

том, публикациями вне рамок своего научного института. Так называемая Наука 2.0 (синонимы – ноосорсинг, Science 2.0) подразумевает, помимо всего прочего, более свободный доступ к мировым разработкам (примеры – открытые электронные репозитории препринтов arXiv.org, biorXiv.org, precedings.nature.com, Social Science Research Network; цифровые библиотеки с открытым доступом Public Library of Science, World Digital Library, КиберЛенинка; открытые базы данных GenBank, science.gov и др.), более тесный обмен мнениями, результатами исследований (блоги научной тематической направленности, например, RealClimate, The Guardian's science blog), экспертную оценку научно-технических проблем, проведение открытых совместных проектов (Galaxy Zoo, OpenWetWare, OpenWorm) и т.д.

Таким образом, можно сделать вывод, что развитие информационно-коммуникационных технологий, а также внешние вывозы приводят к трансформации международного научно-технического сотрудничества, появлению альтернативных, сетевых, возможностей для взаимодействия, большей открытости и более тесному взаимодействию без привязки к географическому расположению. В качестве поддерживающей инфраструктуры сетевого сотрудничества выступают специализированные интернет-платформы.

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THE DEVELOPMENT OF THE BELARUSIAN HOTEL INDUSTRY: THE STRATEGIES TO IMPROVE

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The hotel is undoubtedly the most recognizable constituent of accommodation sector and the most conservative one. The hotels today are not just premises with rooms, food and beverage services but a business oriented towards a constantly changing clientele. Managers and owners unable to respond to change

will find that they will be passed by as innovations, market changes and price competition redefine the business environment for accommodation providers.

Nowadays 571 hotels operate in Belarus and it is difficult to imagine even the smallest city without a hotel. The Minsk hotel industry is growing steadily and it is one of the most promising directions in the development of tourism. Today there are over 49 hotels with 38,613-bed capacity in Minsk [1]. The 2014 IIHF World championship opened doors to numerous international hotel chains such as Hilton Hotels Corporation, Marriott Hotel Chain and many others thus doubling the existing supply on the market. The increased supply was hardly sufficient to satisfy the demand during the Championship. However, two years after the iconic event it is becoming clear that the quantity of hotels cannot guarantee the required occupancy rate and high revenues.

One of the characteristic features of Minsk hotel market is inconsistency between the price and existing demand. Inflated prices of Belarusian hotels have been subject of numerous discussions. There was a slight decrease in prices after new hotels had been put into operation, but they still don't match the demand.

If we look at hotel prices in some European cities, we can see that they vary greatly. The average price per room in a 3-star hotel in London is 63€ (in a four-star hotel - 125€), in Prague – 66€ and 91€, Vilnius – 55€ and 96€, Warsaw – 70€ and 95€. These figures in Minsk are 69 and 110 €. The prices of European capitals reflect such parameters as the demand, the number of tourists who visit hotels throughout the year, living standards of the countries while our local pricing policies seem to ignore these variables. Here the disproportion between a rather modest demand and high prices is much higher than in the other European cities. The occupancy rate of the hotels in Minsk is 27 %, London – 76.4 %, Prague – 68.3 %, Vilnius – 78.5 %, Warsaw – 64.7 %. The number of tourists in Minsk hotels in 2016 was only 594,102 while each of the European capitals hosted more than 1 million visitors. As a result, there is a low occupancy rate in our hotels. (diagram 1). [1]. This situation is typical for all regions of Belarus. The average price per room in the hotel “Gorizont” in Baranovichi is 31€, Lida - 27€, Nesvizh – 32€, Orsha - 20€. The occupancy rate of the hotels in Brest region is 30 %, Mogilev region – 22 %, Gomel region – 23 %, Vitebsk region – 24 %, Grodno region – 26 %. If we look at the situation in small European cities, it will be different. The average price per room in Kleipeda is 30 €, but the occupancy rate – 70 %.

Another problem of the Belarusian hotel market is state ownership of many hotels, which leads to management issues, lack of flexibility and motivation along with absence of any sustainable marketing plan.

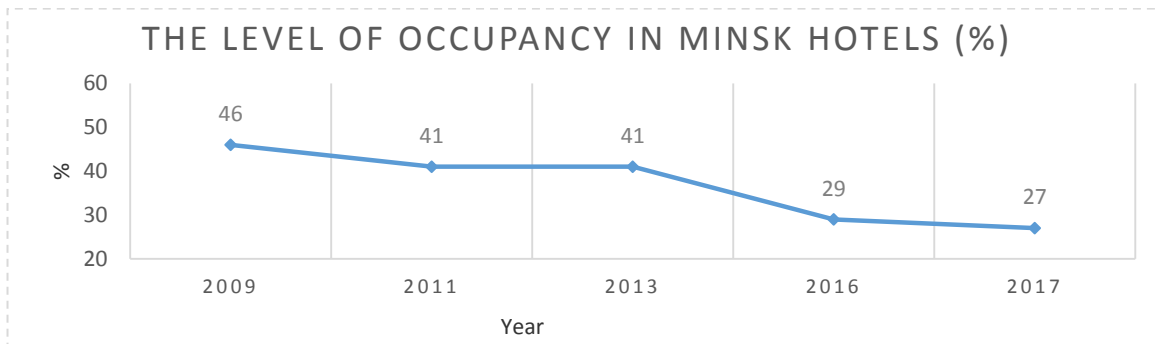


Diagram 1 – The level of occupancy in Minsk hotels from 2009 to 2017.

It should be mentioned that the revenue in the Minsk hotel industry increases. Compared to 2015, it saw the growth of 7 % and was 15,904 million rubles in 2016 [1].

Of course, it is easier to have a high price and a high margin. It seems logical on the level of an individual business, but it has a negative impact at the national scale. We should learn to earn by increasing the occupancy rate and many steps should be taken in this direction. The following activities can contribute to the development of the hotel industry in Minsk:

Star system certification should be made mandatory for all hotels. This would ensure adequate level of services. The points system can be applied whereby a hotel can choose between facilities to receive points which contribute to the classification.

Marketing strategy should be developed which would aim at attracting tourists. Visitors need to be informed about advantages of staying at a hotel.

Educational establishments should provide adequate training to personnel.

Measures should be taken by state authorities that would allow for flexibility of prices and encourage inflow of tourists.

Seasonality issues should be taken into account that would result in increasing staff efficiency. During high season and some events, outsourcing companies should be engaged in providing hotels with additional staff.

Joint efforts should be taken by both private and public sector in order to turn Minsk into a popular cultural and business venue.

Today the hotels in Belarus are encountering difficulties that include low occupancy rates and high cost of hotel services. The industry faces very difficult choice: either to reduce the cost of hotel services or to improve their quality.

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