

ECONOMIC EFFICIENCY OF IMPLEMENTING A PET-FRIENDLY CONCEPT AS A FACTOR IN THE STRATEGIC DEVELOPMENT OF A HOTEL ENTERPRISE

In the modern competitive environment the hotel business strives to offer not just accommodation services, but to create unique value propositions for target market segments. One such dynamically growing segment is pet owners. The pet-friendly concept has moved from being a marginal offering to becoming an important growth driver, directly impacting key economic indicators of a hotel enterprise. The economic effect of implementing a pet-friendly policy is comprehensive and multiplicative, manifesting in various aspects of the hotel's operations.

The transition to a pet-friendly policy opens up new opportunities for market expansion. Current trends indicate a growing number of pet owners for whom the ability to travel with their animals is a criterion when choosing accommodation. Hotels adapted to the pet-friendly format gain a competitive advantage in a saturated market by meeting the needs of a broader audience. For instance, Moscow's "Vega" hotel, after implementing a program for guests with pets, achieved an average occupancy rate of 84%, which led to increased revenue and the formation of a loyal customer base [1].

The economic efficiency of the concept consists of several interconnected components. The first source of direct income is the introduction of a targeted fee for pet accommodation (pet fee), which, by global standards, ranges from 20 to 50 Belarusian rubles for the entire stay, representing a direct financial gain. Secondly, given the enhanced comfort and special room amenities, premium pricing can be applied, allowing prices for such rooms to be set 15–25% higher than comparable standard ones. Additional services with high profitability significantly contribute to margins: professional grooming, pet transportation (pet taxi), organized walking services, and the sale of specialized food and accessories through in-hotel retail channels. An important factor is also the reduction of seasonal fluctuations in occupancy, as pet owners tend to have more stable travel activity throughout the year, which is particularly important for resort regions [2].

Thus, the strategy of implementing a pet-friendly concept serves as a factor in the long-term strategic development of a hotel enterprise, ensuring a sustainable competitive advantage and economic benefit. A comprehensive approach to implementing this concept favorably distinguishes the hotel in the market, contributes to the formation of a deep emo-

tional connection with customers, and meets the modern requirements of the hospitality industry.

References

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WAYS TO IMPROVE THE EFFECTIVENESS OF CONFLICT MANAGEMENT IN TOURISM INDUSTRY ENTERPRISES

Conflict is an inherent part of tourism operations due to high customer contact, diverse teams, and fast-changing conditions; recognizing this helps prioritize proactive measures [1]. Effective conflict management in tourism must balance guest satisfaction, employee wellbeing, and operational continuity. The aim of this paper is to identify practical ways to optimize conflict resolution in tourism organizations and to justify the corresponding recommendations.

Analysis of organizational experience allows formulating tips regarding ways to optimize conflict resolution. First of all, it's recommended to adopt a clear conflict management policy. A formally documented policy that defines roles, escalation paths, and expected timelines reduces ambiguity and accelerates resolution. Secondly, it's advisable to prioritize prevention through service design. Streamlining guest journeys and setting transparent expectations lowers the number of complaint triggers and prevents many conflicts from arising. Thirdly, it's good to invest in targeted, scenariobased training. Ongoing training in deescalation, cultural competence, and emotional intelligence equips frontline staff and managers to respond effectively under pressure [2]. Fourthly, it's helpful to use collaborative internal resolution methods [1]. Mediation and facilitated dialogue for internal disputes assist in preserving team cohesion and