Current trends in the small hotels’ social and functional structure organization

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Abstract. The modern tourism industry is a complex diversified education with a developed structure, formed using the uniqueness of tourist complexes and applied technologies, determined by the specific organizational and legal, socio-economic conditions, as well as the resource base. The main component of the tourism industry are the collective means of tourist accommodation, they are the ones who make the main contribution to the final economic result of the entire industry.

Introduction
One of the main trends in the global hotel industry development is the steady growth in the number of small hotels. Today, they successfully compensate for the tourist accommodation services’ excessive demand in high season. Most of all, the need for the additional placements is experienced by the tourist and business centers in Russia. In many Russian resorts, the total capacity of small hotels during the peak season is several times higher than the capacity of large hotels [1,2,3].

In the architectural practice of the Soviet period, the small hotels’ universalization [4] led to a decrease in the service quality, facelessness of architectural solutions and, as a result, a decrease in the hotel enterprises’ profitability [4,5]. In contrast to this period, over the past 2 decades, there has been an active trend towards the specialization of the hotel companies that accept and serve a specific target segment of consumers who are provided with specialized services that meet their interests [3,5].

In most of the modern architects and researchers’ works devoted to the hotel design, the greatest attention is paid to the architectural and spatial organization of leisure and tourism objects - V.A. Antyufeeva [6,7], A.V. Stepanchuk [8], A.N. Azizova-Poluektova [9]; or the study of individual hotels segments: small hotels of economy class - the work of A.R. Klochko [10], hotels as a part of business tourism centers - works by A.F. Perova [11], small hotels as a part of water-sailing facilities - M.E. Pechenik [12]. The aspects of hotel design for the southern regions of Russia are reflected in the works of Yu.V. Gorgorova and L.P. Shevchenko [13-16]. Today, many new types of small hotels can be distinguished, the definitions of which are reflected in GOST [1,2,3,17-25]. However, the current trends in the social and functional structure organization of small hotels in management and marketing research in the vast majority of cases are not taken into account by the research architects. The problem of applying the existing marketing research in architectural practice is today particularly relevant and is not reflected in the researchers’ works on this topic.

The purpose of the study: to study the current trends in the small hotels’ social and functional structure organization in research on management and marketing.

Research objectives:
1. To highlight the main classification features of small hotels.
2. To identify the advantages of small hotels in research on management and marketing of small hotels.
3. To describe the small hotels consumers’ target segment based on the existing marketing research.
4. To correlate the parameters of the main categories of small hotels consumers with its possible spatial framework in the small hotels’ structure.

To date, a lot of work on the topic of small hotels has been done not by architects, but by the managers and economists. A small hotel according to GOST is a small collective accommodation facility, implying the availability up to 50 rooms [17]. In most of these works devoted to the management and marketing of small hotels, the researchers single out the following common classification features of the small hotels [1,2,3,26].

The small hotels capacity, which is justified by the features of organization and functioning, significant both for management and for consumers (up to 20 people - micro enterprises, up to 50 people - mini enterprises, up to 100 people - small enterprises).

1. The comfort level of small hotels - the allocation of small hotels’ new segments in terms of comfort: home (family) hotels, economy hotels, business hotels, boutique hotels (luxury segment).
2. Ownership of small hotels (public, private and mixed ownership)).
3. The location of small hotels - distinguish natural areas (usually rural areas) - locations with special natural potential and trunk areas (city or suburb), covering the main transport hubs of the municipality.
4. The range of services: food (board and half board, appliances and utensils, kitchen and mini-kitchen), trade, specialized services.
5. Type of control - independent, horizontally integrated, vertically integrated.
6. Hotel building type: area in the building, separate building, building in a complex of buildings, a complex of buildings.

A significant increase in the number of small hotels in most researchers on the small hotels’ management and marketing is explained by the presence of their obvious consumer advantages over the large complexes [1,2,26]. These include: a flexible tariff policy for the services provided depending on market conditions, services individualization, direct interest of staff in creating a favorable hotel image and a high level of economic mobility in small hotels.

Also, the essential characteristics of small hotels in most of the works devoted to the management and marketing of small hotels [1,2,26] include the following: a truncated package of services, uniformity of rooms, urgency of accommodation (up to 3 months). At the same time, these features of small hotels allowed them to become especially popular in a number of regions with specific areas of tourism development (eco-tourism, ethnic tourism, educational tourism, rural tourism, etc.). Due to the small capacity of such hotels and, consequently, the best ability to integrate into tourist, business and other multifunctional complexes, such small hotels bring the guests closer to the tourist sites [2,3].

The analysis of the enterprises’ functioning in these sectors revealed the following factors that provide a number of the collective accommodation small forms’ advantages: loading and seasonality (more stable), service (its maximum individualization), location (it is easier to find a location due to the small size of hotels), segmentation (a narrow target segment of the market stands out), personnel management, marketing (more targeted), pricing (more flexible), mobility and adaptability (higher), management (the desire to unite), the range of services (the desire to maximize it) [3].

When compiling the classification of small hotels, most authors [1,2,3,26] (managers and economists) identify the following types of small collective accommodation facilities: general type hotels, motels, roadside hotels, beach hotels, congress centers, apart-hotels, furnished rooms, pensions, tourist houses, health facilities, labor and leisure camps, public transport, recreational homes, camping sites.

Our previous studies based on the regulatory literature analysis, as well as the actual experience in building small hotels [21,22] made it possible to identify the most relevant types of small hotels today:
a small business hotel, a small boutique hotel, a guest house, a small recreational hotel, a mountain shelter, hotel, small campsite, small spa hotel, restaurant and hotel complex, coaching inn, tourist village, general small type hotel, small specialized hotel, small apart-hotel, motel, hostel, capsule hotel [23-25].

The primary main factors determining the architectural typology of small hotels were previously attributed by us: purpose, location, capacity, and the residents’ population. Among the secondary typological characteristics of small hotels, we attributed: historical prototype, type of building, type of food, service level [23-25]. Most of these factors and typological characteristics coincided with the conclusions of researchers, managers and economists, which confirms the validity and reliability of these conclusions.

Also, most researchers, managers and economists note a pronounced segmentation of the target audience of the small hotels’ consumers into the separate categories according to any specific criterion. Thus, in each type of small hotel, it is possible to select the target segment as the main segment in the differential marketing strategy implementation, in order to satisfy the needs of the client and offer him the optimal solution to problems.

The consumer preferences’ marketing research analysis [3] as well as the main categories of small hotels’ guests made it possible to compile a consumer model of small hotels, which allows to correlate the parameters of the main categories of small hotels’ consumers with its spatial framework in the small hotels’ structure.

The consumer model of a small hotel (Table 1) consists of the following levels, sequentially defining each other:

1. Target segment of consumer categories.
2. Types of consumer activity.
3. Spatial parameters of consumer activity.
4. Type of guest house.
5. Location of the guest house.
6. The spatial model of a small hotel.

Table 1. Consumer models of the main types of small hotels

| Consumer category (types of tourism) | Types of consumer activities | Spatial parameters of activity (specialized premises) | Types of small hotels | Location | 3D models |
|-------------------------------------|-----------------------------|---------------------------------------------------------|-----------------------|----------|-----------|
| Congress and business travelers (small groups for workshops and round tables) | Congress and business tourism | Business (conference rooms, meeting rooms, mobile offices) | Small business hotel | Downtown | ![3D model](image) |
| Congress and business tourism | Unique design of hotels as an indicator of their comfort level | Small Boutique Hotel | Downtown | ![3D model](image) |
| Tourists who arrived in recreation and recreation (recreational tourism, weekend breaks) | Sharing and chatting with the owners | Shared kitchen, shared lounge, summer verandas and terraces | Guest House | In a village, in a city |
|---|---|---|---|---|
| Family / youth recreation and entertainment | summer verandas and terraces, recreational facilities, pools, children's and sports grounds | Small Recreational Hotel | In a city, in a village, in a suburban area |
| Placement of ski equipment | Mountain Shelter, Chalet, Bungalow | In the countryside |
| The hotel is movable | Botel | On a converted ship, on the water in the city |
| Tent places and amenities are provided. | Small camping | In the countryside |
| Function                                                                 | Service/Infrastructure                                                                 | Location                                                                 |
|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Improvement, rest and cosmetology services                               | Rooms for wellness and beauty treatments                                               | In the suburban area                                                     |
| Catering, entertainment                                                 | Developed premises of restaurants and cafes                                           | In a city, in a village, in a suburban area                             |
| Tourists arriving with cognitive goals (rural and ethnographic tourism) | Agricultural function                                                                | In the countryside                                                       |
| Educational function                                                    | Interactive Museum - Installation                                                      | In the countryside                                                       |
| Tourists who come for business purposes (just moving)                   | Overnight stay                                                                        | In the city, in the village (on the main highways)                      |
| Temporary housing for another social function.                          | Small hotel is an auxiliary function                                                  | In the city, in the village                                              |
| Temporary housing as close as possible in terms of comfort to living in permanent housing | Rooms in the form of separate apartments or townhouses, the obligatory availability of kitchens | Small Apartment Hotel | In the city, in the suburban area |
|---|---|---|---|
| Short stay placement of vehicles, repair of vehicles | Parking lots, car services, catering | Motel | In the city, in the village, in the countryside, on transport highways |
| Accommodation, temporary accommodation, communication | The presence of a shared kitchen and living room, dormitories | Hostel | Downtown |
| Short-term sleep and rest | Capsules for sleeping | Capsule Hotel | In the city, in the structure of transport hubs |

### Summary

Summing up, it is possible to say that in determining the main factors affecting the typology of small hotels, highlighting the key types of small hotels, the conclusions of architects, researchers and managers coincide, which confirms their scientific credibility. Thus, the main principles for compiling a typology of small hotels in various fields of knowledge is the allocation of types of small hotels depending on their specialization. The specialization of small hotels, based on the small hotels’ consumers target segments allocation, is the basis for building the consumer models of the main types of small hotels. The selection of the small hotels consumers’ target segment always takes into account the main types of tourism, since small hotels are the main component of the material base in tourism industry.
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