

## DEVELOPMENT STRATEGY OF THE RUSSIAN UNIVERSITY IN THE FIELD OF “HOSPITALITY” TRAINING

### *ESTRATÉGIA DE DESENVOLVIMENTO DA UNIVERSIDADE RUSSA NO CAMPO DA FORMAÇÃO EM “HOSPITALIDADE”*

### *ESTRATEGIA DE DESARROLLO DE LA UNIVERSIDAD RUSA EN EL CAMPO DE LA FORMACIÓN “HOSPITALIDAD”*

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**ABSTRACT:** Russian universities that have bachelors' and masters' programs of “Hotel business” are facing some problems. Firstly, the number of enrollees in “Hotel business” began to decline due to the closure of hotels and the reduction of staff. Secondly, the hotel chains have developed and are successfully using their own training system both for line employees and heads of departments, and on a continuous basis, which will allow them in the future to abandon the universities' education completely. And thirdly, the level of preparedness of university teachers and the laboratories for training does not currently meet the expectations of the hotel industry. As a result, the universities need a development strategy in “Hotel business” education, including contemporary requirements, to remain part remain relevant in the hotel services market. The article proposes not just a strategy, but specific actions broken down into stages for successfully achieving the goals of the strategy.

**KEYWORDS:** Development strategy. Hospitality. University. Hotel management school.

**RESUMO:** *As universidades russas que têm programas de bacharelado e mestrado em “Hotelaria” estão enfrentando alguns problemas. Em primeiro lugar, o número de inscritos no “Negócio Hoteleiro” começou a diminuir devido ao encerramento de hotéis e à redução de pessoal. Em segundo lugar, as cadeias hoteleiras desenvolveram e estão a utilizar com sucesso o seu próprio sistema de formação tanto para os funcionários de linha como para os chefes de departamento, e de forma contínua, o que lhes permitirá no futuro abandonar completamente a formação universitária. E, em terceiro lugar, o nível de preparação dos*

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*professores universitários e dos laboratórios de formação não atende atualmente às expectativas da indústria hoteleira. Como resultado, as universidades precisam de uma estratégia de desenvolvimento no ensino de “Negócios hoteleiros”, incluindo requisitos contemporâneos, para se manterem relevantes no mercado de serviços hoteleiros. O artigo propõe não apenas uma estratégia, mas ações específicas divididas em etapas para alcançar com sucesso os objetivos da estratégia.*

**PALAVRAS-CHAVE:** *Estratégia de desenvolvimento. Hotelaria. Universidade. Escola de administração hoteleira.*

**RESUMEN:** *Las universidades rusas que tienen programas de licenciatura y maestría en “Hotelería” enfrentan algunos problemas. En primer lugar, el número de afiliados a “Negocio Hotelero” comenzó a disminuir debido al cierre de hoteles y la reducción de personal. En segundo lugar, las cadenas hoteleras han desarrollado y están utilizando con éxito su propio sistema de formación tanto para los empleados de línea como para los jefes de departamento, y de forma continuada, lo que les permitirá en el futuro abandonar por completo la formación universitaria. Y en tercer lugar, el nivel de preparación de los docentes universitarios y de los laboratorios para la formación no cumple actualmente con las expectativas de la industria hotelera. Como resultado, las universidades necesitan una estrategia de desarrollo en la educación del “negocio hotelero”, que incluya los requisitos contemporáneos, para seguir siendo parte relevante en el mercado de servicios hoteleros. El artículo propone no solo una estrategia, sino acciones específicas desglosadas en etapas para alcanzar con éxito los objetivos de la estrategia.*

**PALABRAS CLAVE:** *Estrategia de Desarrollo. Hotelería. Universidad. Escuela de hotelería.*

## Introduction

The hotel business faced some changes during the pandemic, which led to the crisis of the industry and became a reason for closing of the hotel. Besides, in the coming years universities that study specialists for the hotel industry in bachelor's and master's degrees can also be affected such a decline. But before the advent of coronavirus's restrictions, hotel chains had already prepared to solve the problem of personnel training by creating large cloud systems for training all levels of management and line staff (USHAKOV *et al.*, 2020).

Now, universities that have already faced a decline in admission to the hotel business need to design a development strategy for the next few years, in fact coping both the development of hotel chains and using the experience of Swiss schools of hotel management (KARPENKO *et al.*, 2019). If this development strategy is not only designed, but also implemented in the shortest possible time, the need for universities to study specialists for the hotel industry may simply disappear (GAFUROV *et al.*, 2020).

The main action that universities need to do is not just to choose and implement a development strategy, but also to find the field of preparation that will be in demand on the market and the resources that will be required to implement the strategy, including strategic and tactical goals, considering modern realities (VETROVA *et al.*, 2018).

## Methods

The object of the study is the development strategy of a university that trains specialists in hotel business in bachelor's and master's programs. The purpose of the work is to create a strategy for the development of the university, including the name, timing, goals and actions in each year of its implementation.

Based on the purpose of the study, the following tasks were solved:

- definition of the concept and types of development strategies based on the available classifications;
- consideration of innovative strategies used in the training of specialists for the hotel business;
- analysis of applied development strategies in the hotel business at the present stage;
- development and application of the university's development strategy in the field of training specialists for the hotel industry;
- development of the components of the proposed strategy for the development of the university in the field of training hotel business.

Complex analysis, PEST-analysis, SWOT-analysis, Comparative analysis, Operations research and social methods were used as the methodological basis of the study.

There is a classification of development strategies that combines all the listed main options and, according to the author, is more suitable for our age of high technology. This is a classification of life strategies developed by ecologist-botanist L.G. Ramensky (SHAMSUTDINOVA *et al.*, 2015), based on studies of plants and their ability to survive in environmental conditions.

## Results

The most well - known types of strategies include:

- basic strategies;
- competitive strategies for Porter;
- growth strategies based on the Ansoff matrix;
- strategies based on the Thompson and Strickland model.

According to the biological approach to the classification of competitive strategies proposed by L.G. Ramensky, there are:

1. The exploratory (pioneer) strategy (because of their main characteristic – to explore)
2. Violent (powerful) strategy (because of their main characteristic – to commit violence, seize markets)
3. Patient (niche) strategy (because of their main characteristic – to be patient, headstrong)
4. Commutative (adaptive) strategy (because of their main characteristic – to commute, adapt to local market conditions).

There is still the most important point. If one of these strategies is used, investments are needed, and their size will to some extent affect the results obtained. Otherwise, a reduction strategy will come into play, the final stage will be the bankruptcy of the enterprise.

According to all types of resources and possibilities of contemporary university (KVASHIN *et al.*, 2021) that learns hotel business one of the most suitable strategy according to the authors opinions' is **commutative (adaptive) strategy**.

This strategy should be based on the experience of studying in Swiss hotel management schools (DJAKONS *et al.*, 2016). The recommended implementation period of the strategy is 3 years.

The goal of the project is to create a competitive educational base (secondary vocational education, bachelor's degree, master's degree) as a training system at the request of the hotel industry.

Project objectives:

1. Development of curricula for the 3 above-mentioned forms of training with the involvement of hotel chains (Hilton, IHG, Interstate Management Company and other involved hotels chains).

2. Creating a platform for meeting an employer and a student, following the example of the Swiss Education Group Career Forum.

3. Development of a schedule of monthly master classes and meetings with representatives of leading hotel chains and weekly field classes for each group in the hotel business (in one academic discipline), including correspondence courses.

4. Adding to practical tasks (control section) for each discipline, it is mandatory to complete the task with departure to the hotel.

5. Creation of a training center (Academy of Hospitality and Professional Skills) to solve the above tasks to combine all the results obtained and centralized planning and control of activities to create an education system (VATOLKINA *et al.*, 2021).

6. Creation of a pool of mentors from the hotel industry to solve the above tasks as a headquarters for hospitality training.

Next, the tasks for 1st year within the framework of the project will be presented:

1. To determine the list of linear positions in the hotel, for each of which a plan of studying will be developed (at the workplace and in the training center)

2. To define points of interaction and joint benefits with representatives of international hotel chains.

3. To determine the pool of Moscow hotels of different categories (including hostels) for collaborative training of employees (SAZONOV *et al.*, 2016).

4. To design courses and trainings within the framework of the academic disciplines taught for the initial training of employees (The Orientation or Welcome training, the Standard of appearance, Teambuilding, Hospitality sales, Mediation and Workplace Conflict, etc., based on meetings with representatives of the hotel industry).

5. To open a library with the main works of the founders of hotel chains and to organize a conference in the format of hotel readings and analysis of these works.

6. To design regulations on the students' olympiad in hospitality industry at the university.

7. To create and promote the above initiatives in social media, including videos with reports for the week and month

A mandatory milestone's meeting should be held at the end of the year.

The tasks for 2nd year within the framework of the project will be the following ones:

1. To design the new curricula for secondary vocational education (to a lesser extent), bachelor's and master's degrees which are based on the experience and knowledge gained in

the 1st year of and to formulate a clear request from the Moscow hotel industry enterprises to train employees with a plan of theoretical and practical training for students including in the one's in hotels themselves (SKOBKIN *et al.*, 2020).

2. To perform a Career Forum at the university.
3. To design the standard of service for selected hotel departments with representatives of the Moscow hotel industry
4. To perform a competition of students' projects at the request of hotels.
5. To create and promote the above initiatives in social media, including videos with reports for the week and month.

A mandatory milestone's meeting should be held at the end of the year.

At last, 3d year within the framework of the project will consist of the following tasks:

1. To continue the fulfillment for all started initiatives and the expansion of the base of hotels in Moscow for their implementation
2. To create a hospitality laboratory, which will be based of the designed courses, trainings and their application in hotels, with a development plan for each student of the university with a mentor from a collaborative hotel chain.
3. To design a practice-oriented system of training in hotel business with training directly in hotels in Moscow, as well as maximally adapted to educational standards in the field of practical training of students.
4. Develop a training system with mandatory project work in all disciplines mastered in the term.

There are no specific quantitative indicators in the proposed tasks for the implementation of the development strategy direction of education “Hotel business” at the university. This is because each university, in accordance with its resources and possibilities, will determine the number of indicators that need to be achieved.

It will be done, the university can carry out preliminary, ongoing and final control over the implementation of the tasks to design a development strategy.

## Discussion

The questions of the study of strategic management are reflected in the scientific literature and are represented by the works of Ansoff I., Thompson A. and Strickland A.J., Porter M., Doyle P. In addition, the article considers the biological approach to the classification of competitive strategies proposed by L.G. Ramensky.

Summarizing the results of the analysis of domestic and foreign authors on the definition of the strategy, it can be summarized as follows: “Strategy is a long-term qualitatively defined direction of the organization's development, concerning the scope, means and form of its activities, the system of relationships within the organization, as well as the position of the organization in the environment, leading the organization to its goals”.

There are marketing strategies, competitive strategies, basic strategies, including reduction strategies, there was even a “Blue ocean” strategy, but none of the previous classifications absorbed not only the advantages of previous research in the field of strategic management, but also the knowledge and experience of natural sciences with deep immersion in the peculiarities of plant and animal behavior.

Regardless, the results of scientific research in this field (SHAVYRINA *et al.*, 2018) have not got any successful way to implement “Development strategy of the direction of education “Hotel business” in the Russian university”. In this regard, the proposed research results have both scientific and practical value.

## Conclusion

The article revealed a decline in the development of the hotel industry and analyzed the classification of enterprise development strategies. It was also discovered that at present pandemic time there is no strategy clearly formulated and divided into stages for the development of the direction of “Hotel business” education at Russian university.

In this regard, a 3-year development strategy was developed and proposed with a list of tasks for each year of the strategy implementation. The author's definition of the development strategy is also given, and the type of strategy is proposed, based on the classification of the scientist Ramensky – commutative or adaptive strategy. It will be based on the successful experience of Swiss hotel management schools, based on Russian specificity.

The implementation of the proposed development strategy of the direction of education “Hotel business” will improve the key performance indicators of the Russian university and let it to become a leader in the field of training specialists in “Hotel business” at bachelor's and master's degree programs.

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