

Discovering Hotel's Competitive Edge Through Customer Reviews: The Business Traveler Segment

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Bachelor's thesis
January 2020
Business Administration
Degree Programme in International Business

Author(s) Pavlova, Mariia	Type of publication Bachelor's thesis	Date January 2020 Language of publication: English
	Number of pages 81	Permission for web publication: x
Title of publication Discovering hotel's competitive edge through customer reviews: The business traveler segment		
Degree programme Degree Programme in International Business		
Supervisor(s) Saleem, Salman		
Assigned by		
Abstract <p>The chief topic of the paper was the role of customer satisfaction in the hotel industry. Today, customers can leave their reviews about their hotel experience online, which immensely changes the way hoteliers evaluate their service quality. Given that the hotel industry is highly competitive, and the customer expectations are high, hotel owners must not underestimate guest reviews. Instead, they should consider them legitimate sources of service quality assessment. The author became interested in exploring Hotel X's services and the level of satisfaction within its business traveler segment.</p> <p>The key objective was to examine how Hotel X could better satisfy its customers travelling for business purposes. The author strived to indicate what strengths and flaws the hotel had against its main competitors and determine what business travelers thought about the services that it currently provides.</p> <p>The study was both descriptive and exploratory in nature and required qualitative data to adequately answer the research questions and reach its objectives. Peer-reviewed scholarly articles from academic journals, as well as online publications on hotelier websites were used as sources of secondary data. The primary data consisted of a competitor analysis and 100 business traveler reviews left on the Booking.com and TripAdvisor platforms.</p> <p>The study uncovered important shortcomings in the hotel's current service offering and revealed the reality of business traveler's attitudes toward the hotel and its services. Major faults were the lack of kettles and tea sets in the rooms, poor bathroom lighting and a weak Wi-Fi signal. The hotel's strengths were its location, lake view and attentive staff.</p>		
Keywords/tags (subjects) Hotel; hotel industry; customer satisfaction; service quality; guest reviews; business travel		
Miscellaneous (Confidential information)		

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1 Introduction

1.1 Background

The hotel industry as people recognize it today, with its luxurious boutique hotels on the seashore with breathtaking views and impeccable service, all-inclusive resorts and secluded beach villas, has developed drastically throughout the centuries. The concept of hospitality dates back to the ancient Greek and Roman culture, when people used to build houses for lodging around thermal baths and busy caravan routes. In its earliest years lodging was mainly focused on providing food and accommodation for travelers, traders and politicians. The hotels in the Middle Ages did not resemble the Hiltons or Park Inns, either. Mostly, the lodging for travelers consisted of shared rooms, normally inside the owners' houses. It was not until the rise of leisure cruises when the industry really skyrocketed in popularity. From that point on, the hotels grew in number and in the amount of additional services they provided. (Levy-Bonvin 2003.)

The average hotel room today has television, wireless Internet connection, WC, shower, a phone and a mini bar, while the hotel's additional services range from night clubs and casinos to conference and banquet facilities, SPA centers and beauty salons. People stay in hotels for a variety of reasons, whether it is a necessity, for example, a business trip, family- or medical-related issues, or for leisure and relaxation, for instance, a family vacation or a romantic getaway. The hotel industry today is striving to tailor their services for any potential guest, hence the expeditious development of the hotel services.

1.2 Motivation for research

Today many engineers, architects, IT developers, designers and managers work on creating state-of-the-art solutions for hoteliers to provide the best possible service for every guest to enjoy (Levy-Bonvin 2003). The role of technology in the industry is at all-time high, providing opportunities for innovation. Another distinctive aspect of

the hotel business is fierce competition, and the reason is clear. Altogether, the travel and tourism industry contributed USD 7.6 trillion to the global economy. Moreover, by 2027, it is expected to account for 11.4 % of the global GDP. (Gupta 2018.)

The brutal competition and the rise of technological innovation in hotel business are the key components that create greater service quality. The recipients of the service, the guests, have the final word in the assessment of it, yet many hotel owners fail to listen to it. Chasing the latest trends and conducting expensive marketing campaigns might result in quick revenues at first, but nothing will bring in as many customers as consistently good and satisfying service can.

Such online travel agencies (OTAs) as Booking.com, and customer review platforms as TripAdvisor and Yelp, enable any guest to leave their thoughts and feedback online without any extra fuss. The author got fascinated with the phenomenon of online customer reviews in the hotel industry and wanted to find out how a hotel can use them to increase customer satisfaction and improve service quality.

1.3 Research problem and research questions

The present paper was written with a goal to find out how a mid-scale hotel can analyze its service offering, compare it against the competition and extract essential data about its customers from guest reviews to further increase the customer satisfaction. The case chosen for the research is Hotel X, one of the most prestigious hotels in Petrozavodsk, the author's hometown. The hotel choice can be attributed to the author's past employment there.

In order to find out how Hotel X can increase its service quality and provide best service offering, the author decided to narrow down the research problem to only concern business travelers, the hotel's key customer segment. As a means to evaluate its general service offering and detect potential strengths and flaws, the author conducted a competitor analysis in the mid-scale hotel market in

Petrozavodsk. As the base for data on business travelers' satisfaction and dissatisfaction the author analyzed guest reviews on Booking.com and TripAdvisor websites. The following research questions were designed:

1. Where does Hotel X stand in relation to its main competitors?
2. What were people who stayed in Hotel X for business travel purposes satisfied and dissatisfied with?
3. Which services, attributes or facilities could be improved or added to increase business travelers' satisfaction with Hotel X and ensure it maintains its competitive edge?

The research questions were developed with the intention to acquire valuable information about Hotel X's business customers and how they assess the hotel. This information may serve as a source of minor or major changes in the hotel strategical decisions and, hopefully, help produce more positive customer experience and feedback.

1.4 Structure of the thesis

The following thesis consists of six chapters. The first one serves as an introduction of the topic to the reader and explains the researcher's motivation to study it. It also highlights the research problem and research question, briefly touching on methods applied and concludes with the explanation of the thesis structure. The second chapter covers the knowledge base crucial for the research topic and builds a theoretical framework for the practical implementation of the research. The third chapter is centered around the research process and research methods, familiarizing the readers with the precise concepts considered by the author, the steps that were taken throughout the process and the exact way data was collected and analyzed. The next chapter concerns the research findings based on the competitor analysis and guest review analysis. The interpretation of research findings and the answers to the research questions are found in the fifth chapter. Lastly, in the sixth chapter the

author draws conclusions and discusses the implications and limitations of the present research, finishing with ideas for future research.

2 Literature review

2.1 Tourism and Hospitality

Tourism is an entire system of all the people and organizations that cooperate to deliver experiences to those who travel for various purposes and stay the night at the place of destination (Dilek & Harman 2018, 9). The definition of tourism varies, as some claim that the term describes the process in which a person moves from their usual place of stay to another place for a minimum period of twenty-four hours for the purpose of leisure and pleasure (Tourism Notes N.d.). Others, however, define tourism as all the activities of people who travel and stay in places outside their normal places of stay for less than one year for personal or professional purposes (WTO 2007). The key element that differs in the definitions is the travel purpose. The travel purposes differ from person to person and from trip to trip. Generally, travel purposes can be categorized as work, study, shopping, health, leisure, business and transport of goods (EPOMM N.d.).

Talking about tourism is virtually impossible without mentioning hospitality. Hospitality is one of the chief sectors of the tourism system, and it is responsible for both the food and accommodation components. Initially, hospitality was intended to satisfy travelers' basic needs which are eating and sleeping in a safe place. In the modern society, however, the hospitality sector also implies offering memorable experiences and generating value for travelers. Though the basic purpose of hospitality is providing with accommodation and food services, a deeper analysis of the term concludes that it has more dimensions. It can be argued that hospitality consists of three areas: the social, private and commercial areas. The private aspect of hospitality refers to familiarizing with the behaviors of being a host and being a guest, as well as understanding of others' needs and wants. The social aspect is in turn the understanding of the other's social and cultural values. Lastly, the commercial aspect describes any economic interactions between the guests and hosts. (Dilek & Harman 2018, 9-10.)

In the modern society, hospitality has grown significantly from only being associated with accommodation and has now become a multi-trillion-dollar industry which comprises lodging, food and drinks services, event planning, travel planning services, transportation and other additional sectors. These sectors are united by the fact that they offer services associated with leisure and consumer satisfaction. (Revfine N.d.) The chief purpose of them is providing customers with services centered around their satisfaction.

2.2 Hotel industry and hotel services

One can hardly imagine hospitality without the hotel business. According to Lock S., (2019), the global hotel industry generates 570 billion USD annually; and that number is only expected to grow. Aside from offering hotel rooms, hotel operators also provide guests with food and drinks services, conference and sports facilities, beauty and spa services, casinos and banqueting. The range of services hotels provide today is constantly increasing and evolving to satisfy any guest's wishes. (Essays, UK 2018.)

According to King (1995, 220), the distinctive features of hospitality are: It is offered by a host to a guest who is travelling and is away from home. Moreover, the host and the guest interact and tangible and intangible elements contribute to the interaction. Finally, the host promises to ensure the guests' secure and comfortable stay.

The tangible elements refer to all the hotel physical attributes: the rooms and room amenities, the restaurants and bars, banqueting and conference facilities, fitness and wellness areas. The intangible elements, on the other hand, describe the services that are provided on the hotel's premises. The hotel industry belongs to the business sector where it is inseparable from the services it provides. Apart from a hotel's physical attributes and location, its services are the only factor that holds true value and influences the customer's purchase decision.

At the present time, services have become an intrinsic part of the industries traditionally considered to be service generating, for example, hospitality, education or health care. Moreover, now those companies that are viewed as goods producers pay more attention to additional services that they provide to differentiate themselves in the market and generate greater profits. (Hoffman & Bateson 2011, 3.)

2.3 Challenges

Hoteliers worldwide understand that adding every possible room feature and building more facilities will not automatically increase their market share and strengthen their competitive edge. Having every sports inventory in the gym will not increase customer satisfaction and loyalty, unless the quality of the hotel's services matches the excellence of the physical aspects of it. According to Bowie and Buttle (2004), services are inherently intangible: consumers cannot experience them before buying them. In order to form an opinion about a hotel, a person must stay there overnight and pay for the provided service. As a result, service providers face obstacles when marketing these services. Consumers experience a higher sense of risk and seek to find more information for making a choice. The obstacle lies within the fact that the information needs to be presented in a manner that would encourage travelers to opt for the offer without overselling the service and failing to meet the expectations. (Bowie & Buttle 2004, 23.)

What is also a distinctive feature of hotel services is perishability. Services, unlike physical goods, cannot be stored until a later date, when they will be in demand. Yesterday's empty hotel room can never be sold today. This creates a difficulty in managing the hotel capacity with the changing demand. (ibid.) Other challenges that hotel managers inevitably face are the inseparability of production and consumption and services' heterogeneous nature. Some issues are also caused by the lack of precise standards and fluctuating demand, which leads to increased number of peak periods when it is difficult for the personnel to deliver maximum service quality. (Akbaba 2006, 171.)

2.4 A modern hotel services consumer profile

The challenging aspects of hotel services reflect on the customer behavior significantly. Consumer behavior can be described as a process of obtaining and shaping data for the purpose of making a buying choice and for consuming and assessing a product or a service. What makes the buying decision in the tourism industry unique is the fact that it does not imply tangible gains, and the purchase is typically reliant on savings made by the purchaser over a lengthy period. Additionally, from a consumer's standpoint there appears to be no expectation of any material return on that purchase. (Moutinho 1987, 5). There is a significant difficulty and higher level of risk one takes before purchasing a tourism-related service, similarly to any other service (Balaska & Tzortzaki 2017, 144). It can be argued that another factor that complicates a consumer's buying decision in the travel industry is the unfamiliarity with the city or country of destination. Customers often have to do extensive research before they opt for accommodation in a new place because of the countless number of differences: in prices, transport accessibility, tradition and other factors.

As a consequence of an overwhelmingly big offering on the hotel market, certain trends can be observed in the way a modern consumer behaves. Customers are now searching for better quality and service, as well increased customization. They generally exhibit decreased brand loyalty and have the capability of researching the service extensively and shop more smartly as a result. They expect value and are more sensitive to price. (Kotler 2005, 15.) According to O'Neill and Mattila (2004), at the present time the consumers of hotel services are searching for consistency and a good quality-to-price ratio. Consequently, hotel managers pay close attention to the rates of customer satisfaction. Those customers who are satisfied with the service have a propensity to spend more, be less price-sensitive and produce favorable word-of-mouth. (156.)

2.5 eWOM

At the present time the use of digital sources of information is higher than ever before. Due to their mobile and easily accessible nature, online websites are perfectly suitable platforms for people to share their thoughts and opinions on various matters. A large segment of that is the growing number of forums and webpages that focus specifically on sharing their purchase experiences. When it comes to such a complex decision as making a travel-related choice, there seems to be no doubt that travelers would be willing to carefully examine the possible options before their trip.

Today an increasing number of consumers is using the Internet, which becomes not only a platform for information gathering, but also for providing others with it. Under these conditions, what is traditionally known as the “word of mouth” has evolved into “eWOM” or “online consumer reviews” (OCRs). WOM (word of mouth) can be described as a conversation between product or service consumers about goods, services or businesses where the participants are not commercially biased. Correspondingly, eWom is any favorable or unfavorable mention of a product or a service which is published via the Internet. Naturally, the amount of online service criticism is constantly growing. Today, online platforms are the dominating ones in spreading information among tourism consumers. (Balaska & Tzortzaki 2017, 144.)

According to research, 91% of millennials rely on online reviews as much as on friends’ and family’s opinion. Moreover, there is a decreased trust in advertising. In total, 83% of customers do not trust advertisements. (Hosting Tribunal 2019). These trends are highly dependent on the existence of online review platforms. The major player in this area is TripAdvisor, an online review platform visited by 456 million people daily (Kinstler 2018). This trend cannot be overlooked by hotel operators, since it could potentially give priceless data that will not be available elsewhere. From a strategical point, they provide hoteliers with free, accurate and up-to-date customer opinions that can be interpreted and later transformed into improvements in service. Moreover, it serves as a natural motivator for staff to produce consistently

good services. Modern customers feel more comfortable sharing their thoughts about a hotel online, which increases the credibility and honesty of the posted review. (Hoong & Lee 2018, 342). However, there are ongoing debates about the credibility of sources such as TripAdvisor or Google reviews, and the reason for that lies in the rise of fake reviews present on the platforms. With the initial purpose of them being genuine customer reviews, the appearance of fabricated or bought reviews may stand in the way of them remaining popular and credible. (Kinstler 2018). In contrast, there are other platform which only allow guests to leave their review after they have stayed in the hotel, such as Booking.com or Expedia. Though being open to the public, each review is written by a verified guest (Booking.com N.d.), which ensures a high level of reliability.

2.6 Customer satisfaction and service quality

Being an industry that thrives on customer satisfaction (Hoong et. al. 2018, 342), hotel business profits off increasing its service quality, since in addition to customer satisfaction, it produces customer loyalty, opportunities to get new customers, positive reputation, employee satisfaction and dedication, strong corporate image and better business performance (Akbaba 2006, 171). Researches suggest that customer satisfaction is the result of a comparison a guest makes between the expectations they had about the service and the way they perceived it was performed. Evidently, the service quality is dictated from the guest's perspective. (ibid.) Customer satisfaction can be described as a psychological concept that deals with one's feeling of well-being and pleasure which is created from getting the desired and expected outcome after using a certain product or service (Pizam & Ellis 1999, 327).

Researchers argue on which components guest satisfaction consists of. Some state that there are three elements to satisfaction: the material product, the way the staff behaves and handles situations with the guest and the environment of the establishment. Other, however, highlight that there are two independent elements which are functional element and performance-delivery element, since a guest can,

for example, hate the quality of the bed, but truly appreciate the service at the reception. Some also add that a guest encounters two types of service: direct, for example, the check-in process and indirect, for instance, the availability of parking places or personal computers. (ibid. 329).

2.7 Service satisfaction measurement systems

As more service-based organizations emerged, it became evident that there was a need for a service satisfaction measurement system. One that is widely acknowledged among hospitality researchers is SERVQUAL system first introduced by Parasuraman, Zeithaml and Berry. It is considered a multi-dimensional research instrument aimed at identifying customers' perceptions and expectations of the service. This model implies that, as depicted in the Table 1, there are five dimensions must be present in the service performance process in order to satisfy the customer (Pizam & Ellis 1999, 330).

According to the model, by subtraction of the guest's perception score (P) from the guest's expectation score (E), one will get the score of service quality (Q) (Pizam & Ellis 1999, 330). The SERVQUAL instrument helps hoteliers detect the gaps between the expected service and the perceived service. The gap, depending on its degree and direction, may be interpreted as either a good service quality which is in line with the industry standards, or a bad quality service in need of adjustment. (Essays UK, 2018.)

The SERVQUAL model has received a fair share of criticisms, for example, people argued that expectation is not as easily quantifiable, making it an insufficient comparison point. Others also mention the lack of universality of the dimensions. (ibid.)

Dimension	Definition
Reliability	Ability to perform the promised service dependably and accurately.
Assurance	Employee's knowledge and courtesy and their ability to inspire trust and confidence.
Tangible	Appearance of physical facilities, equipment, personnel and communication materials.
Empathy	Caring, individualized attention given to customers.
Responsiveness	Willingness to help customers and provide prompt service.

Table 1 The five SERVQUAL dimensions (Zeithaml et.al. 1990.)

It must be mentioned that though frequently used in the same contexts, terms “service quality” and “customer satisfaction” are not interchangeable. Some experts claim that satisfaction is the precursor to service quality, assuming that one's satisfactory experience in one instance causes them to evaluate the entire service experience positively. Others, nonetheless, insist that assessment of a service's quality is cognitive and that it may result in a satisfactory customer experience. (Holjevac & Marković & Raspor 2009, 3)

Today hotel operators use several ways to measure their service quality and customer satisfaction. Aside from the famous SERVQUAL model, they implement their

own methods, such as guest comment cards (GCCs) or post-visit e-mail surveys. These methods are easily distributed, simple and inexpensive (ibid. 1.)

Another rich source for identifying customers' attitudes towards the hotel's service offering is content analysis of guest reviews. User-generated content provides hoteliers with plenty of qualitative data that can be analyzed in a variety of ways; frequency of words and topics can be extracted, followed by a sentiment analysis, or opinion mining. It is argued that the best available way to get an understanding of customers' feeling about their experiences with the hotel is obtaining information from the customers' feedback. Not only does it assist in improving areas in service and operations, but also allows to make management decisions which result in greater revenues, upgraded service operations and strengthened brand loyalty and image. (Barreda & Bilgihan 2013.) User-generated content introduces a new era of evaluating guest satisfaction, leaving space for researchers to develop new tools to deal with the massive amounts of user data.

2.8 Competitive benchmarking

Any service firm may apply the tools mentioned above and measure the levels of customer satisfaction with the quality of their services. However, in today's era of market competitiveness, there is a need for assessing the comparative service performance. Ideally, a firm must aim to exceed not only their own performance indicators, but also those of their competitors'. By continuously observing the performance of the competitors and measuring against it, a company can enhance their competitive edge significantly and obtain another company's clients. According to Min and Min (1996, 59):

“Benchmarking refers to a continuous quality improvement process by which an organization can assess its internal strengths and weaknesses, evaluate comparative advantages of leading competitors, identify best practices of industry or functional leaders, and incorporate these findings into a strategic action plan geared to gain a position of superiority.”

Benchmarking aims to determine the key performance measures for every aspect of a business operation, evaluate internal performance indicators and compare them against the competitors' indicators, compare performance and reveal comparative strengths and weaknesses. Finally, benchmarking aims to develop and execute action plans which will diminish or close the gap between the internal operations and the competitors. (ibid.)

2.9 Competitors

The constantly growing competition is one of the biggest challenges for hotels today. As a result of the increased competition, customers have a greater choice, more value for money and higher levels of service. To add to the problem, there is a tendency for hotels to be hardly distinguishable when compared to each other (Kandampully & Suhartanto 2000, 346). Naturally, every company is striving to gain and maintain a competitive advantage. They often spend a substantial amount of resources in attempts to outperform the competitors. (Mathews 2000, 114).

Identifying competition in the hotel business involves the consideration of various factors and narrowing the rivals down to a competitive set. The term "competitive set" or "CompSet" in the hospitality industry refers to a group of hotels that are seen as direct competition to the hotel in question. In other words, it is the principal group of competitors. Typically, there is at least four to five hotels that are eligible to be considered the principal competition. The following factors are the most essential for determining the competitive set:

1. Proximity. Hotels that are close to each other are extremely competitive, regardless of the segments that they target.
2. Positioning. In general, there are seven categories of hotels: Economy, Budget, Midscale, Upper Midscale, Upscale, Upper Upscale and Luxury. In terms of market positioning, competitors can be evaluated by room size, restaurant facilities, banquet, spa or conference spaces and other such factors.
3. Product: Physical condition, quality and upkeep can affect the hotels' eligibility to being an equal competitor.

4. Price. Room prices are crucial for the guests' decision-making process.
5. Online ratings and reputation. Hotels with similar ratings on online booking or review platforms will be in competition with each other. (E-hotelier 2019.)

2.10 Segmentation

Depending on a hotel's geographical location, price point, conference and wellness facilities, interior and outside appearance, it appeals to certain groups of customers, also known as segments. Different customer segments search for different product or service aspects. Therefore, it is necessary for a company to select the segment to aim at.

Segmentation defines the marketing steps that follow. When changing the market segments, the company's segmentation strategy must change accordingly. By conducting reviews, feasible segments well-matched with the company's offering must be detected. The company must subsequently place itself in the market in a manner that considers the competitors targeting the same segments. Segmentation examination defines those product features that creates value for the market segments. The companies that are aiming at those segments, as well as the companies, whose marketing mix creates value for them, will find that approach useful. Segmentation research is also applicable to data collected from the customers. As a result of the research, the company gains a deeper understanding of the segment's desires and of what they value in the product. (Bowen 1997, 335.)

According to Ezeh (2017), hotel marketers segment their customers according to the purpose of their travel. The following categories of travelers are:

- Business travelers
- Leisure and holiday travelers
- Visiting friends and relatives.

The following traits and tendencies are typical of business hotel customers:

- Decreased price-sensitivity (the expenses are compensated for by the employer)
- Short-term stays, usually only a few nights, more often just one
- Regular and frequent hotel service users
- Need for a convenient location in terms of proximity to industrial and commercial areas
- Decreased dependency on seasons and weather conditions.

The following tendencies characterize leisure travelers:

- Increased price-sensitivity (the expenses are theirs to cover)
- Long-term stays, from several days to several weeks
- Less frequent use of hotel services
- Need for a location close to tourist sights and leisure facilities
- Dependency on seasons. (40.)

As Lavanchy (2018) has noted, business travelers value location above other hotel attributes, since their trips are normally quite short, and they want to avoid any extra commuting in order to save time. Another factor that is a necessity for them is staying connected: a secure and fast Internet connection enables them to stay in touch with their colleagues or clients. The presence of a loyalty program is also an appealing bonus which will drive companies to make agreements with the hotel and send its employees there. While the hotel receives the company's employees' loyalty, it promises to keep costs at an agreed level and provides with a standard comfort. What is also crucial for guests arriving for business purposes is amenities allowing convenience with the morning preparations. Those amenities include, for example, convenient breakfast hours, coffee machine and ironing supplies. (Lavanchy 2018.)

Leisure travelers exhibit other tendencies that must be taken into consideration. First, they want to receive the best value for money because they are more price sensitive. Secondly, they rely on recommendations when choosing the hotel, which implies that they will look at online reviewing websites and compare the hotels according to them. Thirdly, they opt for hotel packages more frequently than business guests as a means to maximize their travel experience. Lastly, guests travelling for leisure purposes will demand more entertainment and wellness facilities and choose the hotel which has more to offer. (ibid.)

2.11 Trends in the Russian hotel industry

The hotel industry in Russia throughout the past five years cannot be evaluated independently from the country's international politics turmoil. After the Crimean crisis, the country faced massive economical struggles, such as ruble depreciation and high oil prices. In addition, the country's overall image was influenced by negative perceptions and that contributed to a decrease in inbound tourism greatly. Though hotels in the biggest touristic spots, such as Moscow, Saint-Petersburg and Sochi experience atypical occupancy rates in the 2015 peak season, some say that it was a direct result of hotel operators lowering their prices to attract more guests at such a challenging time. It is estimated that the room rates decreased by 8% on average in 2015. (Euromonitor 2016.)

Experts note that due to the unstable political situation and the depreciation of the ruble, starting from 2014, Russian citizens began to opt for domestic tourism more frequently. This change can also be attributed to restricted travel to Turkey and Egypt, the major outbound travel destinations for Russians. It is said that at the time of the Ukrainian conflict, years 2014-2015, the demand for domestic travel grew by 30%. It is added, however, that this phenomenon is a short-term solution for Russian hotels' occupancy levels. (HospitalityNet 2017.)

The frequently mentioned reason for low demand in the Russian hotel industry is the inadequate compliance with the international quality standards. There is an overall trend of not delivering a good quality service, with many employees being under-qualified and the hotel infrastructure and facilities falling behind as well. The major criticism remains to be the underwhelming value-for-money ratio. (Euromonitor 2016.)

With the 2018 World Cup, there was a considerable increase in inbound tourism, which positively reflected on the occupancy rates of Russian hotels. Hotel experts say that the positive spikes in occupancy will not correct the long-term problem of low demand. It is believed that if the sanctions and economic turmoil continue, Russian

citizens may find it no longer realistic to invest in travelling. The challenge that hoteliers face today is how to ensure profitability while attracting extremely price-sensitive guests and how to adhere to international standards of quality to satisfy the guests' needs adequately. (Tohology 2018.)

2.12 Introduction to Hotel X

Hotel X is a large and relatively new 4-star hotel which is located on the lake shore and has been open for guests since 2010. From that point, it has undergone several internal management changes. The most recent one happened on November 1st, 2018 when it officially became what it is called today – Hotel X. In 2015, the hotel was taken under “X Group” management, hence the rebranding and name change.

The hotel's 10 000 m² territory boasts with 103 rooms of various categories, a restaurant and a lobby bar, seven halls equipped for holding events and a sauna complex. Additionally, a part of the hotel is occupied by a business center, which has its own separate entrance and reception area. What makes Hotel X stand out is its height and peculiar architectural design for the otherwise homogenous city landscape. The hotel is a 14-storey triangular building slightly resembling a boat and, simultaneously, a palace.

The hotel is situated near the Lake Onega embankment in the cultural part of the city center. The distance from the railway station and the airport to the hotel is 2,2 km and 18,9 km respectively. The berth is located 1,15 km from Hotel X, the distance that lies through the culturally significant Lake Onega embankment. (Hotel X website 2019.)

The hotel offers the following types of rooms: Comfort Single, Standard Twin, Standard Double, Superior, Deluxe, Luxury Suite, Hotel X Suite and Hotel X Grand Suite. Due to the architectural design, some of the rooms are facing the lake (Superior, Luxury suite, Hotel X Suite and Hotel X Grand Suite), while others are facing the city. (Hotel X website 2019.)

2.13 The hotel's history

As it was briefly mentioned previously, Hotel X had to undergo a few significant internal changes. Throughout its nine-year existence, several CEO changes took place and one major management change occurred. Before 2015, it was a privately-owned establishment called "Hotel Y", which had its own incipient brand. In its early years of operation, the hotel scarcely had serious competition. The new building on the lake shore quickly drove tourists in and the hotel was booked for every tourist season. As years went on, new establishments have emerged in the city, leaving the customers with a wider choice. In 2015, a well-known Russian conglomerate "Company Z" PAO acquired the ownership of "Hotel Y" (PtzGovorit 2018). From that year forward, the hotel is being managed by a hotel management company called "X Group" LLC. On November 22nd, 2018, "Hotel Y" has officially re-opened as "Hotel X", making it the first hotel under the group's "X Hotels & More" brand.

2.14 Rebranding

The rebranding was implemented within six months. The interior now has neutral colors and simple, yet stylish design. Apart from changing the visual appearance, the managing company has overviewed the hotel's entire philosophy and the standards of its services – they are now provided with accordance to the group's vision with a great focus on both the specifics of the location and the global opportunities for guests. What has also been under greater attention is business traveler's values, such as flexibility, customization and fast service. Hotel X now positions itself as a business hotel. Its new slogan, "Petrozavodsk – even better with Hotel X", captures the positioning of the brand as not only a spot for people to relax and have dinner at, but also as the town's key element. (ProHotel 2019.)

2.15 Introduction of competitors

2.15.1 Competitor Hotel A

The 4-star Competitor Hotel A has 80 rooms and has a similar location to Hotel X – it is situated on the Lake Onega embankment. The hotel opened its doors in 2015 and gained 4-star rating in 2018. It is a recently renovated river station building, which provides it with an advantage of being very close to the berth. The advantage lies in the fact that many visitors of the city go to Kizhi island, which one can get to via a hydrofoil boat that departs from the berth. Competitor Hotel A is placed on the same street as the Musical Theatre, The National Theatre of the Republic of Karelia and Museum of Fine Arts. The hotel has its own management and does not belong to a hotel chain. Remarkably, the hotel was called after the restaurant that has been open in the building since 1975 and to this day is considered one of the most favorable in Petrozavodsk. (Competitor Hotel A website 2019.)

Apart from accommodation, Competitor Hotel A offers its guests a restaurant with a terrace, six conference halls and a lobby lounge area with a café. The currently available room categories are Standard, Business, Junior Suite, Junior Suite Lake View and Suite. (Competitor Hotel A website 2019.)

2.15.2 Competitor Hotel B

Competitor Hotel B is a 10-storey 4-star hotel situated on a small hill overlooking Lake Onega and the surrounding parks. It was built in a historical place on the shores of Lososinka river where in 1703 the construction of Petrine factory began, and the town was born.

The hotel offers the following seven room categories: Economy, Standard, Standard Twin, Standard DBL, Junior Suite, Apartments, Suite. It has a restaurant with a terrace, conference facilities and a SPA center. (Competitor Hotel B website 2019.) It is the only Petrozavodsk hotel accredited to be called a SPA hotel. It provides guests with a variety of procedures, treatments and beauty services.

2.15.3 Competitor Hotel C

Competitor Hotel C is situated in an old historical building dating from the 1930s in the center of the town's main street. Apart from being a hotel, it serves as one of the town's main sights due to its historical significance. It has recently celebrated 80 years since opening. On the same street as Competitor Hotel C there are numerous restaurants, cafes, shops and the City Exhibition hall.

The hotel has to offer 106 rooms of the following categories: Suite, Luxe, Junior Suite, Twin, Economy Twin, Double, Economy Double, Budget Single, Budget Twin and 1st Category Single. The first three room types are called premium rooms and the rest are referred to as 1st category rooms. Additionally, there are six halls equipped for conference and celebration purposes, a restaurant and a brewery. Competitor Hotel C also rents a part of its building to other businesses, creating a separate business center. (Competitor Hotel C website 2019.)

2.15.4 Competitor Hotel D

Competitor Hotel D is one of the newest hotels in Petrozavodsk. It was first opened under the name "Hotel F" in 2013, however, has since parted ways with "F Hotels Group" and started operating under its own brand in August of 2017 and remained its four-star rating. Its building is located directly next to the railway station. It is a modern, European-class hotel which has its own German-style restaurant with a brewery and an ambient coffee shop. Aside from restaurants and conference rooms, it offers 180 rooms and four room types: Standard, Superior, Junior Suite and Suite. (Competitor Hotel D website 2019.)

3 Methodology

This chapter contains the explanation of the research approach applied to the present paper and reveal the research questions, objectives and the research nature.

3.1 Research approach

According to Saunders, Thornhill and Lewis (2009), there are certain factors that a researcher must consider before choosing a research topic. One of the chief requirements is for the researcher to be capable of completing the desired research. The researcher's capability can depend on their professional skills, financial constraints and time limitations. One needs to set their research goal in alignment with the existing constraints and, simultaneously, allow room for their skill development. What also defines the researcher's capability of conducting research is accessibility to the necessary data. Another aspect that is widely acknowledged as a requirement for a well-chosen research topic is the researcher's true interest in it. As time passes, a sincere desire to explore the topic will ensure that the researcher conducts the research to their best ability. (22.)

The author based the research topic choice on all the above requirements. The topic of the present paper is service satisfaction and competitive benchmarking in the hotel industry. The author's wish to explore this topic arose from an experience of working at a hotel and consideration of choosing a career path in the hospitality industry.

The extent of clarity to which a researcher defines the research questions is directly correlated to the success of the research. Moreover, the questions must be able to help to produce results that adhere to the standards expected from the researcher. Moreover, the results are also expected to generate new insights. It is recommended to begin by asking one general focus question which arises from the initial research idea. Saunders and colleagues (2009) note that conducting a preliminary study of literature helps to form one's research questions and objectives. (ibid. 33-36.)

Therefore, it must be noted that the author studied the related literature thoroughly before introducing the following set of research questions:

1. Where does Hotel X stand in relation to its main competitors?
2. What were people who stayed in Hotel X for business travel purposes satisfied and dissatisfied with?
3. Which services, attributes or facilities could be improved or added to increase business travelers' satisfaction with Hotel X and ensure it maintains its competitive edge?

What increases the extent to which the researcher clarifies their research purpose, is a set of research objectives. Although formulation of the proper research questions considerably specifies the research topic and purpose, there is still a need for clear objectives which will flow from the questions. They help the researcher achieve an even higher level of precision necessary for a successful research process.

The following research objectives were developed in alignment with the research questions:

1. To determine the strengths and weaknesses of Hotel X against its closest competitors
2. a) To identify which aspects of Hotel X business travelers are satisfied with
b) To identify the main sources of business travelers' dissatisfaction with the hotel
3. To determine which services and attributes can be added or improved in Hotel X to better fit the business traveler segment

In order to achieve the objectives of the research, the author needed to carefully collect and assess the necessary data. It is widely considered that there are two data collection and data analysis approaches: quantitative and qualitative (Saunders et.al. 2009, 151). The quantitative approach refers to the way of collecting data which

produces numerical results which can be further analyzed using statistical, mathematical, or computational techniques (Pickell 2019). The qualitative research approach in turn produces and works with non-numerical data. It is usually used to explore people's behaviors, motivations, attitudes and tendencies. The collected information may be unstructured and difficult to interpret and therefore, it must be categorized in the analysis process. The author of the present paper set the objective to explore what service offering is typical for a mid-scale hotel in Petrozavodsk and in which ways Hotel X could satisfy business travelers more. This objective could not be reached through analyzing numerical data, and therefore, the qualitative research approach was chosen. To approach the set objectives, the author chose to make a competitor analysis and guest review analysis. Since the author's research is based on one organization and contained data derived from two research approaches, it can be called a multi-method case study. As Saunders and colleagues have noted, a case study refers to the method of conducting research which is based on investigating a phenomenon within a real-life context using different sources of evidence (145, 2009).

Saunders and colleagues (2009) distinguish three types of research according to their purpose. Exploratory studies are centered around revealing new insights about the subject. In its nature, exploratory research is flexible, and it, therefore, allows the research to change its course throughout the research process. However, this should not be considered a weakness, since it does not encourage absence of direction, but rather promotes having a broadly defined subject that continuously becomes more focused and narrower. The second type of research is a descriptive study which includes the portrayal of a precise profile of a phenomenon, a person or a group of people, events or objects. It is focused on describing the studied subject as accurately as possible. The third approach to research is explanatory study which seeks to identify cause and effect relationships between variables. This type of study is based on choosing to study a situation or issue in order to describe the relationship between the variables. (139-140.)

The present paper was started as an exploratory study, since there was no available information about the mid-range hotel market in Petrozavodsk, and since the

author's goal was to determine the business travelers' attitudes towards Hotel X and how to improve its services. Although having an intention of deriving new insights would qualify the present study as exploratory, the author also needed a strong theoretical background. Therefore, the research has descriptive elements as well.

3.2 Data sources

The main sources of data are recognized as primary and secondary. Primary data represents the original information collected by the researcher for solving the research problem. Secondary data is the information collected and interpreted by others for their own purposes. (Ghauri & Grønhaug 2005, 91.) Saunders, Lewis and Thornhill refer to it as subsequent publication of primary data. While primary data is presented in reports, letters or memos, secondary data is available in books, journals, magazines, TV and radio, or online sources. The third source of literature is called tertiary and describes various searching tools necessary for locating primary and secondary data. The use of these sources is determined by the research questions. Some research requires only tertiary and secondary data, whilst others will require the collection of primary data as well. (2009, 69.)

The present paper was written by using primary, secondary and tertiary sources. The literature review was written with the help of secondary and tertiary data sources. A critical review of literature is an essential part of a research process because it acknowledges the existing knowledge about the subject of one's research and the limitations it may have. Moreover, it helps the author determine where their research belongs in the wider context and deepen their understanding of the subject. (Saunders et. al. 2009, 59-60). Scholarly articles derived from international journals of hospitality were the base for the theoretical part, accompanied by online articles written by experts in the hospitality industry. First, the researcher studied tourism and hospitality, focusing on which characteristics hospitality possesses as an industry and how these characteristics influence the consumer behavior in the industry. Then the author explored the ways service companies measure customer satisfaction and

service quality. Lastly, the segmentation and competition in the hospitality were investigated and the Russian hotel market challenges were studied.

In order to answer the research questions adequately, the researcher needed to conduct a competitor analysis through online sources of data and to use qualitative data derived from guest review analysis. The collected data can be considered primary since it was interpreted by the author of the present paper to reach the research objectives.

The information about the competitors was taken from either the official websites of the hotels or from trusted online booking platforms, mainly Booking.com. The chosen competitors were opted for with the consideration of their star rating, location and size. In order to narrow down the possible competitors, the author chose to only analyze the hotels located within a 5 km radius from Petrozavodsk city center, with 3 or 4-star accreditation, 80 or more rooms. The hotels which met these requirements were chosen as the final competitors, which are Competitor Hotel A, Competitor Hotel B, Competitor Hotel C and Competitor Hotel D. The data regarding these competitors was gathered by using desk research. According to Crouch and Housden (2003, 19), desk research refers to the process in which the researcher is able to collect the essential data using existing printed or online sources while remaining at one's desk. The results of the competitor analysis can be found in the Appendices chapter under Appendix 1.

Hotel X guests' opinions were gathered in a similar manner. The reviews are readily available online on Booking.com and TripAdvisor websites. The author obtained 100 reviews left by business travelers. The reviews were taken from Booking.com and TripAdvisor online sites due to the fact that these are the only websites that allow to see reviews by the purpose of the guests' travel. Only four reviews were derived from TripAdvisor platform, while the rest were extracted from Booking.com, because, unlike TripAdvisor, only a verified guest can leave their feedback there (Elliott 2018). In other words, Booking.com only allows to submit a review after a person has stayed at the hotel. It was done in effort to minimize errors in research. To ensure the relevancy of customer feedback, only recent reviews were considered. The oldest

review dates to August 2018, whilst the latest was written in November 2019. The majority of the reviews were left in 2019. The only filter that was chosen when viewing the reviews was the option to view the opinions of those who chose “Business trip” as the purpose of their stay. The information about the hotels and customer reviews were translated from Russian to English by the author.

3.3 Data analysis

Competitor analysis was carried out after the collection of relevant data about the hotels. A template was created using Microsoft Excel to place the findings into to ensure easier evaluation. The table is presented in the Appendix chapter on the paper. To guarantee that the analysis is in-depth and precise, the author added all the known services, amenities and facilities the chosen hotels provide or possess. As more information was gathered, more comparison points were placed in the table. The total number of compared attributes is 98. Findings of the competitor analysis are thoroughly described in the next chapter of the thesis.

The qualitative analysis method chosen for analyzing customer reviews was content analysis. Content analysis is a research instrument which includes determining the presence of certain words, themes or concepts within a source of qualitative data. This tool assists the researcher in condensing the data and reaching the core of it, which will lead to answering the research questions. The researcher is free to divide the information into categories that fit the research objectives. It must be noted, however, that distilling data in such a manner may lead to loss of data. Another perceived advantage of this analysis approach is its flexible nature. The coding frame, which is being used to compartmentalize the data, is developed according to the materials, leaving room for adaptation. It is also argued that content analysis is systematic in a way that it involves thorough examination of each fragment of relevant data and assigning it to one of the chosen categories (Hsieh & Shannon 2005, 1278). This research was the most appropriate for the subject of customer reviews. The author developed a coding frame to answer the second research question.

The guest reviews were collected in one Microsoft Word document, where each was examined. As a result of examination, main themes were identified and each phrase of sentence concerning the topics was highlighted with a color corresponding the theme. Additionally, a word searching tool was used to quantify the amount of time certain attribute or theme is mentioned. In the next chapter, the findings are presented in more detail. Many quotations were used in the chapter, the interpretation from the Russian language was as precise as possible to ensure authenticity.

3.4 Ethics, reliability and validity

According to Saunders and colleagues (2009), research ethics is a term used to describe the moral issues that arise when carrying out the research. Ethical research refers to the research which considers the privacy of its participants, their consent and confidentiality, as well as being based on objectivity of the researcher. The general principle for ethical research is causing no harm to the participants. Whether the research is based on interviews or online sources of information, same rules apply. (186-187.) Reliability is another topic of concern for those who are planning to conduct research. The data must be collected in a manner that avoids participant bias and participant error. The observer is to remain unbiased when interpreting the research findings. Lastly, the topic of validity must not be overlooked. Validity is measured by the extent to which the interpretations of the causal relationships match the reality of these relationships. These core research principles must be considered throughout the entire process. (ibid. 156-157.)

The present paper was written with adherence to those principles. The secondary data was gathered and evaluated critically with great precision. The sources of secondary data were chosen with attention to their reliability and credibility. Academic books and peer-reviewed articles, along with official hotel websites and trusted booking platforms were used as a base for the present paper. The knowledge that was extracted from any other source than the author's opinion was properly cited according to JAMK's reporting guidelines. The guest reviews were collected from verified guests only. The opinions of guests were posted online voluntarily with full

understanding of them being available to public. The guests' online profile names were never mentioned in the paper. The findings were interpreted critically and without bias.

4 Research findings

4.1 Findings of the competitor analysis

The findings of the competitor analysis are presented below. The findings are divided into thematic categories. The aspects that the hotels are compared by include location, size, hotel premises, tourist-specific attributes, leisure, children, reception area, accessibility, room amenities, special offers and websites. The table containing the competitor analysis results can be found in the Appendices chapter under Appendix 1.

4.1.1 Location

The first hotel attribute that was analyzed was location. Of all the five hotels, three are situated near the lake, which gives them the benefit of offering rooms with a lake view. Those hotels are Hotel X, Competitor Hotel A and Competitor Hotel B. There are no significant differences in the distance to the railway station or main tourist attractions, due to the town's small size. The hotels that are situated on the lake shore are clearly closer to the berth, while those that are further from the lake are closer to the railway station and the main street Lenina. Competitor Hotel A is the closest to the berth, while Competitor Hotel D is the closest to the railway station. Competitor Hotel C is the only hotel located on Lenina street. The distance to the airport was not included in the analysis due to the insignificant difference in mileage.

4.1.2 Size

The second aspect considered was the hotel size. The largest hotel was Competitor Hotel D, with its total number of rooms reaching 180, while the smallest was

Competitor Hotel A which offers 80 rooms. Hotel X, Competitor Hotel C and Competitor Hotel B offered 103, 106 and 127 rooms respectively.

4.1.3 Food and beverage

The hotels' food and beverage offerings were evaluated. Each hotel has its own restaurant. Every hotel's restaurant, with the exception of Competitor Hotel D, offers a selection of local Karelian dishes. Due to the hotels' location, some of the restaurants have a lake view. Those hotels are Hotel X, Competitor Hotel A and Competitor Hotel B. The working hours differ as well: some restaurants are open from early morning till late at night, while the others are only open from 12:00 or 18:00. The most advantageous restaurant would be the Competitor Hotel B's restaurant since on weekends it is open for 24 hours. Additionally, what was taken into consideration was the hotels' lobby bar or café offering. Each hotel, except for Competitor Hotel C, has either a coffee shop or a lobby bar available. The lobby bars in Hotel X and Competitor Hotel A have a wide selection of food and drinks, which makes them an alternative to the hotels' main restaurants. The lobby bar in Hotel X is open from 08:00 till 01:00, while Competitor Hotel A's lobby bar is open 24 hours. Competitor Hotel D is the only hotel that has a coffee shop on its premises. The working hours are similar to those in Hotel X lobby bar, from 09:00 until 01:00. Each of the five hotels offers a breakfast buffet at similar hours, lunch boxes, special menus upon request and room service. Competitor Hotel A and Competitor Hotel B offer 24-hour room service, while the rest have shorter working hours. Lastly, only Competitor Hotel C and Competitor Hotel D have their own breweries.

4.1.4 Wellness and beauty

Each of the hotels has some sort of wellness-related services to offer. The strongest wellness-oriented hotel out of five is Competitor Hotel B, which has its own certified SPA center with a variety of beauty and health-related services and procedures. Every hotel has a gym, some of them, like Competitor Hotel A and Competitor Hotel D, offer a 24-hour gym, while others have more average working hours. For example, Hotel X allows guests to use the gym from 07:00 until 22:00.

Every hotel except for Competitor Hotel A has sauna facilities, but not every hotel offers a pool. Out of all the five, only Hotel X and Competitor Hotel B provide their guests with a pool. However, Hotel X only offers three mini-pools, each included in the sauna facilities, whereas Competitor Hotel B has a normal-sized pool which is available to all guests at certain times of the day. As for beauty-related services, Hotel X, Competitor Hotel B and Competitor Hotel C each have a beauty salon in their premises, while only Competitor Hotel B and Competitor Hotel C offer tanning beds.

4.1.5 Conference rooms capacities

Each hotel has spaces which can serve for conferences and similar purposes. The number and size of those rooms vary. Competitor Hotel A offers the biggest capacity which amounts to 450 persons in one room. Altogether, there are six conference rooms that Competitor Hotel A's guests can choose from. In contrast, Competitor Hotel C can only fit up to 60 people in one of the two conference halls. The second hotel that has six rooms appropriate for holding conferences is Competitor Hotel D, with its largest room fitting 200 people maximum, while the rest of its rooms are for small meetings. Competitor Hotel B is able to hold a conference of 300 persons maximum in one of its three halls, whereas Hotel X has four rooms, the biggest one being appropriate for up to 250 people. Out of all the five, Competitor Hotel D is the only hotel with a simultaneous translation service available.

4.1.6 Banquet halls

The five chosen hotels are suitable for holding ceremonies and banquets. The guests of Hotel X and Competitor Hotel C can choose from five various halls, with the maximum capacities being 200 and 220 persons respectively. Other hotels let their guests choose from four to two options for celebrations. Only Hotel X, Competitor Hotel B and Competitor Hotel A have the advantage of offering a lake view in their banquet rooms.

4.1.7 Tourist-specific attributes

The hotels' ability to serve tourists' needs were evaluated. Every hotel out of the chosen five offers excursion planning services or an excursion bureau. The same applies to a souvenir shop availability. However, the extent to which hotels provide for leisure travelers differs. Competitor Hotel B and Competitor Hotel D offer free visa support for those travelling from foreign countries for tourism purposes. The other hotels charge a certain amount for that service. Hotel X charges 1000 rubles which is approximately 15 euros, while Competitor Hotel A's and Competitor Hotel C's fees are 21 euros and 8,5 euros respectively.

What also differentiates these five competitors is the availability of special touristic offers. Competitor Hotel B provides its guests with a 20% discount on a Kizhi Island trip, whereas Competitor Hotel A offers a few package deals for guests – one of them includes a stay in one of the rooms and excursion to Kizhi. Another one consists of a cooking class or husky park trip and river rafting, in addition to a stay in one of Competitor Hotel A's rooms. The other hotels did not have those extra bonuses available.

4.1.8 Leisure

The hotels' abilities to provide guests with entertainment in their premises were compared. Competitor Hotel C is the only place that provides travelers with a library and holds regular exhibitions of local art. Sports broadcasting and live music are available at Hotel X, Competitor Hotel C and Competitor Hotel D, while newspapers and magazines are provided at Hotel X, Competitor Hotel A and Competitor Hotel D. Lastly, Competitor Hotel A is the only hotel that offers bicycles for rent.

4.1.9 Children

The extent to which hotels accommodate for travelers with children was assessed. The only two hotels with a children's room or a playroom are Competitor Hotel A and Competitor Hotel B. In contrast, they are the only ones that do not offer free puzzles or games at the reception. Additionally, only Competitor Hotel B charges for providing with a baby cot, while other hotels provide it for free.

4.1.10 Reception area

The services that the hotels offered in the reception area were evaluated. Each hotel has a 24-hour reception service, wake up-call service, free Wi-Fi and a free luggage room. Competitor Hotel C is the only establishment that offers money exchanging service, whereas Competitor Hotel A is the only place that does not have an ATM machine. Hotel X is the only hotel offering free guest umbrellas, and, simultaneously, the only one not offering concierge services. The payment methods that the hotels accept are nearly the same. Every hotel accepts cash and various credit cards. Lastly, Competitor Hotel C is the only one that does not have a transfer service, whereas neither Competitor Hotel C nor Competitor Hotel D have a car rental service.

4.1.11 Accessibility

Wheelchair accessibility of the hotels was assessed. Each hotel has at least one elevator, but only Hotel X, Competitor Hotel A and Competitor Hotel D have accessible rooms. Competitor Hotel D has three of them and the others have one each.

4.1.12 Room amenities

Room amenities were compared. Every one of the hotel rooms has a TV set and a phone. Each of the hotels offers twin beds and double beds according to the guests' preference. Adding an extra bed in the room is possible at every hotel, but the price of it differs. The cost of an extra bed per night is 1500 rubles at Hotel X, 1000 rubles at Competitor Hotel A, 1800 rubles at Competitor Hotel B and 1200 rubles at both Competitor Hotel C and Competitor Hotel D. The cost of an extra bed for children is lower in Competitor Hotel B and Competitor Hotel C. Some larger Competitor Hotel D rooms have a folding sofa which can be used as an extra sleeping place.

Only Competitor Hotel D and Hotel X have soap and shampoo dispensers, but they only provide free personal care items in room categories higher than Standard, the same as Competitor Hotel C. Moreover, scales are only found in the "Junior Suites" and "Suites" at Competitor Hotel D. Competitor Hotel A and Competitor Hotel B provide all their guests with slippers and at Hotel X and Competitor Hotel A, they are

available to guests living in all the rooms other than “Standard”, and in Competitor Hotel C’s case, in all Premium rooms. Robes can be found in all Competitor Hotel B rooms, while other hotels provide it to all non-standard rooms.

Every hotel except for Competitor Hotel C offers rooms with a WC and a shower. The “Budget Single” and “Budget Twin” in Competitor Hotel C have common bathroom areas. Similarly, Competitor Hotel C’s “Economy Twin” and “Economy double” are the only rooms not equipped with a hair dryer. Guest bathrooms are available only in the “Suites” of Hotel X and Competitor Hotel C. Bathtub is a feature that appears only in some rooms of Hotel X, Competitor Hotel A Competitor Hotel C, typically only in the “Suites”. Competitor Hotel D has bathtubs in some ordinary rooms higher than “Standard”. Jacuzzi and sauna in the rooms is a feature of the “Suites” at Hotel X, Competitor Hotel B and Competitor Hotel C.

Competitor Hotel D is the only hotel that does not equip some of its rooms with a mini bar or a mini fridge, whereas only Competitor Hotel B and Competitor Hotel C do not provide all guests with a personal safe, since only premium rooms have it. Likewise, air conditioning is not available in the non-premium rooms of these two hotels. Each hotel room has a wardrobe except for some 1st Category rooms in Competitor Hotel C and all Competitor Hotel D’s rooms except for the “Suites”. Moreover, a working station is a common attribute of almost all rooms except for the “Junior Provance” in Competitor Hotel A and the regular rooms below the Premium category in Competitor Hotel C.

Sitting areas in the hotel rooms are typical for larger room types. Competitor Hotel B and Competitor Hotel C only offer those to guests booking Premium rooms, like “Suites” and, in Competitor Hotel C’s case, in “Apartments”. The rest of the hotels have sitting areas available in rooms above the “Standard” category. The same applies to coffee tables, since they are usually a part of a sitting area. Dining tables are found in all high-level suites, but none are available at Competitor Hotel B.

Bottled mineral water is provided by Hotel X, Competitor Hotel A and Competitor Hotel B. On the other hand, at Competitor Hotel D it is only given in rooms above the

“Standard” category, while Competitor Hotel C provides it to the Premium rooms’ guests. Hotel X is the only hotel which does not offer kettles and tea sets in any of its rooms. Competitor Hotel C only provides them in the Premium rooms, while the other hotels make it available to all guests living in rooms above the standard categories. Coffee machines are offered in most suites in Competitor Hotel A, Competitor Hotel B and Competitor Hotel D. Moreover, some hotel rooms are equipped with a kitchen. They can be found in premium suites of Hotel X, Competitor Hotel B and Competitor Hotel C. All Competitor Hotel B’s rooms have a balcony, in contrast to Competitor Hotel C having none. At Hotel X, all “Suites”, the “Deluxe” and some “Standard” and “Superior” rooms have a loggia. Competitor Hotel A’s “Business” rooms, as well as the “Suites” in Competitor Hotel D have a balcony.

4.1.13 Additional attributes and services

Extra services and attributes that hotels possess were also considered. Free parking is available for all guests except for Competitor Hotel C’s guests – it costs 250 rubles to park near its entrance. Every hotel has a terrace or a similar area for guests to use. Hotel X has a terrace with a lake view, which is accessible through the restaurant on the second floor. Additionally, both Presidential Suites “Hotel X Suite” and “Hotel X Grand Suite” have their own private rooftop terraces. Competitor Hotel A and Competitor Hotel B also have terraces with a lake view as part of its restaurants. Competitor Hotel C has a secluded courtyard with small garden and a fountain, whereas Competitor Hotel D has a rooftop terrace with a city view located on the conference floor.

Each hotel has a fax and a copy machine, but only Competitor Hotel C has computers for rent. Hotel X can only offer a laptop. The only place that does not allow pets is Competitor Hotel D. Other hotels, like Competitor Hotel B and Competitor Hotel C allow guests to bring pets free of charge with prior notice. Hotel X and Competitor Hotel A only allow small pets, but Hotel X additionally charges 1500 rubles for the extra cleaning.

Daily room cleaning is included in the room rate at each hotel. Laundry service is provided in Hotel X, Competitor Hotel A and Competitor Hotel D. Dry cleaning, however,

is available only to Competitor Hotel A's, Competitor Hotel B's and Competitor Hotel D's guests. Ironing services and water coolers on the floors are available in each hotel. In Hotel X and Competitor Hotel C ironing boards are available only in common areas on the floors. In Competitor Hotel D and Competitor Hotel A, on the other hand, they are provided in all room types above the standard category.

4.1.14 Special offers and bonuses

Each hotel has certain offerings designed to attract customers. Mainly, the focus of these offerings is either newlyweds or business travelers. Hotel X, Competitor Hotel A, Competitor Hotel B and Competitor Hotel D offer similar deals for newlyweds that include a stay in one of the rooms, breakfast delivered in the room, early check-in and late check-out, photo session on hotel premises. Hotel X and Competitor Hotel D offer the newlyweds complimentary champagne and fruits while only Competitor Hotel D and Competitor Hotel C include room décor in the offer. Additionally, Competitor Hotel C gives the couple discounts in the local flower shop and beauty salon. These offers can apply to those who order a wedding banquet in the hotel or for any other guests wishing to use those benefits. Competitor Hotel A and Competitor Hotel B only offer benefits to those couples who bought a banquet in the hotel. Competitor Hotel A also does not offer any other benefits other than a discount on stay or a free room, depending on the wedding's cost.

Business travelers deserve special attention from hotels as well. Hotel X, Competitor Hotel A and Competitor Hotel D have a similar offering which provides guests with breakfast and dinner included in the room rate. As an addition to this offer, Hotel X also offers a free early check-in if there are available rooms. Competitor Hotel C has the same offer, but it is not marketed as a business offer and not as easy to find on the website. Competitor Hotel D offers 20% discount on extended stay starting from three nights, whereas Competitor Hotel A's offer applies to guests who book for five nights and more. Hotel X does not provide any similar offers on the website; the discount can be negotiated through the sales department.

Competitor Hotel A and Competitor Hotel C offer 50% discount on the conference hall rent if conference guests book a certain amount of hotel rooms, in Competitor Hotel A's case it is over 15 rooms, and in Competitor Hotel C's it is over five rooms. Competitor Hotel B provides all conference guests with a 20% on the room rate. Furthermore, Hotel X, Competitor Hotel A and Competitor Hotel B offer their guests 10% on the restaurant menu. Hotel X also provides guests with a welcome drink in the restaurant. Lastly, only Competitor Hotel A and Competitor Hotel C have a loyalty program available.

4.1.15 Website and its benefits

The hotels' websites have different attributes that differentiate them from each other. Only Hotel X and Competitor Hotel D have a business messenger pop-up window which allows the potential customer to ask questions online without having to write an e-mail or call. However, each hotel has a built-in online booking platform. Finally, each hotel tends to offer benefits to those booking directly through the website. Both Hotel X and Competitor Hotel A offer a free transfer from the railway station, early check-in and late check-out, depending on the availability, though Hotel X adds a 10% discount on the booking cost, 10% discount in the restaurant and a welcome drink. Similarly, Competitor Hotel B gives a 10% discount on the whole stay, while Competitor Hotel D's discount is 12%, with the condition that guest pays for their booking online with a no-return policy. Competitor Hotel C gives a one-night stay for free if a guest books three consecutive nights.

4.1.16 Summary

After conducting a side-by-side analysis of the competitors, it was evident that some services appeared in every hotel, while others did not. Few services were exclusive to Hotel X's guests. The distilled findings are presented in the Table 2.

Services and attributes available in each of the hotels	Services and attributes unavailable in Hotel X	Services and attributes only available in Hotel X
Restaurant Breakfast buffet Lunch box Special menu Room service Gym Conference facilities Banquet facilities Terrace Excursion planning service Souvenir shop Visa support Parking 24-hour reception Wake-up call service Free Wi-Fi Free luggage room Payment by cash and credit cards Fax and copy machine Elevator TV in rooms Phone in rooms Twin/double bed option Extra bed option Baby cot Daily room cleaning Ironing service Water coolers on the floors Special discounts for guests who order a wedding banquet Online booking platform on the website Bonuses for booking through the website	24-hour gym 24-hour restaurant or bar 24-hour room service Brewery Free pool Simultaneous translation service Free visa support Kizhi trip discount Special programs for active tourism Library Exhibitions Bicycles for rent Playroom for children Money exchange Concierge services Scales in rooms Kettles, tea sets, coffee machines Computer renting service Dry cleaning Room decoration service Discount in the beauty salon Extended stay discounts on the website Discounts for conference guests Loyalty program	Mini-pools & sauna complex Guest umbrellas Welcome drink in the hotel restaurant Private rooftop terrace

Table 2 Competitor analysis findings

4.2 Findings of the guest review analysis

In total, 100 online reviews written by business travelers were analyzed. In general, the guests' opinions covered seven topics, which were: location, view, breakfast

buffet, staff, cleanliness, Food & Beverage and room amenities. The aspects that do not fall into those categories will be listed in the “Others”.

4.2.1 Location

Many business travelers, 39 in total, pointed out the convenience of the hotel’s location in their reviews. Some have mentioned how it is situated in the middle of lake Onega embankment, the town’s main attraction, while others highlighted its proximity to the main street Lenina. Some have mentioned both factors.

“I have enjoyed the hotel’s location. You go down a flight of stairs and there you are, at the embankment, the city’s main sight. Lenina avenue, the heart of Petrozavodsk, where most shops and restaurants are situated, is within a walking distance.”

(TripAdvisor 2019.)

“The hotel is located on a well-maintained embankment of Lake Onega.” (Booking.com 2018.)

“An amazing location on the shore of lake Onega and within a walking distance from the embankment! A walking distance to say the least, every city spot was close by, we only moved on foot!” (Booking.com 2019.)

“The very center of the embankment.” (Booking.com 2019.)

“The location is simply great.” (Booking.com 2019.)

4.2.2 View

53 guests have mentioned the view from the hotel in their reviews. Travelers were mentioning both the lake view and the city view. The comments were overwhelmingly favorable, similar to the ones about the location.

A beautiful hotel with a beautiful view on Lake Onega.” (Booking.com 2019.)

"...the view on Lake Onega from the room was simply breathtaking." (Booking.com 2018.)

"A good city view from the room on the 8th floor. Even though the room was not a lake view room, part of lake Onega could still be seen from there." (Booking.com 2018.)

"The view from the room is excellent (if you are lucky with the room)." (Booking.com 2019.)

"I did not pay extra to have a room with a view, but the view was still good." (Booking.com 2019.)

"For this view I am ready to only stay in Hotel X." (Booking.com 2019.)

4.2.3 Staff

29 guests have noted that they enjoyed the work of the hotel's personnel. This number includes comments to the reception, Food and Beverage and housekeeping staff. Three more guests mentioned that they enjoyed the overall service.

"Well-trained reception staff." (Booking.com 2019.)

"The staff at the breakfast buffet was very polite and attentive." (Booking.com 2019.)

"A wonderful hotel with great European service." (Booking.com 2019.)

"The personnel are very attentive and always eager to help." (Booking.com 2019.)

"The staff always looked after the tidiness of the room. And, indeed, 5+ to the staff." (Booking.com 2019.)

"Pleasant ladies at the reception, fast check-in." (TripAdvisor 2018.)

There were few criticisms of the staff as well.

“The service leaves much to be desired. The check-in took a long time. When leaving the hotel in the middle of the night, the reception was empty. We had to call on the phone and wait around 15 minutes. The reception worker was sleeping.” (Booking.com 2018.)

“The breakfast buffet staff should make sure to fill in the assortment more frequently.” (Booking.com 2018.)

“The lobby bar staff were a little weird: they forgot to bring the whole order and were not open to give recommendations on the food and drinks selection.” (Booking.com 2019.)

4.2.4 Breakfast

In total, 33 guests said that they enjoyed the breakfast buffet. Comments were left about the variety of dishes available, about the convenience of the opening hours and the availability of healthy options. Some have stated that they liked enjoying the lake view while eating breakfast at the hotel.

“An excellent breakfast. (The room was booked with the breakfast included in the price).” (Booking.com 2018.)

“The breakfast is good, there are many options, everything is fresh.” (Booking.com 2019.)

“A wonderful breakfast with a wonderful selection, including healthy foods.” (Booking.com 2019.)

“The breakfast alone is enough to stay here again.” (Booking.com 2019.)

“A varied breakfast with a lake view.” (Booking.com 2019.)

The breakfast buffet met criticisms as well. Three guests noted that they did not enjoy the coffee that was provided during breakfast.

“I did not like the breakfast at all. Everything was somehow tasteless and had no soul, unfortunately. And one more thing – a hotel of such level should be ashamed to offer its guests awful instant coffee at the breakfast buffet that is not so cheap, and which was already paid for. Drinking it was impossible. And natural coffee – for extra pay. A little bit cheap, don’t you think?” (TripAdvisor 2018.)

“Despite the fact that there was a coffee machine, the coffee at breakfast was quite mediocre.” (Booking.com 2019.)

Some other criticisms were mentioned.

“The milk served at breakfast was sour.” (Booking.com 2019.)

“Breakfast was not included in the room rate, which led to me wasting time on finding the place where I could pay for it.” (Booking.com 2019.)

“There were no scrambled eggs for breakfast. I’m already sick of omelets.” (Booking.com 2019.)

4.2.5 Food and Beverage

The lobby bar and the restaurant were also reviewed by guests. Altogether, 9 guests have left favorable mentions about the food and beverage facilities. People stated their satisfaction with both the prices and the food.

“The restaurant has really nice food. I’d recommend champagne with cloudberry and simply unreal draniki with pike caviar. Meringue desert was also great.” (Booking.com 2018.)

“For this type of accommodation, the prices in the lobby bar were quite reasonable.”
(Booking.com 2019.)

“A nice and inexpensive restaurant and a bar with good local beer.” (Booking.com 2019.)

“Good food for little money.” (Booking.com 2019.)

“Evening program including live music in the restaurant.” (Booking.com 2019.)

Some negative opinions were voiced about the food and beverage department, too.

“I’d prefer bigger portions for dinner.” (Booking.com 2019.)

“The hotel restaurant seemed quite expensive.” (Booking.com 2019.)

“Dinner in the hotel restaurant was not tasty.” (Booking.com 2019.)

“A wider choice and a sushi menu in the restaurant would be nice.” (Booking.com 2018.)

4.2.6 Cleanliness and comfort

Hotel X’s guests frequently mentioned the tidiness and comfortability of the hotel rooms and the hotel in general. There were 23 reviews that mentioned a high level of comfort and/or the cleanliness of the rooms and the hotel premises.

“Everything is clean, comfortable and good quality.” (Booking.com 2019)

“A good hotel. Clean. Comfortable.” (Booking.com 2019.)

“A clean and comfortable room.” (Booking.com 2019.)

"Lots of space, cleanliness, beauty and coziness." (Booking.com 2019.)

"Clean, cozy." (Booking.com 2019.)

"I'd give the room cleaning 5+." (Booking.com 2019.)

4.2.7 Room amenities

Another widely discussed topic was room amenities. Travelers appreciated the beds, furniture and overall maintenance of Hotel X's rooms.

"A comfortable bed, trusty furniture." (Booking.com 2019.)

"The bed was comfortable." (Booking.com 2019.)

"A spacious room with good connection, a mini-fridge, a clean and a fully functional bathroom." (Booking.com 2018.)

"A big, well-maintained room in compliance with the standards." (TripAdvisor 2018.)

"A pretty good room, comfortable bed, cooler on the floor. There was a safe and a fridge (it did freeze!)." (TripAdvisor 2018.)

Two guests have enjoyed the soundproofing of rooms.

"I was very pleased with the soundproofing (the brick walls are thick)!" (Booking.com 2019.)

"I would like to note the wonderful soundproofing of rooms. There were preparations for an exhibition in the lobby, musicians were doing sound checks; meanwhile inside the room it was completely silent." (Booking.com 2019.)

Some travelers have had favorable opinions about bathroom amenities.

“The bathroom is okay, there is bidet, the shower is good (the board did not serve any purpose, but the curtain was there and prevented the water from getting everywhere). There is lots of towels, cosmetic items, shower gel. However, I would add a soap holder.” (Booking.com 2019.)

Many guests have voiced their criticisms about the bathrooms in their rooms. Additionally, criticisms of furniture and air conditioning were stated.

“I really disliked the cosmetic products in the room, it was impossible to open the shampoo bag with hands or teeth. I had to get out of the shower all wet, grab a knife and use it to open the bag.” (Booking.com 2019.)

“The mentioned toothbrush and toothpaste are only available if requested.” (Booking.com 2019.)

“Poorly equipped rooms, especially the bathroom. Carpets are evil, they create a bad smell and are a hotbed for allergens.” (Booking.com 2019.)

“...the shower curtain leaves much to be desired.” (Booking.com 2019.)

“The water couldn’t go down the drain.” (Booking.com 2018.)

“...minimum number of cosmetic items in the bathroom. There is only liquid soap and no shampoo.” (Booking.com 2019.)

“The way the bathroom looked was very disappointing, you don’t expect to see a rug-like curtain in the shower and cheap tile. Make-up application process was difficult because of poor lighting and lack of magnifying mirror. As for my colleague, after she took a shower, the water poured over the board and stayed on the bathroom floor, almost flooding the room.” (Booking.com 2018.)

“It seemed like they tried to save up on everything. The wardrobe is a bit worn down.” (Booking.com 2019.)

"I'd prefer more lighting in the bathroom." (Booking.com 2019.)

"I did not find a usual for a hotel of this level washing kit. And it was stuffy in the room." (Booking.com 2019.)

"The AC did not work well (since I stayed for only one night, I decided not to argue about getting it fixed), beds are hard, some things in the room were worn down." (Booking.com 2019.)

"The air conditioning system worked in a weird manner. A few attempts to tune it did not help."

One guest, who stated that he has been to the hotel before the rebranding, said:

"There are still problems with the AC." (TripAdvisor 2019.)

Travelers have also left their negative opinions about other room amenities. Three guests have noted the lack of kettles and tea sets in rooms. Other complaints concerned the noise from the street and water bottles provision.

"A bottle of water will be provided to you only on the first day of stay. After that – only water from the bar..." (Booking.com 2019.)

"The hotel windows let the street noise in. The room was lacking a kettle and a tea set." (Booking.com 2019.)

"There is no kettle in the room (water cooler is on the floor) ..." (Booking.com 2019.)

"There are no kettles in the rooms." (Booking.com 2019.)

"This might be a small thing, but there aren't enough outlets by the table, where you would normally put the laptop. In order to plug it in, one needs to unplug something else (fridge, TV and so on)." (Booking.com 2018.)

4.2.8 Other

Some statements made by the guests did not fall into the categories above. Therefore, they were placed in this section. People were mentioning the parking, Internet connection and the availability of iron, ironing boards and water cooler.

"...the Internet was stable". (Booking.com 2019.)

"There is an iron and a water cooler (dispenser) on the floor." (Booking.com 2018.)

"There is an iron and ironing board on the floor – very convenient." (Booking.com 2019.)

"Having a water cooler and ironing supplies on the floor is wonderful!!! Thanks!"
(Booking.com 2019.)

"The parking is big, enough space for everybody." (Booking.com 2019.)

"There is a parking lot next to the hotel, where there will be enough spaces for everyone." (Booking.com 2019.)

People have also complained about the quality of the Wi-Fi signal.

"It was not very easy to connect to the Internet." (Booking.com 2019.)

"Everything met the expectations, but Wi-Fi was disappointing, it worked poorly, and the signal was lost constantly." (Booking.com 2019.)

"The staff were friendly; however, they could not help me connect my laptop to the Wi-Fi." (Booking.com 2019.)

Guests shared their disappointments about the transfer services and about the lack of them.

“The hotel did not offer a shuttle service from the airport, which is not too easy to get out from in Petrozavodsk.” (Booking.com 2019.)

“As I was leaving the hotel, I requested to have a taxi to the airport, they told me the price of it, and, when the time to leave had come, the price was two times higher! I asked why that happened, to which they replied that it’s the hotel’s car (so what?), even though I asked to order a taxi.” (Booking.com 2019.)

Lastly, travelers have mentioned the hotel’s early check-in and late check-out policy.

“They agreed to meet me halfway once again – organized a free early check-in and late check-out!! Good job!!!” (Booking.com 2019.)

“I could not find any bonuses for travelers with a “Genius” status. I would really appreciate a late check-out. Otherwise, what is the point? Why does one need that status?” (Booking.com 2018.)

4.2.9 Summary

The key findings of the research are highlighted in the Table 3.

Guests’ satisfactions with the services, amenities and attributes
<p>The most frequently mentioned positive matters were location, view, cleanliness, breakfast and staff behavior. There were 39 guests who mentioned the convenience of the location, 53 spoke about the beauty of the view. Cleanliness was noted by 23 guests, while breakfast – by 33. The quality of service provided by the staff was appreciated by 29 business travelers. Guests have enjoyed the ability to get to the desired destinations by foot in little time. They were generally pleased with the variety of breakfast menu, the freshness and healthiness of the products. Guests noted the affordability of the hotel’s restaurants. The reception staff was described as helpful and attentive. The spacious parking lot, availability of ironing supplies and water dispensers were appreciated as well. Business travelers also mentioned the comfortability of beds and soundproofing of rooms.</p>

Guests' dissatisfactions with the services, amenities and attributes
<p>Guests criticized the quality of coffee at the breakfast buffet. Many guests were dissatisfied with the bathroom amenities, for example, poor lighting, shower curtains and lack of personal care items. People were also unhappy with the fact that water could not go down the drain after they took a shower. Other room amenities that were criticized were the air conditioning system and lack of kettles. People have mentioned the stuffiness inside rooms. There were also criticisms of the airport transfer service. Some said that it was not offered to them, while others were not provided with proper information about the cost of it. There were three guests who noted the poor Wi-Fi signal.</p>
Areas for service improvement
<p>The areas for service improvement pointed out by business customers included: more frequent filling in the missing dishes at the breakfast buffet, adding scrambled eggs to the breakfast menu, bigger dinner portions, adding a sushi menu to the lobby bar menu, adding a soap holder to the shower, more personal care items, more lighting in the rooms, removal of carpets in rooms, adding kettles and tea sets to rooms, easier Wi-Fi connection, adding a shuttle service to the airport and a late check-out for guests with a Genius status.</p>

Table 3 Key guest review findings

5 Discussion

5.1 Summary of main findings

In this chapter, the conclusions to the research questions are drawn. The conclusions are divided into three topics in alignment with the research questions.

5.1.1 Hotel X position against the competitors

Where does Hotel X stand in relation to its main competitors?

When compared to its key competitors, Hotel X stands firmly in the middle. On the one hand, it has a few appealing qualities that differentiate it from the competitors and appeal to the customers. On the other hand, there are weaknesses and disadvantages that are revealed when having a closer look at other similar establishments in the Petrozavodsk hotel industry.

In comparison with the other four hotels, some chief strengths were discovered. Firstly, Hotel X is a tall building on the shore of the lake, which gives it an advantage of having a lake view, and at the same time it is close to the town's main sights and the main street. Only two other hotels have a lake view, and only one competing hotel, Competitor Hotel B, is also located in a tall building, giving it the advantage of having a full lake view from the rooms. However, Competitor Hotel B is a significantly older building, which gives Hotel X the competitive edge of being the newer 14-storey lake shore hotel. It is located within walking distance from such important spots as the railway station, the berth and the embankment.

Secondly, the hotel stands out in the diversity of its facilities, again only evenly comparing to Competitor Hotel B. In comparison with others, these two hotels additionally have pools. Another unique Hotel X offering is the availability of five banquet halls, some of which have a lake view. Other competitors either have less banquet facilities or lack the view in them. All Hotel X's guests can use a personal safe and a

mini fridge in their room, which is only comparable to Competitor Hotel A which also has all the rooms equipped with both. Additionally, they all receive an invitation to the hotel's restaurant which allows them to receive a welcome drink there.

Thirdly, Hotel X offers many benefits to its business traveler and newlyweds segments, such as a business and lunch package deal with a possibility to check-in early, the "Romantic" offer and the wedding offer. The guests may also book the room through the hotel's official website and get a free transfer from the railway station, 10 % discount on the stay and on the restaurant services, flexible check-in and check-out, and, lastly, an exclusive fast check-in service.

Thorough analysis revealed a few clear shortcomings that the hotel had in comparison with the competitors. First, there is a clear need for longer Food and Beverage services. From one o'clock at night till seven in the morning, the guests cannot get food or drinks from the hotel's F&B services, while the other hotels have either 24-hour room service or restaurants that work for 24 hours some days of the week. Two of the competitors have their own brewery, while Hotel X does not have any unique food-related service similar to it, which is a weak point.

Secondly, some other general services are lacking in Hotel X. Guests have access to the gym from seven in the morning until ten o'clock in the evening, while in two other hotels there is a 24-hour gym on the premises. Moreover, Hotel X is the only one that does not offer concierge services or money exchange.

Additionally, more specific services were found to be missing. Hotel X offers no extra programs or bonuses for tourists who seek to explore the region of Karelia, such as special Kizhi or river rafting bonuses, for example. There is no playroom for children in the hotel, nor are there bicycle rental, library or exhibitions available.

Hotel X rooms were found to be lacking kettles, tea sets and scales. No room has its own ironing supplies. There is no option for a room décor service or a dry-cleaning service.

Some benefits designed for newlyweds and business guests were not found to be available in Hotel X. Those bonuses included discounts in the local beauty salon, discounts on extended stay, conference participants discount and a loyalty program.

5.1.2 Business guests' satisfaction with Hotel X

What were people who stayed in Hotel X for business travel purposes satisfied and dissatisfied with?

The guest review analysis revealed the guests' honest feedback on the service quality the hotel provides. Pattern of satisfaction and dissatisfaction were evaluated.

In general, guests were pleased with the hotel's location and view. There was an overwhelming amount of positive comments made about both of those hotel attributes. People shown to be satisfied with the breakfast menu selection, the taste of the food and the presence of a lake view in the restaurant. Freshness and healthiness of the rooms were amongst the pleasing aspects of the breakfast. A few business travelers expressed their appreciation of the quality-to-price ratio of the hotel's food and beverage services. They were pleased with the live music at the restaurant, too.

Business travelers noted their liking of cleanliness, coziness and comfort of the rooms. They have mentioned comfortable beds and good soundproofing. It was stated that other satisfactory elements included the spaciousness of the parking lot and the availability of water coolers and ironing supplies on the hotel floors.

Guests were very pleased with the service the staff provided. This applies to the breakfast, restaurant and reception staff. Workers were generally described as attentive and eager to help.

The main sources of dissatisfaction were extracted with the help of guests' reviews. Among the most frequent dissatisfactions were the many issues with the hotel bathrooms. Guests were unhappy with the lighting, lack of a proper shower curtains and the full personal care items kit. In addition, many guests noticed a drainage problem.

Other room amenities that were not favored by guests were air conditioning and the lack of kettles and tea sets. Air conditioning was said to work poorly or uneasy to tune.

Other causes of dissatisfaction included the poor Wi-Fi signal and improper information about the airport shuffle service. The quality of coffee at the breakfast buffet was unsatisfactory to the hotel's business guests, too.

5.1.3 Areas for further improving the business travelers' service satisfaction

Which services, attributes or facilities could be improved or added to increase business travelers' satisfaction with Hotel X and ensure it maintains its competitive edge?

The guests' thoughts were examined, and some suggestions were extracted. Their unsatisfactory experiences and feedback were interpreted to reveal the areas for hotel improvement and growth.

The food and beverage department can be developed to better fit the business traveler segment. The breakfast can be improved by more frequent check-ups of the dishes assortments, adding more egg-based dishes like scrambled eggs to maintain the variety, adding a sushi menu to the lobby bar menu. Coffee at breakfast buffet was widely criticized, showing a need for better coffee machines. The room amenities that need upgrading are lighting and personal care items selection. What needs to be added is a kettle, tea and coffee set and a soap holder in the bathroom. Business travelers would also appreciate a stronger and easier Wi-Fi connection and an airport shuttle service.

From the competitor analysis it is evident that there are more aspects that need improvement at Hotel X. To fit the business traveler consumer profile, some changes can be suggested. Firstly, the longer working hours for the Food and Beverage department need to be added, for example, longer room service hours. Same applies to the gym working hours. To better compete with the strongest players, it has to fit the travelers who wake up or go to sleep at unusual hours and need those essential

services available during the whole day. There is also a need for a kettle and a tea set in the hotel rooms. Lastly, the competitor analysis clearly indicated a need for a loyalty program and an appealing offer for an extended stay.

5.2 Practical implications and suggestions for future research

The guest reviews findings and competitor analysis findings combined revealed information that is in alignment with the publications previously analyzed by the author. The combination of primary and secondary data allowed the author to gain greater insights into how a mid-scale hotel can improve its service offering for business travelers and maintain its competitive edge. As for Hotel X, these findings reveal important issues and areas for improvement, which can be transformed into concrete steps for service improvement.

The existing research about the customer profile of a business traveler suggests that there are a few factors that bring most value to them. Business travelers need hotels to be productive and unwind after a long day. Some of them meet up with their colleagues or clients or attend conferences and specialized events held in the hotels. They value efficiency and appreciate the practical aspects of a hotel. The additional attributes like SPA services or beauty procedures may be appreciated but are not considered a priority.

The major aspect that they consider is hotel's location. Saving time and money on commute is to be avoided, therefore hotels must offer transfer from or to airport and railway station. Proximity to the city center or main business-related offices and establishments must be highlighted on the hotels' websites. As for Hotel X, it must increase the customers' awareness of the transfer services and offer the service when a guest books a hotel, since some guests expressed their frustration with the lack of the service.

The reception's work must be efficient in order to appeal to a guest arriving for business purposes. The check-in has to be fast and easy, since it will be greatly

appreciated by a guest if there are no extra formalities. Personalized experience is gaining greater popularity among business customers. Hotels must pay careful attention to frequent guests by noting their preferences and updating the database to improve their future stays. Hotel X's guests showed no complaints on reception efficiency. However, as competitor analysis shown, loyalty programs already exist in other hotels and lack in Hotel X, which creates a risk that frequent guests will opt for hotels who offer privileges to its loyal guests. A loyalty program implementation will help Hotel X achieve greater customer satisfaction, customer retention and increase its competitive abilities. It will create an incentive for guests to continue staying at Hotel X.

A business traveler does not have a long list of preferences of what they expect from a hotel room. Their main goal is to get rest and be productive, therefore special attention must be paid to bedding and working desk. The bed should be comfortable, with a good mattress and a pillow of choice. The desk should be well-lit and have enough power outlets near it to plug in all the guest's devices. As it was stated in the guest reviews, more power outlets are needed in Hotel X's rooms. As a quicker solution to the problem, power strips can be provided in rooms.

Another important aspect that business travelers appreciate in hotels is bathroom amenities. Having an efficient morning is what starts the day off in the right manner, therefore good lighting, personal care items and fully functioning shower are crucial. Since the average business trip lasts only a few days, guests do not want to carry any extra weight on them, hence the increased need for proper personal care items like toothpaste, toothbrush, shampoo, conditioner and shower gel, as well as a hair dryer. As seen in the guest reviews, Hotel X fails to meet these requirements, leaving its guests unsatisfied with the number of personal items, bathroom lighting and shower functionality. This shows a major shortcoming in Hotel X's service offering and has a potential to drive guests away and make them choose a different hotel in the future. Steps must be taken to fix the drainage issues; the lighting and the shower curtain issues. The proper cosmetics set must be provided.

To ensure a business traveler's morning is smooth, a breakfast must be well-organized and have early opening hours. Hotels must ensure the dishes are filled in regularly during the breakfast buffet. Coffee at breakfast is also a great necessity for busy guests who have a tight schedule and cannot make a stop at a coffee shop before an important meeting. Hotel X is clearly unable to deliver good coffee to its guests, leaving many guests frustrated with the poor-quality coffee at breakfast and with the lack of appliances to make a hot beverage for themselves inside the rooms. Guests' frustrations must be taken into consideration and proper coffee machines must be installed. Moreover, the coffee at the breakfast buffet must be included in the price of the breakfast.

Lastly, a business traveler needs to stay connected, therefore a reliable Wi-Fi is a necessity. A business center with computers, scanners and printers needs to be available throughout the day, possibly even 24 hours a day. Other services such as a fitness center and room service need to be available and easy to access. As seen in the competitor analysis, room service and gym hours at Hotel X are not comparable with that of the competitors, which indicates that Hotel X needs to prolong the availability of these services in order to maintain its competitive edge. The business center in Hotel X needs to be upgraded to at least two more computers. Wi-Fi was unsatisfactory to some guests, according to guests' comments. The signal needs to be strengthened and the instructions on how to access need to be demonstrated to each guest to avoid confusion.

By familiarizing themselves with the existing business customer profile available in various publications and online sources, a hotel manager can understand the average consumer profile and make decisions to improve their service offering for the segment of interest. However, combining this knowledge with the findings of a thorough analysis of the guest reviews and competitive benchmarking, the management team can extract the most valuable data that can transform the hotel's service offering and increase its service quality and customer satisfaction immensely. Hotel X can serve as an example of how to convert the findings into concrete steps for the managers to follow.

The author recommends further research to be conducted on the subject, specifically quantitative type of research. Assessing service quality and customer satisfaction will well-known models like SERVQUAL will reveal gaps between customer expectations and customer perceptions. Additionally, further research may be based on semi-structured interviews to extract more qualitative data on the typical business traveler profile, their expectations and suggestions for hotel improvement.

5.3 Limitations and assessment of quality

The first limitation of the study is the voluntary nature of online consumer reviews. Though they contain honest unfiltered feedback, they cannot reflect the entirety of guests' impressions of the hotel services. Leaving feedback is not mandatory, therefore many guests never expressed their thoughts. As a result, some crucial opinions may be left unaccounted for. Moreover, the findings are only representative of the people who booked their business trip through Booking.com, since 97% of the analyzed reviews were left on this platform. This indicates a clear need for analyzing opinions of guests who booked the hotel through other channels.

Another limitation related to the nature of the online consumer reviews is their lack of structure. The guest reviews come in a free form and can reflect people's specific preferences and suggest unrealistic expectations. The researcher needs to interpret the findings in a manner which addresses the research questions, which can lead to the loss of certain data. Further research on the topic of business travelers' satisfaction and hotel service quality would benefit from conducting interviews with business travelers to receive richer descriptive and explanatory data.

Additionally, the present paper did not take into account the guests' gender, age, income level, frequency of business travel and other relevant demographics. This limits the study in a way that it generalizes the business traveler segment and does not allow further analysis of types of guests within the segment.

6 Conclusion

The present paper intended to study the relatively recent phenomenon of online consumer reviews in the context of a mid-scale hotel in Petrozavodsk. Online guest reviews are not yet fully studied in the field of hospitality, hence the lack of practical tools to examine the big amounts of data they produce. The author strived to reveal how customer reviews can assist a service organization in assessing its service quality and customer satisfaction levels. In combination with competitive benchmarking, the conducted research showed which areas a hotel should improve and put most efforts to in order to flourish.

In the case of Hotel X, the research has shown that there is a need for upgrading room amenities such as bathroom lighting, individual cosmetics and personal care items, shower curtains and shower border. Drainage issues need to be fixed. Other room amenities that need to be added are kettles and tea sets, as well as more power outlets. Guests expect certain privileges when visiting the hotel frequently, therefore a loyalty program and other bonuses need to be added. The coffee machines at the breakfast buffet and the Wi-Fi need to be upgraded. Lastly, the working hours of food services and gym need to be prolonged.

The research findings were supported by the studied secondary sources of data. It is evident that business travelers prefer practicality and value their time immensely. They seek basic convenience in the room amenities, wanting a comfortable bedding and a proper cosmetics kit in the bathroom. They need to be served fast and preferably around the clock. They appreciate balanced breakfast and good quality coffee. Location is the key determinant and shuttle services are a necessity. Literature review of this study also provides with essential information on hospitality industry services and service quality measurement.

Based on the findings of this paper, hotel managers can evaluate their customer satisfaction levels by only conducting desk research. Moreover, they can see how a mid-scale hotel can better perform in a competitive market and further improve its

service offering. The research findings may serve as an assisting tool for hoteliers seeking to provide better for its business traveler segment. As for Hotel X's management, they can use this thesis to improve their understanding of their guests' needs and wants and to determine which steps they can take to improve customer satisfaction and maintain the hotel's competitive edge.

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X

Appendices

Appendix 1. Competitor analysis

Hotel's attributes and services	Hotel X	Competitor Hotel A	Competitor Hotel B	Competitor Hotel C	Competitor Hotel D
Proximity to the railway station (mileage; time by foot; by car)	2,2 km; 25 min; 9 min	2,8 km; 33 min; 10 min	2,9 km; 35 min; 10 min	1,0 km; 12 min; 5 min	56 m; 1 min; 1 min
Proximity to the centre of the main street (mileage; time by foot; by car)	1 km; 14 min; 5 min	1,9 km; 24 min; 8 min	2,0 km; 26 min; 6 min	76 m; 1 min; 1 min	1,1 km; 13 min; 5 min
Proximity to the lake embankment (mileage; time by foot; by car)	50 m; 1 min; 1 min	50 m; 1 min; 1 min	150 m; 2 min; 1 min	1,0 km; 12 min; 5 min	2,0 km; 23 min; 8 min
Proximity to the berth (mileage; time by foot; by car)	1,5 km; 15 min; 8 min	400 m; 5 min; 3 min	1,0 km; 13 min; 5 min	2,2 km; 26 min; 9 min	3,1 km; 37 min; 13 min
Number of rooms	103	80	127	106	180
Lake view availability	x	x	x	—	—

Wheelchair-accessible room number	1	1	no mention	no mention	3
Free parking availability	x	x	x	250 rub/day	x
Free wireless internet	x	x	x	x	x
Hotel restaurant working hours	18:00 - 01:00	07:00 - 01:00	Monday - Thursday and Sunday 7:00 - 01:00, Friday-Saturday 24/7	Sunday - Thursday 07:00 - 01:00, Friday - Saturday 7:00 AM - 3:00 AM	12:00–01:00
Additional café or bar availability and working hours	Lobby bar; 08:00 - 01:00	Lobby bar, 24/7	Lobby bar; hours are not mentioned	No mention	Coffee shop; 09:00 - 01:00
Own brewery availability	—	—	—	x	x
Room service hours	11:30 - 23:30	24/7	24/7	10:00 - 00:00	12:00 - 23:00
Breakfast type and hours	Buffet; 07:00 - 11:00	Buffet; 07:00 - 11:00	Buffet; 07:00 - 11:00	Buffet; 07:00 - 10:00	Buffet; 07:00 - 11:00
Lunch box availability	x	x	x	x	x
Special menu availability	x	x	x	x	x
Souvenir shop availability	x	x	x	x	x
Local artists'	—	—	—	x	-

paintings for sale					
Gym availability and hours	07:00 - 22:00	24/7	07:00 - 22:00	Weekdays: 9:00 - 21:00 Weekends: 11:00 -18:00	24/7
Wellness center/ Spa center availability	Some SPA services available in the beauty salon located in the lobby	—	x	Wellness center	SPA center
Swimming pool availability	3 small-sized swimming pools in the sauna complex	—	x	—	—
Sauna, SPA availability	Sauna complex, sauna in the gym	—	x	x	x
Tanning bed availability	—	—	x	x	—
Beauty salon availability	x	—	x	x	—
Visa support availability	Available, 1000 rub	Available, 1500 rub	Free of charge	Available; cost is 600 rub	Free of charge
Pet-friendliness, cost of stay with a pet	Small pets allowed, 1500 rub of additional cleaning cost	Small pets allowed	Free of charge (with prior notice)	Free of charge (with prior notice)	Not allowed
Payment methods acceptable at the reception	Cash, cards (American Express, Visa, MasterCard, Maestro, Union Pay, MIR)	Cash, cards (Visa, Visa Electron, MasterCard, Maestro, Union Pay, MIR)	Cash, cards (Visa, MasterCard, Maestro)	Cash, cards (Visa, MasterCard, Maestro, Union Pay, MIR, JCB)	Cash, cards (American Express, Visa, MasterCard,

					Maestro, Union Pay, Discover, others)
Money exchange	—	—	—	x	—
Luggage room	x	x	x	x	x
Guest umbrellas	x	—	—	—	—
ATM	x	—	x	x	x
24/7 reception	x	x	x	x	x
Concierge services	—	x	x	Mentioned indirectly	x
Excursion planning servies/excursion bureau	x	x	x	x	x
"Wake up call" service	x	x	x	x	x
Special discounts on excursions for guests	—	Special offer which includes stay in of the rooms and trip to "Kizhi" with an excursion; special offer that includes either a cooking class/husky park excursion or river rafting, in addition to the stay	20% discount on the "Kizhi" boat trip cost	—	—

Elevator	x	x	x	x	x
Transfer	For additional cost; if transfer from the railway station was ordered through the hotel's own website - it is free	x	If requested, it is free on weekdays (for guests arriving/departing from the railway station)	—	x
Car rental	x	x	—	x	—
Special gifts (books, coloring books, puzzles, board games) for children the reception	x	—	—	x	x
Children's room	—	A play area in the restaurant	x	—	—
Bicycle rental	—	x	—	—	—
Free drinking water on the floors	x	x	x	x	x
Laundry services	x	x	—	—	x
Dry cleaning services	—	x	x	—	x
Ironing services	x	x	x	x	x
Ironing board and iron availability	In the common area on each floor	In all rooms except for "Standard" rooms	Trouser press in provided in the "Apartment	In the common area on each floor	Supposed to be provided in every room above

			s" and in the "Suite"		"Standard" category
Daily room cleaning	x	x	x	x	x
Free personal care items (shower gel, shampoo in small bottles,etc)	Available in rooms above the "Superior" category	x	x	Only in three Premium room categories: Luxe, Junior Suite, Suite	Available in rooms of categories higher than "Standard"
Shower	x	x	x	In all rooms except for "Budget Single" and "Budget Twin" - they have one shared WC and shower per two rooms. "Luxe" rooms have massaging shower.	x
Bathtub	Available only in one of the Suites and in 2 Presidential Suites	In "Junior Suites" and "Suite"	—	In some of "Junior Suite" rooms	Available in some rooms of categories higher than "Standard"
Jacuzzi, sauna in rooms	In 2 Presidential Suites	—	In the "Suite"	In some "Suite" rooms	—
Hair dryer	x	x	x	In all rooms with the exception of "Economy Twin/Double"	x

Soap and shampoo in dispensers	x	—	—	—	x
WC	x	x	x	In all rooms except for "Budget Single" and "Budget Twin" - they have one shared WC and shower per two rooms	x
Guest WC	In one of the "Suites" and in each Presidential Suite	—	—	In "Suite" rooms	x
Personal safe in rooms	x	x	Only in the "Suites" and in the "Apartments"	Only in three Premium room categories: Luxe, Junior Suite, Suite	x
Mini-bar/refrigerator	x	x	x	x	Only in "Junior Suite" and "Suite"
TV set	x	x	x	x	x
Air conditioning	x	x	Only in the "Suites" and in the "Apartments"	Only in some "Junior Suite" rooms	x
Phone	x	x	x	x	x
Working station	x	In all rooms except for Junior Suite	x	In "Premium" rooms	x
Sitting area (armchair and a	In all rooms except for "Standard" and	In all rooms except for "Standard" rooms	Only in the "Suites" and in the	In "Premium" rooms	Available in all rooms except

small table)	"Comfort Single"		"Apartments"		for "Standard" room category
Wardrobe	x	x	x	In most rooms except for some "1st category rooms"	In "Suite" rooms
Coffee table	Available in all rooms except for "Standard" and "Comfort Single" room categories	In all rooms except for "Standard" rooms	Only in the "Suites" and in the "Apartments"	In "Premium" rooms	Available in all rooms except for "Standard" room category
Dining table	In "Suite" rooms and in the two largest Suites	In the "Suite" room	—	In "Suite" rooms	Only in "Suite" rooms
Kettle, tea set	—	In all rooms except for "Standard" rooms	In categories above "Standard 2 DBL"	In "Premium" rooms	Available in all rooms except for "Standard" room category
Coffee machine	—	In the "Suite" room	Only in the "Suite" and the "Apartments"	—	Available in "Junior Suite" and "Suite"
Bottled mineral water	x	x	x	In "Premium" rooms	Available in all rooms except for "Standard" room category

Kitchen area	In 2 Presidential Suites	—	In the "Suite" and the "Apartments"	In "Suite" rooms	—
Free baby cot availability	Upon request	Upon request	500 rub/night, upon request	Upon request	Upon request
Extra bed availability	Upon request, cost is 1500 rub/night	Upon request, 1000 rub/night	1800 rub/night/1050 (for children)	Upon request. For children under 14 years old - 900 rub/night, for others - 1200.	Upon request, cost is 1200 rub/night. Some larger rooms have a folding sofa.
Twin/double beds availability	x	x	x	x	x
Single bed availability	x	—	x	x	—
Robes	In all rooms except for "Standard" and "Comfort Single". Can be provided upon request.	In all rooms except for "Standard" rooms	x	In all "Premium" rooms	Available in all rooms except for "Standard" room category
Slippers	In all rooms except for "Standard" and "Comfort Single". Can be provided upon request.	x	x	In all "Premium" rooms	Available in all rooms except for "Standard" room category

Scales	—	—	—	—	Only in "Junior Suite" and "Suite"
Balcony/Loggia	In few of "Standard" and "Superior rooms"; in the "Deluxe" and both "Suites"	In "Business" rooms	In every room	—	In the "Suites"
Conference halls	Four options in total, three bigger halls and one small meeting room; the largest hall fits up to 250 people,	Six conference rooms of various capacities, the largest one fits up to 450 people.	Three halls of different capacities. The largest one fits up to 300 people.	Two halls - the bigger one fits 60 people, the smaller - 25	Six halls in total, the largest fits 200 people; the rest are small meeting rooms
Simultaneous translation service	—	—	—	—	Available with prior notice
Terrace	A terrace with a lake view on the second floor, which is a part of the restaurant; each of the two Presidential Suites have their own rooftop terrace with a lake view	A terrace with a lake view (part of the restaurant)	A terrace with a park view (part of the restaurant)	There is a courtyard area with tables, a small fountain and trees.	A rooftop terrace on the conference floor

Banquet halls	There is five halls suitable for celebrations , their capacities range from 10 to 200 people. One of them is located on the top floor of the hotel with a panoramic view.	Three halls, two of them have panoramic view of the lake, maximum banquet capacity is 250 people.	Two halls, both are parts of the restaurant. The largest fits up to 250 guests.	The hotel can offer its restaurant which fits 220 people, as well as four other halls with various capacities and interiors.	Four options in total. Banquet can be organized in the biggest conference hall, on the second floor of the restaurant, in a VIP room on the same floor or in the coffee shop downstairs.
Newspapers/magazines availability	x	x	—	—	x
Live music	x	—	—	x	x
Sports broadcasting	x	—	—	x	x
Library	—	—	—	x	—
Exhibitions	—	—	—	x	—
Fax/copy machine	x	x	x	x	x
Computer for rent	—	—	—	x	—

<p>Special offers for newlyweds/romantic offers</p>	<p>Two package options: one includes a one-night stay in one of the "Superior" rooms + "romantic" benefits when ordering a wedding banquet in the hotel; another one includes a special addition to a stay in one of the rooms like early check-in and check-out, two hours of sauna, fruits and champagne delivery, etc.</p>	<p>Depending on the size of the wedding banquet in one of the hotel halls, either a free room or 15% discount on the stay is provided</p>	<p>For guests ordering a wedding banquet the hotel offers a room, early check-in, late check-out, breakfast delivery, photo session, discounts for wedding guests.</p>	<p>A special package including stay in one of the rooms, room décor, breakfast delivery, free photo session on hotel's territory, early check-in and late check-out, discounts for flower shop and beauty salon, discounts for wedding guests' stay, etc.</p>	<p>Special offer includes reduced room rate in addition to room decoration, complimentary champagne and fruits, photo session, early check-in and check-out, breakfast delivery.</p>
<p>Special offers for business travelers</p>	<p>Special offer with dinner and early check-in included in the room rate; special prices for extended stay possible if discussed with the sales department</p>	<p>Special offer with dinner included in the room rate; 50% discount on conference hall rent when booking 15+ rooms; special prices for extended stay (5+ nights)</p>	<p>For those guests who take part in the conferences organized in the hotel - 20% discount on stay</p>	<p>Business package: 50% discount on conference hall rent when booking 5+ rooms</p>	<p>20% on the entire stay if it is three nights or more; special offer with dinner included in the room rate</p>

Loyalty program	—	x	—	x	—
Discounts /special offers on restaurant services for guests	Complementary welcome drink in the restaurant, 10% on a la carte menu	10% discount in the restaurant	10% on a la carte menu	No mention	No mention
Business-messenger pop-up window on the official website	x	—	—	—	x
Booking on the official website	x	x	x	x	x
Benefits of booking through the official website	10% on the stay, 10% on a la carte menu, welcome drink in the restaurant, early check-in and late check-out (if available), free transfer from the railway station, fast check-in	Early check-in and late check-out (if there are available rooms), free transfer from the railway station	10% on stay	If a guest books three consecutive nights, one of them is free.	12% discount on the regular room rate, guest pays 100% of the sum online