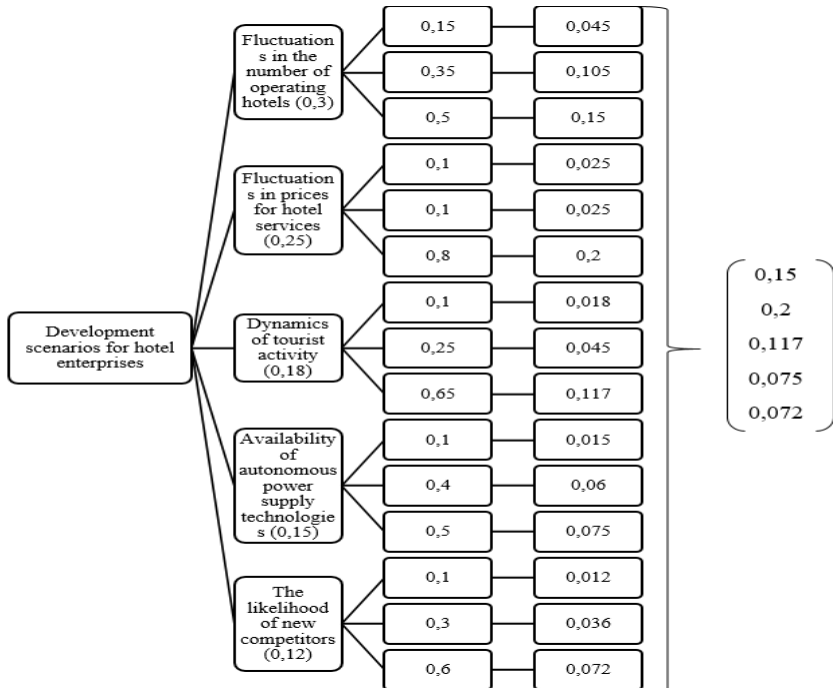
№	Critical events	Probability of occurrence	Long-term development scenarios	Probability of occurrence
1	Fluctuations in the number of operating hotels	0,3	Decrease	0,15
			Unchanged	0,35
			Increase	<b>0,5</b>
2	Fluctuations in prices for hotel services	0,25	Decrease	0,1
			Unchanged	0,1
			Increase	<b>0,8</b>
3	Dynamics of tourist activity	0,18	Decrease	0,1
			Unchanged	0,25
			Increase	<b>0,65</b>
4	Availability of autonomous power supply technologies	0,15	Decrease	0,1
			Unchanged	0,4
			Increase	<b>0,5</b>
5	The likelihood of new competitors	0,12	Decrease	0,1
			Unchanged	0,3
			Increase	<b>0,6</b>
Sum of probabilities		<b>1</b>	-	-

According to the results, a number of key factors that have the greatest impact on the long-term development of hotel enterprises have been

identified, and on their basis scenarios characterised by mutual cross-influence have been built.

We consider it expedient to build a matrix of cross-influences of scenarios, with the help of which it becomes possible to establish the relationship between the selected scenarios by creating a matrix of interactions, which involves assessing the impact of one scenario on the implementation of the ways of long-term development of hotel enterprises, taking into account the possibility of another scenario.

To build a matrix of cross-influences, it is necessary to determine the degree and direction of influence, using a scale from -5 to +5, where (-5 is the lowest degree of influence, +5 is the highest degree of influence). The results are demonstrated in Table 4.



**Figure 4. Long-term development scenarios for hotel companies**

The next step is to build a cross-influence probability matrix, which reflects the probability of the impact of some scenarios, provided they are implemented on others.

The research in the above tables allows us to create cross-factor matrices that demonstrate the results of the calculations:

– Matrix A is the cross-influence matrix of the scenarios:

$$A = \begin{pmatrix} 1 & 4 & 2 & 4 & 2 \\ 4 & 1 & 2 & 3 & 3 \\ 2 & 2 & 1 & 1 & 1 \\ 2 & 3 & 2 & 1 & 1 \\ 4 & 1 & 1 & 1 & 1 \end{pmatrix} \quad (1)$$

Table 4

**Matrix of cross-influences of scenarios for the long-term development of hotel enterprises**

Interaction of selected scenarios		Key events				
		Resumption of hotel operations	Increase in the cost of hotel services	Intensification of tourist travel	Widespread use of autonomous power supply devices	Increase in the number of competing hotels
Managed events	Resumption of hotel operations	1	4	2	2	4
	Increase in the cost of hotel services	4	1	2	3	3
	Intensification of tourist travel	2	2	1	1	1
	Widespread use of autonomous power supply devices	2	3	2	1	1
	Increase in the number of competing hotels	4	1	1	1	1

– Matrix B is a matrix of conditional probabilities of cross-influences of scenarios of long-term development of hotel enterprises:

$$B = \begin{pmatrix} 1 & 0 & 0 & 0 & 0 \\ 0.1 & 1 & 0 & 0.8 & 0.1 \\ 0.1 & 0.7 & 1 & 0.5 & 0.3 \\ 0 & 0 & 0 & 1 & 0 \\ 0 & 0 & 0.1 & 0.7 & 1 \end{pmatrix} \quad (2)$$

We combine the results to calculate the cross-impact (X):

$$X = A * B = \begin{pmatrix} 1 & 4 & 2 & 4 & 2 \\ 4 & 1 & 2 & 3 & 3 \\ 2 & 2 & 1 & 1 & 1 \\ 2 & 3 & 2 & 1 & 1 \\ 4 & 1 & 1 & 1 & 1 \end{pmatrix} \cdot \begin{pmatrix} 1 & 0 & 0 & 0 & 0 \\ 0.1 & 1 & 0 & 0.8 & 0.1 \\ 0.1 & 0.7 & 1 & 0.5 & 0.3 \\ 0 & 0 & 0 & 1 & 0 \\ 0 & 0 & 0.1 & 0.7 & 1 \end{pmatrix} = \begin{pmatrix} 1.6 & 5.4 & 2.2 & 9.6 & 3 \\ 4.3 & 2.4 & 2.3 & 6.9 & 3.7 \\ 2.3 & 2.7 & 1.1 & 3.8 & 1.5 \\ 2.5 & 4.4 & 2.1 & 5.1 & 1.9 \\ 4.2 & 1.7 & 1.1 & 3 & 1.4 \end{pmatrix} \quad (3)$$

Table 5

**Matrix of conditional probabilities of cross-influences of scenarios of long-term development of hotel enterprises**

Interaction of selected scenarios		Key events				
		Resumption of hotel operations	Increase in the cost of hotel services	Intensification of tourist travel	Widespread use of autonomous power supply devices	Increase in the number of competing hotels
Managed events	Resumption of hotel operations	1	0	0	0	0
	Increase in the cost of hotel services	0,1	1	0	0,8	0,1
	Intensification of tourist travel	0,1	0,7	1	0,5	0,3
	Widespread use of autonomous power supply devices	0	0	0	1	0
	Increase in the number of competing hotels	0	0	0,1	0,7	1

By weighing each of the previously presented scenarios and calculating the direction S, we will assess the chosen direction of development:

$$S = \begin{pmatrix} 1.6 & 5.4 & 2.2 & 9.6 & 3 \\ 4.3 & 2.4 & 2.3 & 6.9 & 3.7 \\ 2.3 & 2.7 & 1.1 & 3.8 & 1.5 \\ 2.5 & 4.4 & 2.1 & 5.1 & 1.9 \\ 4.2 & 1.7 & 1.1 & 3 & 1.4 \end{pmatrix} \cdot \begin{pmatrix} 0.15 \\ 0.2 \\ 0.117 \\ 0.075 \\ 0.072 \end{pmatrix} = \begin{pmatrix} 2.5134 \\ 2.178 \\ 1.4067 \\ 2.02 \\ 1.4245 \end{pmatrix} \quad (4)$$

Summing up all the elements of the S-direction, we get the number 9.5426, which indicates a positive cross-impact of environmental determinants. We will rank the scenarios and present the results in Table 6.

It can be argued that using the hierarchy analysis method for further ranking of the scenarios in Table 6 helps to identify the most attractive directions for the development of hotel enterprises, namely:

- Scenario 1 "Fluctuations in the number of operating hotels" (2.5134) – rank 1;
- Scenario 2 "Fluctuations in prices for hotel services" (2.178) – rank 2;

Table 6

#### Ranking of scenarios for the development of hotel enterprises

№	Scenarios	Meaning	Rank
1	Fluctuations in the number of operating hotels	2,5134	1
2	Fluctuations in prices for hotel services	2,178	2
3	Dynamics of tourist activity	1,4067	5
4	Availability of autonomous power supply technologies	2,02	3
5	The likelihood of new competitors	1,4245	4

- Scenario 4 "Availability of autonomous power supply technologies"(2.02) – rank 3;
- Scenario 5 "Probability of new competitors" (1.4245) – rank 4;
- Scenario 3 "Dynamics of tourist activity" (1.4067) – rank 5.

### 3. Ensuring sustainable development of the hotel “Atlantic Garden Resort Hotel”

The hotel industry gradually becomes "green": technologies of processing and ugly use of non-filtrated raw water, garbage processing in preventing waste, using alternative power consumption methods and reducing consumption, reducing carbon emissions are used. An example of a "green hotel" is the “Atlantic Garden Resort Hotel”. Let's present basic information in Table 7 and in Figure 5.

On the Booking-website, the Atlantic Garden Resort Hotel has a Level 1 “Conscious Travel” badge. According to Booking, 73% of travelers are more

likely to book a property that uses sustainable practices. The badge is awarded based on a set of criteria approved by independent sustainability experts.

The badge is a recognition of contribution to sustainable development. It gives guests a clear picture of which properties are practicing sustainable practices and can encourage other property owners to start doing the same. Our sustainability efforts are already bearing fruit: we are saving on water, energy and food costs. In the long term, these efforts help change the world for the better.

The Sustainable Travel filter and icon helps these travelers and many others find accommodations while taking extra steps to make their guests' stays more sustainable. This hotel is taking steps to become more environmentally friendly. Their environmental and social impacts are measured based on their size and location. Let's present the main ways of sustainable development of the Atlantic Hotel:

– **Innovative component** – search, creation and attraction of innovations. The hotel uses advanced information and telecommunication technologies, improves hotel services technologies, and management implement modern forms of management. The hotel adheres to environmental or green initiatives.

Table 7

**Main data of the hotel enterprise "Atlantic Garden Resort Hotel"<sup>7 8</sup>**

Indicators	Indicators Value
Address, location	St. Genezka 24A, Odessa
The hotel was opened in	2013
Type of collective means of accommodation	hotel category, 5*
The number of rooms	106
The average price of a room (improved standard)	1860
Number of floors in the hotel	12
Number and capacity of conference halls	4 halls/ 25-350 p.
Number and capacity of the restaurant	1 banquet hall/ 500 p.
lobby bar	100 p.
terrace restaurant	80 p.
Additional services	fitness room, sauna, swimming pool
Ways to make a reservation	through the booking website; by phone; in fact in the hotel
The rating of the hotel according to data from the Booking.com website	8.5/10

<sup>7</sup> Online booking. URL: <https://www.booking.com/index.ru.html>

<sup>8</sup> Atlantic Garden Resort Hotel. URL: <https://atlantic-hotel.com.ua/>

1. COMFORT	2. SECURITY	3. MODERNITY	4. AUTONOMY
<ul style="list-style-type: none"> <li>• Conveniently located for leisure and business</li> <li>• Private beach within walking distance</li> <li>• Developed hotel infrastructure</li> <li>• Comfortable designer Italian furniture</li> <li>• Iron and ironing board in every room</li> <li>• Hypoallergenic blankets and pillows</li> <li>• Curtains Black Out</li> </ul>	<ul style="list-style-type: none"> <li>• 24/7 security</li> <li>• CCTV</li> <li>• Elevator with access control system</li> <li>• Closed parking on site</li> <li>• Secure parking</li> <li>• Compliance with international fire safety standards</li> </ul>	<ul style="list-style-type: none"> <li>• Climate control with fresh air supply</li> <li>• Electric vehicle charging station</li> <li>• High-speed Internet Wi-Fi</li> <li>• IPTV and SMART TV</li> </ul>	<ul style="list-style-type: none"> <li>• Backup power supply</li> <li>• Autonomous water supply</li> <li>• Own boiler room</li> </ul>

Figure 5. Standards of the Atlantic Garden Resort Hotel<sup>9</sup>

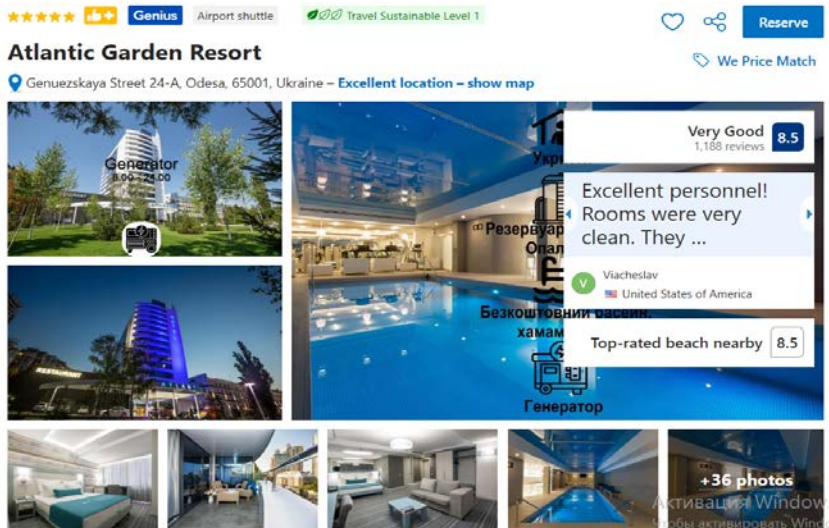


Figure 6. Information about the Atlantic Garden Resort Hotel<sup>10</sup>

We will present the standards of the Atlantic Garden Resort Hotel:

– **Resource component:** The hotel has introduced energy and water conservation, reducing energy consumption. The hotel uses energy efficient

<sup>9</sup> Atlantic Garden Resort Hotel. URL: <https://atlantic-hotel.com.ua/>

<sup>10</sup> Atlantic Garden Resort Hotel. URL: <https://atlantic-hotel.com.ua/>

technologies that reduce water consumption and contaminate it with various chemicals (replacement of towels as needed, not daily).

– **Marketing component:** SPA uses well-known bath cosmetics, which are made of natural components and essential oils and packed in reusable containers.

– **Organizational component:** Hotel management uses the latest training methods, including hotel staff at all levels, teach responsible attitude and efficient use of all types of resources.

– **Product component:** the hotel is constantly developing, this is confirmed by the creation of new services or maintenance technologies. As an example, the hotel uses cleaning (dosage of detergents, low-temperature household chemicals), energy-saving (automatic heating, ventilation and water supply systems, numbers with the latest panels, air generators for electricity production); Environmental (bed linen with antibacterial and bactericidal properties).

Let us summarize the results in Figure 7. In the global Travel Sustainable Resort program, Atlantic Garden Resort Hotel demonstrates the following steps (15 of 29) towards achieving sustainability:

Recycling	Water	Energy and greenhouse gases	Destination/ community	Nature
<ul style="list-style-type: none"> <li>• Disposable plastic bottles are not used.</li> <li>• Disposable plastic cups are not used.</li> <li>• Disposable plastic cutlery/plates are not used.</li> </ul>	<ul style="list-style-type: none"> <li>• Possibility to refuse daily room cleaning.</li> <li>• Possibility of reusing towels</li> </ul>	<ul style="list-style-type: none"> <li>• Most of the food offered at the hotel is prepared from local products.</li> <li>• Most rooms use energy-saving LED lamps for lighting.</li> <li>• Key card or electricity with motion control</li> <li>• Vegetarian menu options available</li> <li>• Vegan menu options available</li> </ul>	<ul style="list-style-type: none"> <li>• Investes a percentage of income back into community or sustainability projects.</li> <li>• Local artists are given a platform to showcase their talents.</li> </ul>	<ul style="list-style-type: none"> <li>• Wild (non-domesticated) animals are not exhibited or interacted with while kept on the premises and are not collected, eaten or sold.</li> <li>• Green areas such as (rooftop) gardens on site.</li> <li>• Most of the food offered is organic.</li> </ul>

**Figure 7. The Atlantic Garden Resort Hotel's path to sustainability<sup>11</sup>**

Thus, in the work of the Atlantic hotel, the following goals of the UN Sustainable Development are solved: the goal 3. Good health and well; the goal 8. Delicious work and economic growth; the goal 9. Industrialization, innovation and infrastructure; the goal 10. Alignment of ninging; the goal 11. Standing garden and inhabited points; the goal 12. Reflection and requirement.

<sup>11</sup> Atlantic Garden Resort Hotel. URL: <http://atlantic-hotel.com.ua/>



Crisis phenomena, including hostilities, have a negative impact on the development of hotel enterprises: some regions of Ukraine located near the front borders can experience difficulties with attracting investment and tourist travel. Looking at the conditions in which domestic hotel enterprises operate, they try to attract tourists, which indicates adaptation and resistance to variable environmental conditions.

The solution of these issues requires the use of strategic planning of the development of hotel enterprises, by improving the quality of services offered, efficient and rational use of resources, improved training of professional and highly qualified personnel.

Summarizing the results of the study, we can argue that the development of hotel enterprises in Ukraine is hampered by the list of changing determinants, such as the economic crisis, the imperfection of the regulatory framework, a high level of competition, a decrease in the solvency of tourists who need to adapt in the market. Domestic hotel enterprises have noted significant losses as a result of military events in Ukraine, which, after the end of the war, will need to be restored, which will help to find new ways of leaving enterprises from the crisis through integration.

Integration acts as a determination of the direction of development process, which involves the integration of various parts and elements into a coherent system. Integration for the state acts as a direction of restoration and modernization of the national economy, technological, innovative and investment incentives, providing new jobs, increasing competitiveness and entering the world markets. Fixing the competitiveness of hotel enterprises is the most significant and urgent task in the context of integration. The conditions in which hotel businesses operate require the search and development of new strategic management approaches. In the future, the integration of Ukrainian hotel enterprises into global international cooperation contributes to the revival of the hotel services market.

The sustainable development of hotel companies usually requires a comprehensive approach that takes into account economic, social, technological and other aspects of operations. The steps demonstrated here can help hospitality companies develop a sustainable business approach that is beneficial to the business itself, as well as to nature and the community.

We can say that sustainable development is a combination of environmental management, economic progress and support for social development. There are social problems, namely inclusiveness, stimulation of entrepreneurship development, well-being and health, personal life of employees, are also elements of sustainable hotel development.

## CONCLUSIONS

The conditions in which hotel businesses operate require the search and development of new strategic management approaches. In the future, the integration of Ukrainian hotel enterprises into global international cooperation contributes to the revival of the hotel services market.

We can argue that solving these issues require the use of strategic planning of sustainable development of hotel enterprises with the separation of priority tasks and tools to achieve them by improving the quality of proposed services, efficient and rational use of resources, improved training of professional and highly qualified personnel.

As a result of this study, we can draw the following conclusions:

- the relevance of sustainable development of hotel enterprises was investigated;

- the main indicators of the collective accommodation facilities, which demonstrate a decline in activity due to military operations in the territory of Ukraine, were considered;

- as a result of the survey with the use of espas analysis, opportunities and threats to the development of hotel enterprises were identified;

- to determine the priority way of development of hotel enterprises, scenario planning was carried out, the data obtained were ranked: Scenario 1 "Fluctuations in the number of operating hotels" (2.5134) – rank 1; Scenario 2 "Fluctuations in prices for hotel services" (2.178) – rank 2; Scenario 4 "Availability of autonomous power supply technologies" (2.02) – rank 3; Scenario 5 "Probability of new competitors" (1.4245) – rank 4; Scenario 3 "Dynamics of tourist activity" (1.4067) – rank 5;

- to reflect the main goals of sustainable development, the hotel Atlantic was analysed, which applies the following service standards: comfort; security; modernity; autonomy;

- Separate components of the sustainability of the Atlantic Hotel, including: innovative, marketing, organisational, resource, product components; separate ways to ensure the sustainable development of the Atlantic Hotel: Recycling; Water; Energy and greenhouse gases; Destination/community; Nature. Thus, in the work of the Atlantic hotel, the following goals of the UN Sustainable Development are solved: 3. Good health and well; 8. Decent work and economic growth; 9. Industrialization, innovation and infrastructure; 10. Alignment of ninging; 11. Standing garden and inhabited points; 12. Reflection and requirement.

## **SUMMARY**

In today's environment, sustainability is gaining popularity, it has a great impact on improving the efficiency of enterprises' activities. In the study, the author considered the concept of sustainable development on the example of hotel enterprises, paying attention to the mechanism of implementation in crisis conditions. Based on the criteria of sustainable development proposed by the UN in 2015, the main goals and objectives on poverty reduction, hunger, reducing inequalities, climate change, etc. were considered. Ukraine joined the achievement of the proposed global sustainable development goals and adapted them to the realities. The key areas for the transition of hotel companies to sustainable development were identified, namely, reducing food waste, minimising water consumption, refusing to use plastic, saving electricity, and creating paperless workflows in hotels. The article examines the statistical data on the activities of collective accommodation facilities, the results of which demonstrate a deterioration in performance due to the aggravation of the political situation in Ukraine. By using the strategic method of ESFAS-analysis, the opportunities and threats to the development of hotel enterprises were formed. The results demonstrate a high rate of weighted assessment of threats, which exceeds opportunities by almost three times. To determine the prospects for the development of hotel enterprises, the method of scenario planning was applied. By ranking the identified scenarios, the most attractive directions for the development of hotel enterprises have been identified. The Atlantic Garden Resort Hotel selected for the study applies the following standards that meet the requirements of sustainable development: comfort, safety, modernity and autonomy. The ways of achieving sustainable development of the Atlantic Hotel Atlantic Garden Resort Hotel have been identified, achieving 15 out of 29 goals.

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