

УДК 338.488.2

JEL Classification L83, M11, L20

M. P. Denysenko

Yu. A. Shevchuk

## Evolution of Approaches to Organization and Management in the Hotel Industry

This article is aimed at studying the evolution of the hotel industry in the context of organization and management and arrangement of the stages of its formation as an independent type of business, which in the future will expand the ability to understand trends in this industry and develop new and improve existing management methods in this area. In modern society, the hotel industry is a major factor and basic component not only of tourism infrastructure, but also the service sector in general. Therefore, the problem of the evolutionary way of developing approaches to the organization and management of the hotel industry, especially in the context of the national economy, requires in-depth research to substantiate new principles and methods of hotel business management, develop ways to improve its efficiency and improvements. We can witness an evolutionary periodization developed regarding the upgrading of approaches to organization and management in the hotel industry, which consists of 12 stages. The authors substantiate the specific organizational and managerial features and characteristics of each stage. There is a revelation of the modern tendencies of the hotel industry development worldwide. The necessity for further research in the field of science is emphasized, as they will have significant prospects to be applied in practice both by individual companies and entire countries in terms of increased competition.

**Keywords:** management, organization, hotel industry, evolution.

DOI 10.37659/2663-5070-2020-4-?-??

### Topicality

In a modern society, the hotel industry is a key factor and a basic component not only of tourism infrastructure, but service industry as a whole as well. The

hotel industry state has a powerful influence on the creation and development of tourism services, the dynamics of the development of key elements of

the national economy: trade, transport, telecommunications, communications, construction, etc. Accordingly, the creation of a highly efficient and

innovative hotel industry plays a leading role in economic transformation in any country.

At the same time, the modern development of the hotel industry is based on approaches that have also undergone changes during the historical transformations in society. Thus, the hotel industry as a leading socio-economic and cultural category is closely linked to the development of culture, travel, social networking and communication. It reflects the distinctive cultural features of different eras and peoples embodied in the types and facilities of accommodation, methods and models of guest servicing used by the accommodation facilities. The latter is closely related to the organization and management approaches in the hotel industry.

The historical method in the study of the hotel industry reveals a stage-by-stage evolution of approaches to the organization and development of the hotel industry, the peculiarities and tendencies of this sphere, and thus improves the organization and management of both the individual hotel and the industry as a whole. It is important to establish evolutionary transformations in the motives of travel and tourism, communication, cultural, and economic features that have influenced the development of approaches to the organization and management of the hotel industry. At the same time, it will also reveal the feedback, namely the influence of organization and management of the hotel industry on the motives and nature of travel, economic and cultural development of society. Accordingly, the existing theoretical and methodological base in the field of hotel business development management will be enriched.

Therefore, the issue of the evolution of the development of approaches to organization and management in the hotel industry, especially in the context of national economy development, requires in-depth research to substantiate new principles and methods of hotel business management, to develop ways to improve its efficiency and development proposals.

## Publications Analysis

In recent years, research in the hotel industry has become more widespread. The study of approaches to organization and management in this area is also relevant for Ukraine. This is explained by the active European integration processes in our country, which positively influences the tourism industry, as well as by certain crisis phenomena related, first of all, by external aggression, which suppresses the tourism industry as a whole and compels Ukrainian hotel business entrepreneurs to look for new approaches to the organization of the industry to increase the efficiency. Thus, such researchers as O.Yu. Davydova [1], L.D. Zavidna [2], V.M. Zaitseva [3], M.P. Mal'ska, I.H. Pandiak [4], O.O. Lupykh [5], N.I. Danko, V.P. Novikov [6], N.V. Bilokin [7] and others. Despite the considerable amount of scientific work of these scientists, the evolution of the hotel industry development through the prism of organization and management in the hotel industry has not been fully explored.

**This article is aimed at** studying the evolution of the hotel industry in the context of organization and management and arrangement of the stages of its formation as an independent type of business, which in the future will expand the ability to understand trends in this industry and develop new and improve existing management methods in this area. Accordingly, the object of study is the hotel industry, and the subject is the historical aspects of its evolution.

## Main Material Presentation

The main factors for the establishment and development of the hotel industry area as follows:

- economic, which is to increase the income of the population, the considerable financial and economic potential of individual districts and regions, which leads to the development of tourist and recreational

complexes, first of all of the hotel industry;

- social, which determines the development of social relations, demographic and migration processes, and, accordingly, the necessity for a hospitality infrastructure for their implementation;
- cultural, which reflect the mental characteristics of society, its traditions and religion affected the motives, needs and values of travelers. This caused the organization of the hospitality complex and defined the profile of its specialization;
- scientific and technological progress that accelerates the use of the latest science and technology achievements and causes a change in the forms and methods of functioning of hotel complexes, namely the use of modern technologies, technical means, information systems in their functioning;
- political, which are a complex of legislative and regulatory acts of the state, which influence the functional characteristics and organization of hospitality, construction and accommodation facilities equipment conditions, creation of organization forms of the hotel industry. At the same time the development of new territories determines the geographical spread of the principles and methods of organization of the sphere of hospitality of a certain state;
- natural and resource, which means the development of recreational natural resources and landscapes and causes the creation of recreational infrastructure, followed by the hotel industry;
- historical, that means a concrete reflection of the evolution of forms and methods of organization of the hotel industry and its facilities as a whole, as well as the replacement of the traditions of hotel industry management into the other ones.

The first hotel establishments are recorded to have emerged for thousands of years BC as necessary for the provision of travelers with a place to stay, relax and eat. Accordingly, the

state of development of the hospitality system has had a significant impact on the intensity and distance of travel, the dissemination of information and, in general, the economy of major centers and regions. The means and methods of hospitality reflected the material and cultural traits, as well as the tradition of guests reception from different nations.

The earliest trips and stops at guest houses are mentioned in ancient sources and are associated with the regions of Ancient Egypt, the Middle East and Greece. These were the regions between which the most intensive trips were made for the purpose of trade, pilgrimage, conquest, as well as recreation, entertainment and cultural knowledge. At that time, the hotel industry was focused on expanding trade relations in the Middle East and Ancient Greece. Correspondingly, long journeys facilitated the organization of an extensive network of institutions not only for the provision of food services but typical accommodation facilities as well, which meant the organization of guesthouses.

Particularly different were the guesthouses of ancient Greece. They were characterized by an orientation in the economy to the architecture, style and widespread use of advanced technologies for the convenient stay of the guests. Due to the chosen approach to organization the Ancient Greece witnessed two types of guesthouses established – private, named *katagogii* and state – *pandokei* have become widespread. The guesthouses of major cities provided for constant water supply, which at that time was an advanced technology in servicing the population. In addition, the organization of toilets and landscaping was special. The activities of such establishments were often focused on wealthy guests – often attended by civil servants, wealthy patricians, theaters, military personnel and religious figures.

The hotel industry was further developed in the Roman Empire. The Roman state during this period actively participated in the organization of the hotel industry. The guesthouses net-

work was largely owned by state and became particularly extensive. Unlike Ancient Greece and Egypt, the guesthouses were located not only in cities but also on their outskirts – in villages along the main transport arteries. At the same time, for the first time in the organization and management of the hotel industry, the factor of distance played a powerful role. The guesthouses were arranged in such a way that civil servants and authorities did not get tired on their way, taking a rest in each of them. In addition, there was a strict social differentiation, which reflected on the features of service. For example, state-owned hospitality services were provided to officials strictly by a special government pass. In total, the number of the comfortable guesthouses reached about ten thousand.

In addition to state-owned guesthouses, a high level of organization was provided by private guesthouses, which were equipped by wealthy landowners on the outskirts of their estates. Among them were gladiators who had invested their savings in hospitality industry.

It should be noted that the Roman Empire was the first in the world to organize the guesthouses, focused on wellness procedures. Treatment was carried out with procedures with mineral and thermal waters as well as mountain air. This way, until the III century of BC a network of wellness centers has already been established on the Adriatic coast, and in the Alps there are elite mountain complexes, the services of which were used only by the state elite of the Roman society [4].

Compared to the development of the Southern European hospitality system, it was quite archaic in the Caucasus and the Middle East. Guest complexes, as a rule, were a common tent. However, the hospitality industry in Armenia has developed significantly. Thus, at this stage of the evolution of the hotel industry, there was a considerable diversity in development, which was observed even in the XX century.

With the fall of the Roman Empire, the peculiarities of the hospitality network formation were determined pri-

marily by an ideological factor, namely, religious (Christian) traditions. In compliance with this, the most numerous category of guests involved priests, pilgrims, missionaries who visited holy places. Due to this, there was a necessity for the guesthouses located near temples and monasteries. That means, in organization and management of the hospitality industry as whole and individual hospitality complexes, was religion at the forefront.

This way, Charlemagne introduced a decree that obliged all monasteries and churches to keep pilgrims, that is, the latter actually acted as hospitality complexes. In contrast to the organization in the Roman Empire, living conditions in such guesthouses were modest, close to the monasteries. That is, the focus on restraint and economy in the organization of the economy. And in fact, the hospitality industry was not on the leading role in the economy of the states. The management of the guesthouses was provided by clergy and persons serving in religious institutions. Despite the modesty, the organization of food in such establishments was better than in suburban guesthouses, as temples and churches had considerable areas of agricultural effort.

The powerful scale of the influence of religion on the development of the hospitality industry is evidenced by the task of individual knightly orders, which were to protect the pilgrims and create the necessary terms of hospitality on their way to the holy places [4].

It should be noted that urban guilds or merchant unions played a significant role in the hospitality industry of the Middle Ages. In fact, it was a new method of organizing hospitality management. For a reasonable fee, the guild provided a place to stay and eat at a local restaurant. Such services have always been provided by the London residence of the Heisen Union. Living conditions were no less strict and close to monasteries [4].

In the regions with tempestuous trade and pilgrimage to temples, the hospitality industry has been particularly favorable, which has led to the

emergence of guilds of permanent yard owners. The most favorable for the activity of such guilds was the period of the Crusades of the XII-XIII centuries. Such guilds were formed in centers of intense economic life, trade, and religious activity. They were formed in Italy, Switzerland, France and other countries of that time. The main tasks of such guilds were envisaged by the statute separately for the organization and guests, compliance with the statutory norms was strictly controlled [4]. This time witnesses beginning of an active cooperation of private owners and the state (the emergence of the first forms of public-private partnership). Thus, in Florence in the XIII century the guild of owners of guesthouses provided the functioning of the city gates and directed the guests to the guild, where the guests were housed in hospitality establishments.

Activation in the late Middle Ages, as well as the growth of political and economic communications, led to the emergence of private hotels. Most of the roadside hotels provided extremely modest living conditions (resembling modern hostels in the form of organization). It should be noted that the impetus for the activation of private commercial hotels, as a form of government that changed the guesthouses of monasteries in the late Middle Ages was the process of secularization of monastery lands (the process introduced by King Henry VIII of England). However, since the abolition of monasteries in England and Wales since then, travelers have not been able to get free night stays.

This stage is associated with the emergence of the concept of "hospitality". The English word "hospitality" comes from the Old French "hospice", which means a house for travelers reception. One of the oldest establishments of this type is the Hotel Dieu, which was founded in the fourteenth century as a hospital and shelter for the poor. The following institution is continuously functioning today as a modern hospital [8].

The Modern Stage is the forerunner of the modern hotel industry. At this

time, the organization and management of the hotel industry is associated with the transformation of economic and cultural life. There is a significant revival of the economy, especially trade and trade communications. At the same time, the sphere of employment is growing, the number and duration of travel is dynamically increasing, which in turn causes an evolution in hospitality, namely the increase in the number and variety of accommodation facilities. The hotel complexes are constantly being refined and modernized, become clear in their specialization as well. Quality of servicing is also constantly increasing.

The first large-scale hotels appeared in Europe, especially in France, in the XVI century. They were organizations that provided lodging places in private palaces and state mansions. The latest were the first ones to get the name "hotel". They originated first and foremost in major cities and focused on hosting important guests. Some of the hotels acted as political centers – residences of important political figures. Among the most famous then Paris hotels are the Carnival and the Bourbon Palace.

At the same stage, the construction of hotels along important transport routes is expanding. A significant factor in increasing their number has been the development of stagecoach. First of all, it concerns the construction of hotels of the same type of planning and servicing, which are oriented towards the reception of guests of equal abundance. Thus in cities there are the first multi-storey hotels. One of the first hotels in Europe, the Hotel Henry IV, was built in Nantes. This hotel was designed for 60 people and was considered one of the best at those times.

Subsequently, a century later, in England, a completely new type of hospitality – banquet yards and clubs. In fact, a new stage in the evolutionary development of the hotel industry is forming in England. Such banquet halls combined the functions of institutions for receptions, celebrations of solemn events, and also provided accommodation, catering and more. At

this stage, the Pantheon Banquet Hall was built in London, which differed from other colossal sizes, costly construction and interior design, and elite service.

Almost at the same time in France there were apartment buildings with separate apartments for rent. That is, at this time actually begins the modern type of long-term rental real estate. At the same time, requirements for the comfort of living in hospitality facilities have increased. Thus, the number of household rooms increased in hotels, the size of restrooms increased, water, sewerage, room lighting were widely used, primarily due to the increase in window space. That is, the management and organization of the hotel industry is being reoriented to comfort and practicality.

The development of approaches to the management of the hotel industry in the US should be noted separately. This state was actively mastered from the XVII century. due to the intensive emigration of immigrants from Europe. Thus, the need for temporary housing was particularly acute. Architectural features, organization and management, service, as well as staff, especially at the stage of hospitality sphere formation, were created like European ones. The orientation of individual hotel complexes on the culture of certain countries was observed, depending on the needs of the client. The US hotel industry has seen a significant impact of the English metropolis.

In 1794, the first hotel was built in New York to serve as a purely commercial institution for the temporary accommodation of persons. Its opening was the beginning of the construction of similar hotels in other cities of the country. Subsequently, the first luxury Tremont luxury hotel was founded in Boston. It became a kind of benchmark, guided by which an intensive chain of luxury hotels in all cities of the United States was developed.

In addition, for the first time in US hotels, modern concepts such as the lobby, reception, etc., are needed to provide high-quality, well-to-do customers. At the same time the de-

velopment of the railway connection witnesses creation of a new form of hotels, which were focused on passengers servicing – roadside dining rooms with small hotel rooms for overnight stay.

The next stage in the development of the hotel industry in both the United States and Europe has been the development of hotel-type dormitories, which have been promoted by dynamic industrial development. The management and development of such hotels focused on the working class. They were characterized by ascetic living conditions for a large number of persons. Each building had a large courtyard located next to, with separate apartments on each floor, supplemented by a toilet and a bathroom. The complex familisteri was supplemented by a cooperative shop, a manger, a restaurant, a dispensary, a hospital, a theater, a school, a laundry and a place for swimming on the river.

At the same time, for the rich, there are hotels with a high level of comfort, aimed at rich guests, first of all, politicians of the highest rank, military generality, intelligentsia. The location of the luxury hotels tended to the largest administrative centers, famous recreation and wellness centers.

In the middle of the XIX century, the hotel industry is beginning to become actively involved in marketing, as the number of hospitality establishments has been steadily increasing, with their functionality and structure expanding, as well as new servicing standards being created. Thus, an important point in advertising hotel businesses is the release in 1854 in England, the first hotel guide. He had detailed information about thousands of hotels, with addresses, facilities and types of services. The publishing house of this directory was the first in history to promote hotel services to the customer market. Subsequently, similar directories and promotional booklets were published in the majority of countries.

And the same stage witnesses first travel clubs appearing in many European countries that bring together people with a common interest, espe-

cially travel. For the functioning of the clubs, the necessary infrastructure was provided, that is club houses, routes were arranged, including hotels of temporary accommodation.

The newest stage in the development of approaches to the organization of hotel business is in the period after the Second World War. The characteristic features of the development of the hotel industry are related to the spread of mass tourism, which has become an object of interest of a large part of the population, especially in developed countries. An increase in the number of trips associated with high business activity of the population led to the formation in the 1950s and 1970s of the XX century of a powerful network of accommodation facilities. At the same time, transport began to play an important role, which became an increasing factor of accessibility.

Amid the rapid growth in the number of hotel businesses, the global hospitality industry has begun to grow into a multi-billion-dollar industry with gigantic revenue in all segments of the industry.

Since the 1980s, to this day, the hotel industry, organization and management have evolved to specialize and diversify hotel services, corporatization and transnationalization, use of information technology in management and automation, capital integration, use of scientific achievements in economics and management.

In the modern structure of hotel enterprises, along with typical full-service hotels, specialized accommodation establishments are actively developing, which in their activity are focused on serving certain segments and circles of persons (for example, participants of congresses and conferences).

An important direction of optimization of technological process of management of hotel industry is diversification of production. This is due, first of all, to the expansion of production capacity of the hotel enterprises due to the rational use of resources. It is widely used management information systems and placement organizations.

Thus, 12 evolutionary stages in the development of approaches to organization and management in the hotel industry have been identified, which are summarized in Table 1.

The modern hotel industry in the world is characterized by a number of different types of management, represented by both single management and corporate management, franchising, consortia, as well as various variations of their combination. A significant number of hotel owners base their management on professional management, which services are purchased from specialist management companies on a contractual basis. Nowadays, the usual form of management means operation by the individual companies not only of own hotels but also the hotel business relating to other owners. Part of the ownership of a hotel can be represented in a joint stock form, that means the owners possess a controlling stake or represent only a small part of it, can sell franchise rights, as well as own a part of the property included in the consortium. Other market participants are engaged only in management or franchising [4].

One of the major trends in the hospitality industry in recent decades by large hotel corporations has been the involvement of large real estate investment funds. In combination with other forms of financing, investment funds have fundamentally changed the structure of the hotel industry organization, separating ownership and hotel management. With the introduction of this type of financing, a new type of hotel owners has emerged who only owns profitable real estate and administrators who provide effective management in a highly competitive environment [4].

## Conclusion

For hundreds of years, the hotel industry has undergone significant transformational changes that have been influenced by a number of factors, namely social events, scientific and technological progress, changes



**Table 1.** Key Characteristics of the Evolutionary Stages of the Development of Approaches to the Organization and Management of the Hotel Industry

Evolutionary stage	Main organizational and managerial features	Characteristics
Ancient Stage VI-I millennium BC	The first primitive methods of management, natural exchange. Orientation in the management of wealthy traveling merchants, military, statesmen and theaters	Public and private institutions have emerged guesthouses (both state and private) and public houses (usually private)
Antique Stage I millennium BC–V century AD	The factor of distance and social differentiation of the population, as well as the medical sphere, played a significant role.	First temporary residential care-oriented institutions emerging
Theocratic stage (early Middle Ages) V–IX centuries.	Orientation in the organization and management of religion and clergy. Dominance of the factor of restraint and economy in organizing a permanent farm	Temporary housing for monasteries and churches for pilgrims, missionaries, priests and other religious figures
Medieval stage IX–XIII centuries.	Emergence of urban guilds as a form of organization and management of hotel services. Cooperation of private owners and the state in the field of temporary accommodation	Like the previous stage, temporary housing was ascetic
Late Middle Ages Stage XIII–XVI centuries	Rapid development of private hotel farms due to the process of secularization of monastery lands	Emergence of the concept of “hospitality” – the reception of travelers
Early Modern Stage XVI–XVII centuries	Increase in the number and variety of accommodation facilities, delineation of clear features in the specialization of hotel complexes	Hotel complexes are constantly being improved. Quality of service is constantly increasing. Construction of the first major hotels and residences
Modern Stage XVII–XVIII centuries	Orientation in the leisure organization and management	New type of hospitality emerging, that is banquets and clubs. Development of long-term rental real estate
American stage XVII–XVIII centuries	Orientation to the needs of the client and certain sections of society, especially migrants and rich people. The actual founding of a real hotel industry	The first purely commercial hotel built, as well as the first luxury luxury hotel. Modern concepts emerge: lobby, reception, and etc.
Early Industrial Stage XVIII–XIX centuries	Orientation to the working class. Large industrial owners become the main investors in the construction of temporary housing complexes.	Emergence of dormitories.
Industrial Stage XIX–XX centuries	Active involvement of marketing. Issue of hotel directories. The emergence of the first traveling clubs	Active expansion of the functionality and structure of hotels
Postwar Stage beg. of the XX century – end of the 70’s of the XX century.	Targeting the mass tourist. The global hospitality industry is beginning to grow into a multi-billion-dollar business with corporate governance	Building powerful hotel complexes. Development of network hotels
Newest Stage 80’s of the XX century – present	Orientation to specialization and diversification of hotel services. Dynamic processes of corporatization and transnationalization. Dissemination of information technology and automation. Establishment of hotel associations, etc.	Specialized accommodation facilities (for congress and conference participants) are actively developing alongside full-service hotels

in social development priorities, and etc. The study showed that it has undergone the most significant changes since the XIII century, when the hotel business actually began to form. The identified 12 steps, unlike previous research, allow us to track the evolution of approaches to organization and management in the hotel industry – from the primitive ways of organizing and managing the hotel industry to the latest processes of corporatization and transnationalization.

Further prospects for research in this field of science may imply the establishment of the characteristic features of the organization and management of the hotel industry in our country, because this industry, as well as tourism in general, are now increasingly stronger in the economies of most countries of the world. In Ukraine, while overcoming external global problems (military aggression, global economic shocks, epidemiological situation), the tourism sector and thus the hotel industry will have significant potential for growth, which will be facilitated by European integration processes. In this case, further scientific research in the field of economy and hotel management will have significant prospects, since both individual companies and entire countries will need to develop new approaches to carrying out this type of business in terms of increased competition.

## References

1. Davydova O. Yu. (2018). Innovatsiine upravlinnia rozvytkom pidpriemstv hotelno-restorannoho hospodarstva: metodohiia, teoriia i praktyka : monohrafiia [Innovative management of hotel and restaurant business development: methodology, theory and practice: monography], Kharkiv: Ivanchenko I.S. Publisher [in Ukrainian].
2. Zavidna L. D. (2017). Hotelnyi biznes: stratehii rozvytku: monohrafiia [Hotel business: development strategies: monography], Kyiv: KNEU [in Ukrainian].
3. Zaitseva V. M. (Eds.). (2018). Stratehichne upravlinnia hotelnymy pidpriemstvamy v umovakh hlobalizatsii : monohrafiia [Strategic management of hotel enterprises in the conditions of globalization: monograph], Zaporizhia: ZNTU [in Ukrainian].
4. Malska M. P. & Pandiak I.H. (2010). Hotelnyi biznes: teoriia ta praktyka [Hotel business: theory and practice], Kyiv: Center of Educational Literature [in Ukrainian].
5. Lupych O. O. (2017). Formuvannia konkurentospromozhnoho hotelnoho hospodarstva rehionu [Formation of a competitive hotel industry of the region] Phd thesis. Uzhhorod: Uzhhorod National University [in Ukrainian].
6. Danko H. I. & Novikov V. P. (2017). Otsinka ekonomichnoi efektyvnosti investytsii u hotelnyi biznes [Estimation of economic efficiency of investments in hotel business]. International Relations. Economics. Regional Studies. Tourism, 6. 153–160 [in Ukrainian].
7. Bilokin N. V. (2018). Vplyv hotelnykh lantsiuhiv na rozvytok suchasnoi industrii hostynnosti [Influence of hotel chains on development of modern hospitality industry]. Travel and hotel and restaurant business: world experience and development prospects for Ukraine: Materials of round table and student scientific-practical conference, 87–89 [in Ukrainian].
8. Encyclopedia.com (2020). Hotel-Dieu de Paris. Retrieved from <https://www.encyclopedia.com/religion/encyclopedias-almanacs-transcripts-and-maps/hotel-dieu-de-paris>. on March 7, 2020.

*Денисенко М. П., Шевчук Ю. А.*

### **Еволюція підходів до організації та управління в готельній промисловості**

Статтю присвячено вивченню еволюції готельного господарства в контексті організації й управління та організації етапів її становлення як самостійного виду бізнесу, що в майбутньому розширить можливості розуміння тенденцій у цій галузі та розвитку методів управління в ній. У сучасному суспільстві готельна індустрія є головним фактором та базовим компонентом не тільки туристичної інфраструктури, а й сфери послуг загалом. Тому проблема еволюційного шляху вироблення підходів до організації та управління готельною індустрією, особливо в контексті національної економіки, вимагає глибоких досліджень для обґрунтування нових принципів та методів управління готельним бізнесом, розробки шляхів підвищення його ефективності. Ми можемо спостерігати еволюційну періодизацію, розроблену щодо вдосконалення підходів до організації та управління в готельному господарстві, яка складається з 12 етапів. Автори обґрунтують конкретні організаційно-управлінські особливості та характеристики кожного етапу. Відкриваються сучасні тенденції розвитку готельного господарства у всьому світі. Підкреслюється необхідність подальших досліджень у галузі науки, оскільки вони матимуть значні перспективи для застосування на практиці як окремими компаніями, так і цілими країнами в умовах посиленої конкуренції.

**Ключові слова:** менеджмент, організація, готельне господарство, еволюція.