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ASSESSMENT OF HOTEL BUSINESS OPERATORS IN INTERNATIONAL AND DOMESTIC MARKETS

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Abstract. The purpose of the article is to analyze the activities of global and national hotel chains in recent years. The issues of hotel chains have been covered in the works of scholars: M. Bosovska, G. Papiryan, M. Mendelson, V. Shemrakov and others. Tourism industry experts have been covering this issue for decades, and this topic remains relevant.

It has been determined that the United States is the country with the most common hotel chains. If we analyze the distribution of hotel chains in the world, the largest number of them is represented in North and South America, and in Europe this figure is significantly lower. It amounts to 22%. The article shows the number of hotels of various chains, such as Hilton Worldwide, Accor, Wyndham Hotel Group, etc., as of 2022. The share of hotel chains in the hotel industry in Europe is much lower compared to the United States. In particular, the largest number of hotel chains is represented in France - 3,816 hotels (17.2% of all hotels), Great Britain - 3,520 (8.5%), Spain - 2,453 (9.7%), Germany - 2,078 (4.2%). The publication presents a table showing the number of hotels in European countries as of 2022. The table contains an important indicator - the share of chain hotels, which allows to understand the number of chain hotels in a particular country in relation to other countries. This identifies the countries with the best developed number of hotel chains and the countries where their development is still insufficient.

The article presents a rating of the 10 largest international hotel chains by number of hotels for the period 2015-2022, where the leading positions are occupied by Shanghai Jin Jiang, Wyndham Hotel Group and Huazhu Group Ltd. For each hotel chain, the article indicates the growth rate over the past 8 years, which is important for a general understanding of the development and expansion of the chain. The activities of national hotel chains, as well as the structure of international hotel chains in Ukraine are analyzed. Statistical analysis, analytical and synthetic methods have been methodological tools of the study. The analysis of the most common hotel chains in the world is the object of the study.

Keywords: hotel chain, national hotel chain, hotel brand, hotel services market segment

Introduction

The modern hospitality industry is one of the fastest growing industries, accounting for 6% of the world's gross domestic product and about 5% of all global tax revenues. The development of the hospitality industry actively stimulates the development of other industries and areas of activity: international business, transportation, trade, information technology, construction, agriculture, health and beauty services, consumer goods production, environmental technology development, innovation, and many others (Denysenko & Breus, 2020).

Despite the intensive development of hotel chains, their geographical distribution is uneven. They are mostly represented in economically developed countries, which is explained by higher profitability and ease of doing business.

Literature review

The problems of the theory and practice of hotel chains were reflected in the works of such foreign and domestic scholars as: Bortnyk (2020), Bosovska (2019), Pandyak *et al.* (2023), Go & Pine (2020), Katkalo (Denysenko & Breus, 2020), Semenov & Bileha (2019), Hodgson & Shemrakova (Denysenko & Breus, 2020), etc. However, the development and expansion of these chains is not a well-established phenomenon in the national hotel market.

The problems of the hotel business development in the context of the formation of hotel chains and acceleration of the development of tourist clusters are vividly highlighted in the world literature. Various aspects of these processes are analyzed in the works of Maitland (Fedorchenko, 2023), Mendelson (Gorovaia *et al.*, 2023, p. 75), Pivovarov (Bortnyk, 2020), Stanworth (Kozlova, 2021), Hoy (*Travel, Tourism & Hospitality*, 2020), van der Wagenat (*Macrotrends*, n.d.), etc. In the works of such authors as Arbuzova (Denysenko & Breus, 2020), Zavidna (2017), Munin (Zaitseva, 2019), Nechepurenko (*State Statistics Service*, n.d.), Stepanova (Perepelytsia, 2020), Tatarinov (*Travel, Tourism & Hospitality*, 2020), Gorovaia *et al*., 2023), the issues of franchising systems in the hotel industry and organizational and legal mechanism are studied.

A large amount of information, for example, on economic activities of hotel chains, is obtained from Internet sites (e.g., *Macrotrends*, n.d.; Statista, n.d., etc.). This data is always relevant and up-to-date. In the hotel industry, it is very important to always be on top of trends and follow all the new products.

The article aims at analyzing the activities of global hotel chains in the national market.

Materials and methods

The purpose of the article is to analyze the activities of global and national hotel chains in recent years. The activities of national hotel chains, as well as the structure of international hotel chains in Ukraine are analyzed. Statistical analysis, analytical and synthetic methods have been methodological tools of the study. The analysis of the most common hotel chains in the world is the object of the study.

Results and discussion

Today, hotel chains are dominant in the global hotel industry. Thus, the percentage of their representation in developed countries ranges 30-70% of all available hotels. They are most represented in their country of origin - the United States (70%) (Gorina, 2020). In particular, as of 2022, Holiday Inn Express (Inter Continental Hotels Group chain), which included 1931 hotels, was the most represented brand. Nevertheless, Wyndham Hotel Group is currently the largest hotel chain in the United States by number of hotels (Denysenko & Breus, 2020). In general, the USA is dominated by national hotel chains, which is explained by the dominance of this country in the global development of the hotel industry. If we talk about the presence of hotel business leaders in different parts of the world, the leader is the territory of North and South America, where the representation of operators is approximately 65%. In European countries, the presence of operators is about 22%, which is 66% less compared to the previous year. In Asia, the expansion is the least intensive. It should be noted that approximately 50% of this number is managed by the Chinese operator Home Inns. In Africa, the number of hotels is approximately 1.5%, which is the lowest figure. Let us consider these indicators in more detail in Fig. 1.

More than half of the hotels operated by Hilton Worldwide and IHG are geographically represented in the United States. Meanwhile, 70% of Accor's hotels are located in Europe. Wyndham Hotel Group's network is 60% distributed in America. Analyzing these figures, we again come to the conclusion that the most famous hotel chains are most widely distributed on the American continent.

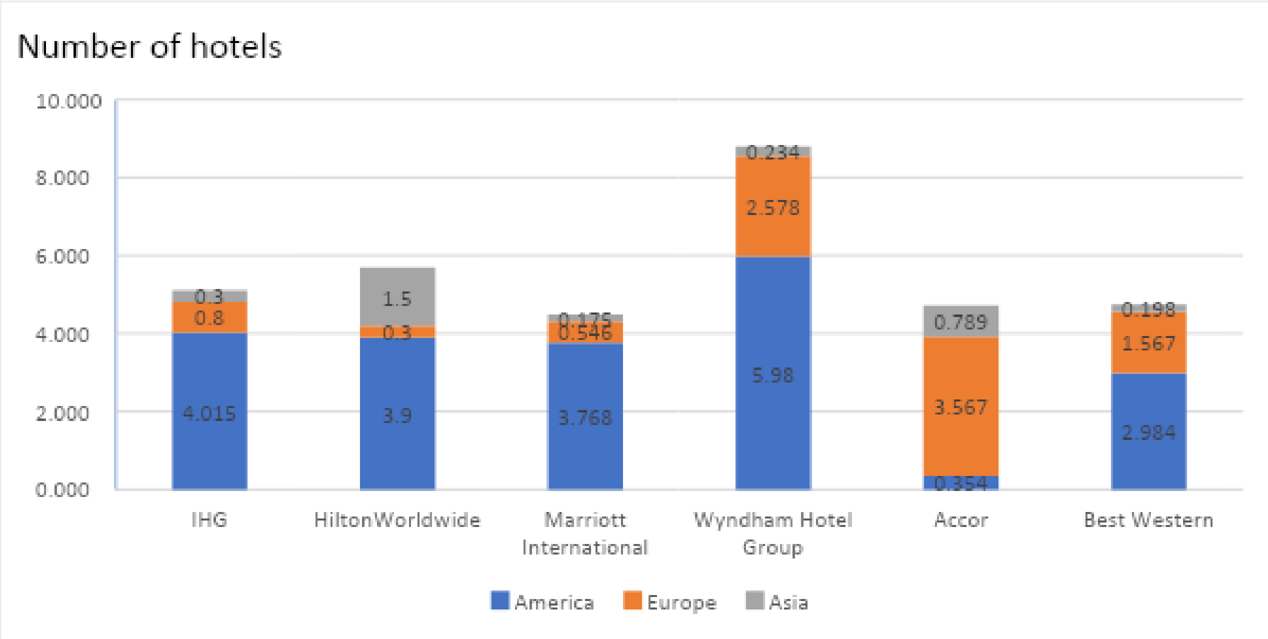

Figure 1. Geographical coverage of hotel operators in the world as of 2022

Source: Papadopoulos (2023)

The number of hotel chains in Europe is much smaller than in the United States. In particular, most hotel chains are represented in France – 3.816 hotels (17.2% of all hotels), Great Britain – 3.520 (8.5%), Spain – 2.453 (9.7%), Germany – 2.078 (4.2%). Let's take a closer look at the number of hotel chains in European countries in Table 1.

Table 1. Number of chain hotels in Europe in 2022 by country

№	Country	The number of chain hotels	Number of local independent hotels	Total number of hotels	The specific gravity of chain hotels	Place by specific weight of chain hotels
1	France	3 816	18 382	22 198	17,2%	4
2	United Kingdom	3 520	42 024	45 544	7,7%	10
3	Spain	2 453	7 369	9 822	25,0%	1
4	Germany	2 078	20 081	22 159	9,4%	9
5	Italy	1 488	33 166	34 654	4,3%	12
6	Netherlands	663	3 503	4 166	15,9%	5
7	Poland	342	2 316	2 658	12,9%	6
8	Switzerland	272	4 418	4 690	5,8%	11
9	Ireland	183	822	1 005	18,2%	3
10	Croatia	167	684	851	19,6%	2
11	Hungary	140	1083	1223	11,4%	7
12	Cyprus	25	223	248	10,1%	8

Source: Kozlova (2021)

Significant disproportions in these countries are also observed in terms of dominant hotel chains. In France, national operators Accor Hotels (1,603) and Louvre Hotels Group (820) are the leaders in terms of the number of hotels, and the American chain Best Western (288) ranks third (Zavidna, 2017). This situation, as in the United States, is explained by the good development of the country's hotel industry. In Germany, Accor Hotels (357 hotels), Best

Western (183), and Wyndham Hotel Group (96) are the leading international chains, while the national chain Deutsche Hospitality (74) is only in fourth place (Zavidna, 2017). The intensive entry of international hotel chains into the German economy is explained by the USA protection in the postwar period, as well as the successful entry of neighboring France into the market. In Italy, international corporations Best Western (164), Accor Hotels (77), NH Hotel Group (52) and Marriot International (46) are the main representatives of hotel chains, which is explained by the same factors as in the case of Germany.

In general, there are more than 300 hotel chains in the world that have gone beyond national borders. They account for more than 7 million rooms out of almost 13 million. Table 2 shows the ranking of international hotel chains by number of hotels and rooms (2015-2022).

Table 2. Ranking of the 10 largest international hotel chains by number of hotels in 2015-2022

Hotel operator	2015	2016	2017	2018	2019	2020	2021	2022	Tempus Ave. 2021/2014, %
Shanghai Jin Jiang	2910	5408	5977	6794	8715	10020	10695	11959	310,96
Wyndham Hotel Group	7645	7812	8035	8643	9200	9280	8941	8950	17,07
Huazhu Group Ltd.	1995	2763	3269	3746	4230	5618	6789	7830	292,48
Choice Hotels International	6300	6423	6514	6815	7021	7153	7148	7795	23,73
Marriott International	4175	4424	5952	6333	6906	7163	7642	7139	70,99
Hilton Worldwide	4322	4556	4825	5284	5685	6110	6478	6777	56,80
InterContinental Hotel Group	4840	5032	5174	5348	5603	5903	5964	6032	24,63
BTG Homeinns Hotels Group	2609	2257	3402	3712	4049	4450	4895	5916	126,75
Qingdao Sunmei Life Group Co.	1200	1300	1313	1697	2352	2988	5000	5804	0,79
AccorHotels	3717	3873	4144	4283	4780	5036	5100	5298	42,53
BWH Hotel Group	3931	3745	3677	3595	3618	3997	4033	3963	0,81

Source: Perepelytsia (2020)

For example, in 2022, the Chinese Shanghai Jin Jiang International Hotel Group Co. is the first in terms of number of hotels among the chains. It is a state-owned hotel, tourism, restaurant, and logistics company.

The second place in 2022 was taken by Wyndham Hotel Group, headquartered in New Jersey, USA, and distributed in 90 countries. The chain has 22 brands (Zavidna, 2017).

Huazhu Group Ltd. (formerly China Lodging Group) took the third place in 2022, with a significant increase in number of hotels by 292.48%, which allowed the chain to rise from tenth place in 2015.

Choice Hotels International ranked fourth in the ranking of number of hotels in the chain as of 2022, with an increase of 23.73% from 2015 to 2022 and a slight decrease in 2020-2021 (-0.1%) in number of hotels (Gorina, 2020).

The fifth place in the ranking by number of hotels in 2022 is occupied by Marriott International, headquartered in Maryland, USA. Over the period from 2015 to 2022, the chain grew by 70.99%.

The sixth place in the ranking is taken by Hilton Worldwide. Between 2015 and 2022, the chain increased the number of hotels by 56.80% (Perepelytsia, 2020).

Inter Continental Hotel Group (IHG) ranks seventh. Between 2015 and 2022, the chain increased the number of hotels by 24.63%.

BTG Homeinns Hotels (Group) Co. ranks eighth in the hotel chain ranking by number of hotels.

Between 2015 and 2022, the chain increased the number of hotels by 126.75%.

The ninth place in 2022 is taken by the Chinese network Qingdao Sunmei Life Group Co.

The tenth place in the ranking goes to AccorHotels. Between 2015 and 2022, the chain increased the number of hotels by 42.53%.

Let us consider the activities of hotel chains in Ukraine. International hotel chains that are widespread in Ukraine include Marriott International, Hilton, Wyndham Hotel Group, Accor Hotels, InterContinental Hotels, Radisson Hotel Group, Hyatt Hotels Corporation, and Rexin (Table 3). At the same time, the largest number of hotels belongs to the Redisson Hotel Group and Accor chains. The first hotel of the global market leader InterContinental Ukraine was opened in Kyiv in 2009. As international hotel chains are almost not represented in Ukraine, national hotel chains are actively developing. The latter are better adapted to the requirements of the Ukrainian market and offer lower prices for hotel services compared to international competitors. Among national chains, Reikartz Hotel Group (40 hotels), Premier Hotels and Resorts (16 hotels), Royal Hotels and SPA Resorts (9 hotels), and Black Sea Hotels Group (6 hotels) are the leaders in Ukraine.

Table 3. International hotel chains in Ukraine

Hotel chain	Hotel	City	Number of rooms
Intercontinental Hotel Group (UK)	InterContinental - Kyiv 5* Grand Plaza Lviv	Kyiv Lviv	272
Redisson Hotel Group (Belgium)	Redisson Blu Hotel 5* 5 Redisson Blu Hotel Podil 4* in Podil Park Inn by Redisson 4*	Kyiv	255 164 196
	Redisson Blu Resorts 4* in Ukraine	Bukovel	252
	Radisson Hotel Odesa City Center	Odesa	90
Accor (France)	Ibis 3* hotel Fairmont Grand Hotel 5** Ibis Kyiv Railway hotel 3* Mercure Kyiv Congress 4* hotel	Kyiv	212 258 281 160
	Ibis Styles 3* Gruner Lviv Boutique Hotel 4*	Lviv	77 12
	Hotel de Paris Odessa MGallery 5* hotel	Odesa	51
Global Hyatt Corporation (USA)	Hyatt Regency Kyiv 5* hotel	Kyiv	234
Rixos (Turkey)	Rixos-Prykarpattya 5* hotel	Truskavets	359
Hilton (USA)	Hilton Hotel 5**	Kyiv	262
Marriott (USA)	Four Points by Sheraton 4* hotel	Zaporizhzhia	164
	Aloft Kyiv 4* hotel	Kyiv	310
Wyndham Worldwide (USA)	Ramada Lviv 3* hotel	Lviv	103
	Ramada Encore 4* hotel	Kyiv	264

Source: State Statistics Service (n.d.)

In total, eight international operators operate in the Ukrainian hotel market under contract management, accounting for 80% of the total number. The hotel companies they manage are represented in six regions of our country. Let us consider some of them.

Premier Hotels hotel chain was established in 2003. Since 2019, it has had international status. Today, Premier includes 12 hotels, more than 2100 rooms in eight tourist destinations of the country and the first European hotel of the chain in Miskolc (Hungary). All hotels of the chain are united by a single standard of quality of services and facilities (Go & Pine, 2020).

In April 2001, Premier Hotels opened its first hotel after reconstruction - Premier Palace. In August 2002, the Yalta hotel Oreanda joined the chain. In 2002, the Dniester Hotel was opened in Lviv. In 2003, the Zvezda Hotel in Mukachevo and the Londonsky Hotel in Odesa were also opened. We can offer prospects for further development for this chain:

1. Active development of small hotels. This is due to the preferences of modern tourists: they want to see a hotel not only as a means of accommodation, but also to feel homey, unique and uniquely different, which is one of the distinctive features of small independent hotels.
2. The apart-hotel market, which has not yet been properly developed in Ukraine, may become a promising area.
3. Since the market is saturated with hotels of the 4-5 star category, there will be a shift in the priority direction of development towards medium-sized projects - 2-3 star hotels and hotels of a lower category.
4. Expanding the geography of the chain's hotels in resort regions, especially on the seaside.
5. Further development of Premier Hotels and Resorts and expansion beyond Ukraine.

The Reikartz Hotel Group is one of the leading players in the domestic hotel market. This chain is an international chain whose parent company is registered in Turkey. It unites more than 80 hotels in Uzbekistan, Ukraine, Georgia, Kazakhstan, Sweden and Germany.

Reikartz Hotel Group is the largest local hotel operator in Uzbekistan and Ukraine. There are 35 hotels registered under this brand in Ukraine. Thus, 23 hotels operate under a single brand of business hotels "Reikartz Hotels & Resorts" located throughout the country. Hotels of this brand offer the most desirable 4-star segment of the country's hotel market. The chain owns such brands as Reikartz Collection Hotel, Reikartz Hotels & Resorts, Optima Hotel, Vita Park, Raziotel (*Travel, Tourism & Hospitality*, 2020).

Resort hotels united by the Vita Park brand are the least represented (only 3 hotels) in the chain. A positive aspect of this chain is its entry into the international market, as it currently owns three hotels in Germany, two in Sweden and one in Kazakhstan.

The UA Hotel Alliance marketing network, which unites non-network hotels represented by two brands: Alliance City - city hotels located in central parts of the city and Alliance Resorts - hotels for a relaxing holiday at sea, in the mountains or in the countryside, is the partner of the Reikartz Hotel Group (Semenov & Bileha, 2019).

In addition to well-known national chains, new chains are emerging. In particular, the Jam chain has recently started operating in Lviv region, uniting four 3-star hotels in Lviv, Truskavets and Rakovets.

The hotel business has been exposed to significant risks in recent years. First, the industry was hit hard by the COVID-19 pandemic. In 2020, a huge number of hotels and restaurants were closed due to quarantine. The number of tourists decreased significantly due to quarantine restrictions. Only in 2021 did the restrictions gradually ease and the number of tourists increase.

This situation was widespread around the world. International tourism lost $935 billion in the first ten months of 2020, returning to 1990 levels. This is stated in the report of the UN World Tourism Organization.

Between January and October 2020, tourist destinations received 900 million fewer foreign tourists compared to the same period in 2019 (Fedorchenko, 2023).

According to the WTTC study, the travel and tourism sector suffered losses of almost $4.5 trillion, and its contribution to GDP "decreased by a staggering 49.1%" compared to 2019.

In 2020, 62 million jobs, or 18.5%, were lost, leaving only 272 million employed across the sector, down from 334 million in 2019.

Before the pandemic, travel and tourism accounted for about 25% of all new jobs created worldwide, 10.6% of all jobs (334 million) and 10.4% of global GDP ($9.2 trillion).

It is added that spending on domestic travelers decreased by 45%, while spending on foreign tourists decreased by 69.4% (Fedorchenko, 2023).

Currently, there is a sharp decline in revenues from the tourism industry due to the outbreak of war. In the first quarter of 2023, Ukraine faced a significant decline in tax revenues from the tourism industry. The drop in tax revenues amounted to 29% compared to the same period last year.

According to the State Agency for Tourism Development, in the first three months of the year, representatives of the Ukrainian tourism industry paid 29% less taxes (UAH 383 million 221 thousand) than in the same period in 2022, when the state budget received UAH 540 million 406 thousand. If we compare this figure with the figure for the same period in 2021, the drop was as much as 39%. At that time, taxes amounted to UAH 629 million 135 thousand.

Hotels paid the most to the budget - UAH 233 million 693 thousand. However, this amount is 22% less than in the same period in 2022, when the treasury received almost UAH 300 million. At the same time, in 2021, hotels paid taxes in the amount of UAH 394.5 million.

The share of taxes paid in the first three months of 2023 decreased by 48% from campsites and recreation centers. In total, this sector paid UAH 25 million 652 thousand to the budget. Compared to the same period last year, the tax paid decreased by 78%. At the same time, there was a slight increase in taxes from parking lots - by 20%. However, compared to 2021, taxes from these accommodation facilities decreased by 67%. Significant negative changes in the structure and dynamics of international tourist flows to Ukraine occurred in 2014, due to the outbreak of the Russian-Ukrainian war and the accompanying security and image losses. An illustration of changes in tourist flows for the period 2009-2021 is shown in Fig. 2 based on UNWTO statistics and information from the State Border Guard Service.

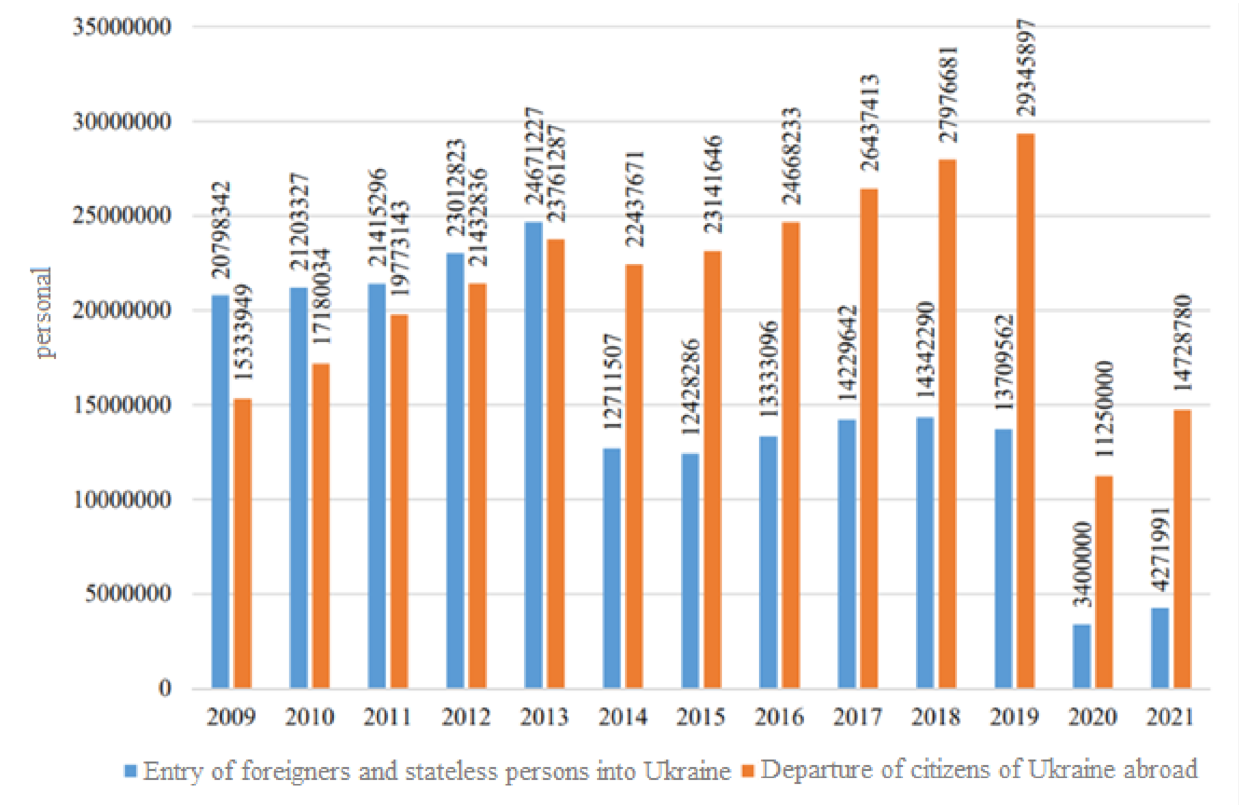

Figure 2. Inbound and outbound tourist flows in 2009-2021 in Ukraine

Source: compiled by the author based on Pandyak *et al*. (2023); Gorina (2020); Denysenko & Breus (2020)

Over the period 2009-2013, the number of international tourist flows gradually increased, with a sharp decline in the number of inbound tourists by 48.48% and outbound tourists by 5.57% in 2014. In 2015, the situation deteriorated significantly due to the record low number of people.

As for the number of inbound tourists, it is also possible to observe a certain increase, but, in this case, only until 2018. In 2016, there was an increase of 7.28%, in 2017 - 6.72%, and in 2018 - only 0.80%. At the same time, in 2019, the number of inbound tourists showed a downward trend (by 4.41%), not reaching the level observed before the Russian Federation's invasion in 2014. The difference between the parameters of inbound and outbound tourist flows is explained by a significant gap that arose in 2014, i.e. during the period when the number of inbound tourists reached a record low and continued to decline.

Structural changes that emerged in 2014 with the outbreak of the Russian-Ukrainian war as a result of the financial and geopolitical crisis were the decisive factor in the dynamics of tourist flows in 2014-2019. The efforts of its eastern neighbor have led to anti-advertising of Ukraine as a country with an unstable geopolitical situation on the international tourism market. Such anti-advertising has played a key role in reducing the number of inbound tourist flows during the period under review. The number of tourists who primarily consider security factors and the stability of the situation in the country when deciding on a vacation destination is too high.

It is worth noting that the dynamics of tourist flows was partly influenced by the deterioration of relations with Russia. For example, in 2013, tourist arrivals from Russia accounted for 41.6% of the total inbound tourist arrivals, and in 2014 this figure dropped to 18.6%.

In 2020 and 2021, the structure and quantitative indicators of tourist flows to Ukraine were mainly shaped by the global crisis caused by the spread of the Covid-19 pandemic, to stop which governments imposed quarantine restrictions.

In the first half of 2022, domestic demand for leisure travel amounted to only 10% of the figures for the same period in 2021. Demand for tours to seaside destinations has increased significantly.

As a result of the occupation of a large part of Ukraine by Russian troops, there is still a significant demand for tours to Odesa region, where, however, there is a high risk of mines and shelling. Accordingly, among Ukrainian tourists who have the right to cross the state border, most are focused on tours to Bulgaria, Turkey, Egypt, and the Baltic countries (Perepelytsia, 2020; Gorovaia *et al*., 2023).

Despite the hostilities, domestic tourism is trying to recover step by step, but this is hampered not only by the danger of rocket attacks and the consequences of mines, but also by the significant destruction of Ukraine's tourism and recreational system.

Conclusions

The development of hotel chains in the world is rapid, but uneven. The largest number of hotel chains is distributed in America, while a smaller number is observed in Europe. The smallest number of hotels is represented in Asia. But despite this, it was the Chinese chain Shanghai Jin Jiang International Hotel Group Co that ranked first in terms of the number of hotels in 2022. Speaking directly about European countries, the leading positions are occupied by such countries as France, Spain, the United Kingdom, Germany and others. This is due to favorable conditions for tourism development and economic level in these countries.

The dynamics of the global and European markets of hotel services reflects the main trends and current practice of hotel industry development: rise in service standards; application of innovative design solutions; creation of a unique hotel product focused on the needs of a clearly defined customer segment; development of new hotel services and forms of hotel business.

The development of hotel chains and tourism in general in Ukraine is currently very slow due to the war: the number of inbound tourism has significantly decreased, hotel companies in the occupied territories or located near military operations have stopped working, and some hotel companies have been damaged as a result of attacks. It will take years to restore our territory after the end of the war, and only then can we predict a significant boost in the development of hotel chains.

Currently, we observe the following trends in the development of hotel chains after the war: the emergence of global and national economy class brands (2-3 stars) in Ukraine, expansion of the list of brands that unite national hotel chains, dominance of national chains over international chains, entry of Asian corporations into the Ukrainian hotel market, uneven territorial distribution of companies that are part of the chains, and the entry of national chains into the global market.

Since the end of the war, the main areas of development for hotel chains have been innovation, digitalization of hospitality, diversification of services, combining travel and work in a hotel, individual approach to guests, environmental care, and the introduction of package services.

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Conflict of interest
None.

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ОЦІНКА ОПЕРАТОРІВ ГОТЕЛЬНОГО БІЗНЕСУ НА МІЖНАРОДНОМУ ТА ВНУТРІШНЬОМУ РИНКАХ

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Анотація. Метою статті є аналіз діяльності світових та національних готельних мереж за останні роки. Питання готельних мереж висвітлювалися в працях науковців: М. Босовської, Г. Папіряна, М. Мендельсона, В. Шемракова та ін. Фахівці туристичної індустрії висвітлюють це питання десятиліттями, і ця тема залишається актуальною.
Визначено, що країною з найпоширенішими мережами готелів є США. Якщо проаналізувати розподіл готельних мереж у світі, то найбільше їх представлено в Північній та Південній Америці, а в Європі цей показник значно нижчий. Він становить 22%. У статті вказано кількість готелів різних мереж, таких як Hilton Worldwide, Accor, Wyndham Hotel Group та ін., станом на 2022 рік. Частка готельних мереж у готельній індустрії Європи значно нижча, ніж у США. Зокрема, найбільше готельних мереж представлено у Франції – 3816 готелів (17,2% усіх готелів), Великій Британії – 3520 (8,5%), Іспанії – 2453 (9,7%), Німеччині – 2078 (4,2%). У виданні подано таблицю, яка відображає кількість готелів у європейських країнах станом на 2022 рік. Таблиця містить важливий показник – частку мережевих готелів, який дозволяє зрозуміти кількість мережевих готелів у конкретній країні щодо інших країн. Це визначає країни з найбільш розвиненою кількістю готельних мереж і країни, де їх розвиток ще недостатній.
У статті наведено рейтинг 10 найбільших міжнародних готельних мереж за кількістю готелів за період 2015-2022 рр., де лідируючі позиції посідають Shanghai Jin Jiang, Wyndham Hotel Group і Huazhu Group Ltd. Для кожної готельної мережі у статті вказано темпи зростання за останні вісім років, що важливо для загального розуміння розвитку та розширення мережі. Проаналізовано діяльність національних готельних мереж, а також структуру міжнародних готельних мереж в Україні. Методичним інструментарієм дослідження були статистичний аналіз, аналітичні та синтетичні методи. Об’єктом дослідження є аналіз найпоширеніших готельних мереж світу.

Ключові слова: мережа готелів; національна мережа готелів; бренд готелю; сегмент ринку готельних послуг