

**Kyiv National University of Trade and Economics**  
**Tourism and Recreation Department**

**FINAL QUALIFYING PAPER**

on the topic:

**«SPA AND WELLNESS SERVICE QUALITY  
MANAGEMENT»**

Student of the 2<sup>d</sup> year, group 4am,  
educational degree «Master»  
specialty 073 «Management»  
specialization «Tourism, Resort and  
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**Kyiv 2020**

**Kyiv National University of Trade and Economics**  
Faculty of Restaurant, Hotel and Tourism Business  
Tourism and Recreation Department  
Educational Degree «Master»  
Specialty 073 «Management»  
Specialization «Tourism, Resort and Recreation Management»

**Approved by**  
Head of the Department  
T.I. Tkachenko  
«29» November 2019

**Task**  
**for a final qualifying paper**  
**Nataliia Bosa**

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**1. Topic of a final qualifying paper:**

“Spa and Wellness service quality management”

Approved by the order of KNUTE from 04.11.2019 № 3750.

**2. Term of submitting by a student his/her terminated paper: 20.11.2020.**

**3. Initial data of the final qualifying paper:**

*Purpose of the paper:* study of theoretical and practical aspects of Spa and Wellness service quality management and development of recommendations for its improvement.

*The object:* process of Spa and Wellness service quality management.

*The subject:* methodological, theoretical and practical aspects of Spa and Wellness service quality management at the hotel “Grand Admiral Resort & SPA”.

#### 4. Consultants of the research and titles of subsections which were consulted:

Section	Consultant (last name and initials)	Date and signature	
		The task given	The task received
1	Dupliak T.P.	29.11.2019	29.11.2019
2	Dupliak T.P.	29.11.2019	29.11.2019
3	Dupliak T.P.	29.11.2019	29.11.2019

#### 5. Contents of a final qualifying paper (list of all the sections and subsections):

INTRODUCTION

PART I. THEORETICAL AND METHODOLOGICAL BASIS OF SPA AND WELLNESS SERVICE QUALITY MANAGEMENT

1.1. Definition of Spa and Wellness service and its types

1.2. Features of Spa and Wellness service quality management

Conclusions to the part I

PART II. ANALYSIS OF SPA AND WELLNESS SERVICE QUALITY MANAGEMENT OF THE HOTEL “GRAND ADMIRAL RESORT & SPA”

2.1. Characteristics of the hotel “Grand Admiral Resort & SPA”

2.2. Analysis of basic and additional services of the hotel

2.3. Assessment of Spa and Wellness services quality management

Conclusions to the part II

PART III. IMPROVEMENT OF SPA AND WELLNESS SERVICE QUALITY MANAGEMENT OF THE HOTEL “GRAND ADMIRAL RESORT & SPA”

3.1. Actions to improve Spa and Wellness services quality management of the hotel

3.2. Evaluating the effectiveness of the proposed measures to improve Spa and Wellness services quality management of the hotel

Conclusions to the part III

CONCLUSIONS

REFERENCES

APPENDICES

**6. Time schedule of the paper:**

No.	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1.	Choosing and approval of the final qualifying paper topic	01.09.2019 – 04.11.2019	04.11.2019
2.	Preparation and approval of task for the final qualifying paper	05.11.2019 – 05.12.2019	29.11.2019
3.	Writing and pre defense of the 1 <sup>st</sup> part of the final qualifying paper	06.12.2019 – 22.05.2020	22.05.2020
4.	Writing and preparation of scientific article	till 22.05.2020	
5.	Writing and pre defense of the 2 <sup>nd</sup> part of the final qualifying paper	23.05.2020 – 15.09.2020	15.09.2020
6.	Writing and pre defense of the 3 <sup>rd</sup> part of the final qualifying paper	16.09.2020 – 01.11.2020	01.11.2020
7.	Preparation of the final qualifying paper (title, content, introduction, references, appendences), presentation of master diploma paper on the department and pre defense in the committee	02.11.2020 – 08.11.2020	08.11.2020
8.	Additional processing, printing, preparation of material to final qualifying paper defense	09.11.2020 – 19.11.2020	19.11.2020
9.	Presentation of the final qualifying paper on the department and on the deanery, receiving of referrals for external peer review	till 20.11.2020	
10.	Defense of the final qualifying paper in the Examination Board	According to the schedule	

**7. Date of receiving the task 29.11.2019****8. Scientific adviser of the research**\_\_\_\_\_  
Dupliak T.P.**9. Head of educational and professional program**\_\_\_\_\_  
Roskladka N.O.**10. The task received by the student**\_\_\_\_\_  
Nataliia Bosa

## 11. Resume of a scientific adviser of a final qualifying paper

Student Nataliia Bosa executed the final qualifying paper full-scale in the set terms in obedience to the time schedule of the paper.

The content, structure and execution of the paper answer requirements of the high school, has a practical value and academic novelty, an actual direction of researches. The final qualifying paper contains the introduction, main text (3 parts), conclusions, references and appendices.

In the first part defined theoretical and methodological basis of Spa and Wellness service quality management.

In the second part analyzed Spa and Wellness service quality management at the hotel “Grand Admiral Resort & SPA”.

In the third part defined the main actions of improvement for the hotel “Grand Admiral Resort & SPA”.

A final qualifying paper can be admitted to defense in the Examination Board and deserves a positive estimation.

Scientific adviser of a final qualifying paper \_\_\_\_\_ Dupliak T.P.

Pre defense of the final qualifying paper \_\_\_\_\_ Dupliak T.P.

## 12. Resume about a final qualifying paper

A final qualifying paper can be admitted to defense in the Examination Board.

Head of educational and professional program \_\_\_\_\_ Roskladka N.O.

Head of the Department \_\_\_\_\_ T.I. Tkachenko

\_\_\_\_\_, \_\_\_\_\_, 2020

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## INTRODACTION

**Actuality of research.** Wellness tourism is one of the most important and fastest growing markets in the world. According to the study of Global Wellness Institute the global wellness industry grew 12,8% from 2015-2017, from a \$3,7 trillion to a \$4,2 trillion market. To put that in economic context, from 2015-2017, the wellness economy grew 6,4% annually, nearly twice as fast as global economic growth (3,6%). Wellness expenditures (\$4.2 trillion) are now more than half as large as total global health expenditures (\$7,3 trillion). And the wellness industry represents 5,3% of global economic output [8].

Nowadays everyone is talking about wellness. It has become a modern trend that is reflected in almost every area of life. Originally, the term “wellness” first occurred in the USA in the 1950s as a catchword for a new health movement. It is composed of the words “well-being”, “fitness” and “happiness”. Back then the still new idea was not to let illnesses develop in the first place but to maintain and support health by a conscious lifestyle. It was no longer just about focusing on the treatment of illnesses but about proactively improving one’s own well-being. So, basically, wellness described a conscious and healthy lifestyle.

A Spa and Wellness quality management system implementation will positively impact how operate and manage spa or wellness facility. A quality system will send spa on an upward trajectory which will: facilitate effective training, create confident and calm staff, improve guest/client satisfaction, generate positive word-of-mouth recommendations, increase market share, prevent chaos in facility and resulting staff burnout, lower costs and reduce wastage.

**Purpose and tasks of research.** The purpose of the research is study of theoretical and practical aspects of Spa and Wellness service quality management and development of recommendations for its improvement.

To achieve the purpose the research has to solve the following tasks:

- to examine definition and its types of Spa and Wellness service;

- to characterize Features of Spa and Wellness service quality management;
- to give the characteristic of the hotel “Grand Admiral Resort & SPA”;
- to analysis basic and additional services of the hotel “Grand Admiral Resort & SPA”;
- to examine assessment of Spa and Wellness services quality management of the hotel “Grand Admiral Resort & SPA”;
- to form recommendations to improve Spa and Wellness services quality management of the hotel “Grand Admiral Resort & SPA”;
- to evaluate the effectiveness of the proposed measures to improve Spa and Wellness services quality management of the hotel “Grand Admiral Resort & SPA”.

**The object of research** – process of of Spa and Wellness service quality management.

**The subject** – methodological, theoretical and practical aspects of Spa and Wellness service quality management at the hotel “Grand Admiral Resort & SPA”.

**Methods of research.** In the process of research and feasibility of results the methods of theoretical generalization and comparison were used; methods of logical generalization (forming of conclusions); system approach (the analysis of financial indicators of the enterprise's activity) and other.

Theoretical and methodological basis of final qualifying paper is fundamental researches of quality management, regulatory and legal documents of Ukraine, scientific researches and publications of domestic and foreign scientists and experts in which Spa and Wellness services quality management of the hotel are development.

Data base of research are legal and regulative documents on economic affairs; information data; materials of scientific conferences, seminars and periodical literature, statistical and financial statements of investigate an enterprise.

**Scientific innovation** consists in development of the theoretical aspects of Spa and Wellness services quality management of the hotel.



**Practical value of results.** The practical value of results of the conducted research consists in that recommendations development in-process will be instrumental in an improvement of Spa and Wellness services quality management of the hotel.

**Practical approval of research results.** Research results of Spa and Wellness services quality management of the hotel, partially prefilled in the scientific article «Features of wellness and spa service quality management» in the collection of scientific articles of KNUTE students (appendix A).

**Structure of the paper.** Final qualifying paper consists of three parts, introduction and conclusions, references (41 titles), 4 appendices and also contains 12 tables and 9 figures.

## PART I

# THEORETICAL AND METHODOLOGICAL BASIS OF SPA AND WELLNESS SERVICE QUALITY MANAGEMENT

### 1.1. Definition of Spa and Wellness service and its types

Wellness can be defined as all the tourists' activities during or a result of their trip, which are looking for physical, mental, emotional and spiritual positive outcomes and social well-being. Wellness tourism is a holistic travelling style that focus on the development and improvement of the body, mind and spirit. A Wellness traveler can enhance its personal well-being during his destination in a variety of places such as organic and health restaurants, wellness centers, Spas, baths and spring thalasso, yoga studios, fitness centers, parks and Hotel Spas. Traveler's destination has the purpose of maintaining or enhancing personal well-being. One of these destinations for a traveler are Spas, moreover Spa tourism has a rapid development due to the fact that more tourists are looking for an optimal and positive experience during their holidays, which will offer them physical, mental and emotional positive outcomes. Spa industry and services have a variety of types and organization form such as fitness spa, salon spa, medical spa, spa resort, mineral-hot springs-natural spa, club spa and hotel spa. Spas were traditionally visited not only to obtain medical but also physical, nutrition and mental benefits. In recent years, Spas have become increasingly popular and have emerged as important profit centers for hotels. Hotel Spas are one of the most widespread types of Spa industry and tourism. A Hotel Spa usually provides spa services, fitness activities, spa-cuisine menu choices and some wellness components. One important criterion for people to their decision when choosing a hotel during their holidays is a hotel which offers spa services [3].

The Global Wellness Institute [9] defines wellness as the active pursuit of activities, choices and lifestyles that lead to a state of holistic health. Wellness economy is industries that enable consumers to incorporate wellness activities and

lifestyles into their daily lives. The wellness economy encompasses 10 sectors, as defined below (table 1.1).

*Table 1.1*

### Sectors of wellness economy [9]

Sector	Description
Wellness real estate	The construction of residential and commercial/institutional (office, hospitality, mixed-use/multi-family, medical, leisure, etc.) properties that incorporate intentional wellness elements in their design, materials and building as well as their amenities, services and/or programming. Note that wellness real estate is broader than (but encompasses) wellness lifestyle real estate, which focuses on the residential component.
Workplace wellness	Includes expenditures on programs, services, activities and equipment by employers aimed at improving their employees' health and wellness. These expenditures aim to raise awareness, provide education, and offer incentives that address specific health risk factors and behaviors (e.g., lack of exercise, poor eating habits, stress, obesity, smoking) and encourage employees to adopt healthier lifestyles
Wellness tourism	The aggregation of all expenditures made by wellness tourists—primary and secondary, international and domestic—including spending on lodging, food and beverage, activities and excursions, shopping, and in-country transportation.
Spa economy	Refers to spas and the related cluster of sectors that support and enable spa businesses. The spa economy includes spa facilities, spa education (for therapists and managers/directors, both initial training and continuing education), spa consulting, spa capital investments, spa associations, and spa-related media and events.
Thermal/mineral springs	Encompasses the revenue-earning business establishments associated with the wellness, recreational and therapeutic uses of water with special properties, including thermal water, mineral water and seawater.
Fitness and mind-body	Includes gyms and health clubs; personal training; yoga, Pilates, tai chi, martial arts, and other mind-body practices; fitness and exercise clothing; fitness and exercise equipment; and wearable devices.
Healthy eating, nutrition and weight loss	Includes vitamins and supplements, fortified/functional foods and nutraceuticals, natural and organic foods, health foods, sports nutrition, nutrition and dietary services, and weight loss/management products and services.
Personal care, beauty and anti-aging	Includes beauty and salon services (excluding spas); skin, hair, and nail care services and products; cosmetics, toiletries, and other personal care products; dermatology; prescription pharmaceuticals for skin care; as well as products and services that specifically address age-related health and appearance issues, such as cosmetics/cosmeceuticals for skin/face/body care, hair care/growth, and pharmaceuticals/supplements that treat age-related health conditions.
Preventive and personalized medicine and public health	Includes medical services that focus on treating “well” people, preventing disease, or detecting risk factors—for example, routine physical exams, diagnostic and screening tests, genetic testing, etc. Personalized health uses sophisticated information and data for individual patients (including genetic, molecular, and environmental screening, analysis, and diagnostics; personalized disease management services; and health IT such as electronic health records, telemedicine, and remote patient monitoring) to provide tailored approaches for preventing disease, diagnosing and managing risk factors, or managing and treating conditions.
Traditional and complementary medicine	Encompasses diverse medical, healthcare, holistic, and mentally or spiritually-based systems, services and products that are not generally considered to be part of conventional medicine or the dominant health care system—including homeopathic, naturopathic, chiropractic, Traditional Chinese Medicine, Ayurveda, energy healing, traditional/herbal remedies and supplements, etc. The nomenclature for this sector is evolving alongside growing consumer adoption of traditional/indigenous, complementary, alternative and integrative medical practices outside of the conventional/Western medical system.

Wellness tourism is travel associated with the pursuit of maintaining or enhancing one's personal wellbeing. Primary wellness tourist – a tourist whose trip or destination is primarily motivated by wellness. Secondary wellness tourist – a tourist

who seeks to maintain wellness while traveling or who participates in wellness experiences while taking any type of trip for leisure or business. International wellness tourism receipts are all receipts earned by a country from inbound wellness tourists visiting from abroad with an overnight stay. Domestic wellness tourism expenditures are all expenditures in a country made by wellness tourists who are traveling within their own country with an overnight stay.

The Global Wellness Institute [9] defines spas as establishments that promote wellness through the provision of therapeutic and other professional services aimed at renewing the body, mind and spirit. Spa facilities offer a wide variety of services (e.g., massages, facials, body treatments, salon services, water-based treatments, health assessments and more) as well as sales of related products.

Most consumers and industry experts would agree that at its core – no matter its size, form or business model – a spa is an establishment that focuses on wellness. The concepts of wellness, the healing traditions drawn upon, and the therapeutic techniques applied differ dramatically across both nations and types of spas (figure 1.1).

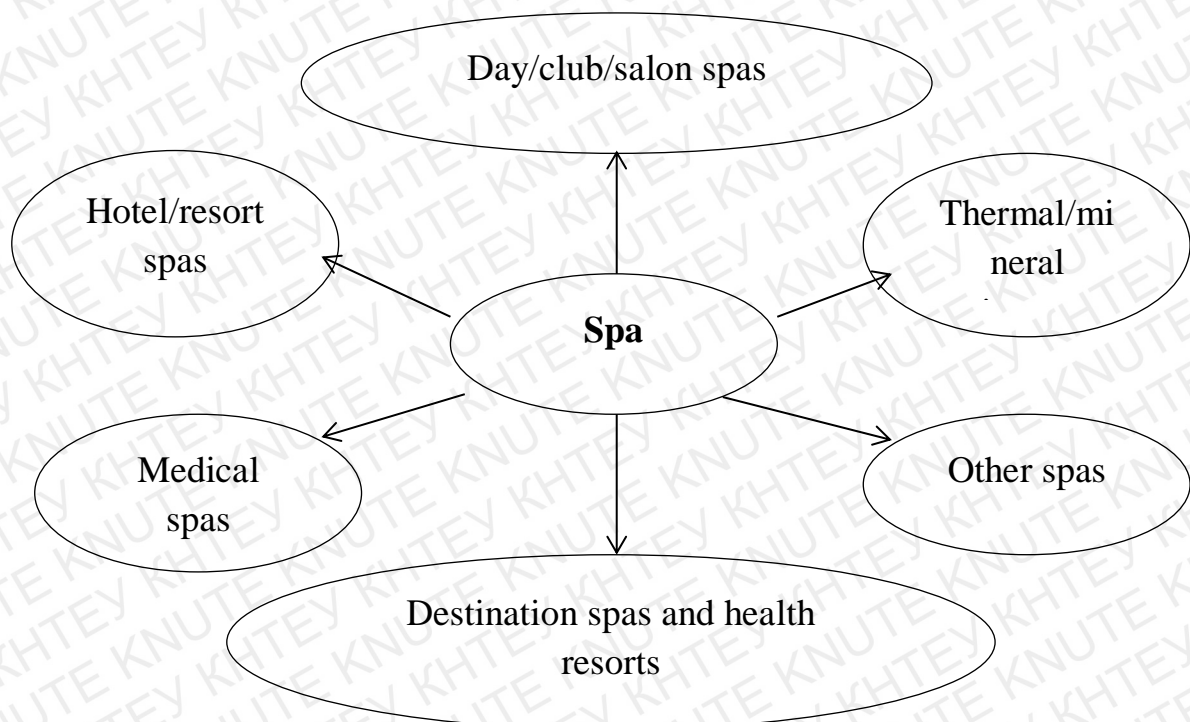


Figure 1.1. Spa sub-categories [9]

Spa sub-categories are defined as follows:

- Day/club/salon spas: Offer a variety of spa services (e.g., massages, facials, body treatments, etc.) by trained professionals on a day-use basis. Club spas are similar to day spas but operate out of facilities whose primary purpose is often fitness. Salon spas operate out of facilities that provide beauty services (e.g., hair, cosmetics, nails, etc.).
- Destination spas and health resorts: Offer a full-immersion spa experience in which all guests participate. In addition to spa and body treatments, all-inclusive programs typically include a myriad of other offerings such as fitness, mind-body, special diets and cleanses, energy work, personal coaching, nutritional counseling, weight loss, sports medicine, preventive or curative medical services, etc. This category also includes the traditional sanatoria and health resorts in Europe that offer spa-like services (e.g., massage, hydrotherapy, thermal water bathing, etc.) for wellness and therapeutic purposes.
- Hotel/resort spas: Located within a resort or hotel property, providing spa services on an à la carte basis to hotel guests and outside/local guests. Spa treatments and services generally complement a hotel stay or a wide range of other activities at a resort.
- Thermal/mineral springs spas: Include the revenues generated by spa- and wellness-related treatments (e.g., massage, facials, hydrotherapy, etc.) at the following types of establishments: day-use spa facilities and destination/health resorts that incorporate an on-site source of natural mineral, thermal or seawater into their spa treatments, as well as other bathing/recreational springs establishments that offer complementary spa services.
- Medical spas: Operate under the full-time, on-site supervision of a licensed healthcare professional, providing comprehensive medical and/or wellness care in an environment that integrates spa services with traditional, alternative or cosmetic medical therapies and treatments.
- Other spas: Includes all other facilities that are not captured by the categories described above, such as cruise ship spas, airport spas, mobile spas, as well as

historically-/culturally-based facilities (e.g., Turkish hammams, Indian Ayurveda centers, etc.) that have incorporated spa-like services into their offerings [9].

As the appreciation of health, successful ageing and longevity grows, the wellness spa gains more and more popularity. The diversity of wellness spas has become increasingly pronounced. There is the need for identification of good quality services, creating transparency in the exchange of services, raising clients' confidence, business competence and promoting knowledge transfer about quality of services. At the present time, the wellness spa represents an international trade in services. The international market requires a foundation of strategies which generate quality improvements and competitive pricing.

## **1.2. Features of Spa and Wellness service quality management**

Quality in the tourism and hospitality industry involves consistent delivery of products and guest services according to expected standards. Delivering quality service is one of the major challenges the hospitality managers will be facing in the following years as it is an essential condition for success in the emerging, keenly competitive, global hospitality markets. There are various tools that measure and improve quality service, as well as mechanisms for quality recognition in the tourism and hospitality industry.

Quality is meeting or exceeding customer expectations. To meet or exceed customer expectations, organizations must fully understand all service attributes that contribute to customer value and lead to satisfaction and loyalty.

The International Organization for Standardization (ISO) defines quality management as all activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system [13].

Quality service is a management tool that provides companies with a means of monitoring service from the customers' perspective. Quality assurance refers to

any planned and systematic activity directed towards providing consumers with goods and services of appropriate quality, along with the confidence that they meet consumers' requirements. A quality service management system is a result oriented approach. It deals with the service characteristics that really matter to end-users; it addresses service providers who have tangible results to expose to end-users (consumers); it guarantees the customers the high quality of service they can receive and it provides staff with methodology to show commitment to quality service.

The International Organization for Standardization (ISO) introduces seven quality management principles (QMPs). ISO 9000, ISO 9001 and related ISO quality management standards are based on these seven QMPs (table 1.2).

*Table 1.2*

**Quality management principles [13]**

<b>Sector</b>	<b>Description</b>
Customer focus	The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations.
Leadership	Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the organization's quality objectives.
Engagement of people	Competent, empowered and engaged people at all levels throughout the organization are essential to enhance its capability to create and deliver value.
Process approach	Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system.
Improvement	Improvement is essential for an organization to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.
Evidence-based decision making	Decisions based on the analysis and evaluation of data and information are more likely to produce desired results.
Relationship management	For sustained success, an organization manages its relationships with interested parties, such as suppliers.

Quality self-evaluation by wellness and spa industry (usually through comment cards or online questionnaires) is very important so that can identify and solve problems. Regular and systematic analysis of the evaluation results may lead to a wide range of advantages, amongst them:

- Measuring the matching degree of customers' needs and expectations, and comparing the results with perceived quality;
- Acting as a basis for the strategic process, identifying improvement activities;
- Controlling competitiveness in quality with the help of benchmarking.

There are some tools to monitor quality of products or services and achieve continuous improvement in the wellness and spa tourism industry:

- Surveys of satisfaction (questionnaires).
- Mystery guest/Mystery shopper (a technique of secretly visiting companies/organisations in question, to check the quality of services provided and to prepare and submit feedback reports to management.
- Market evaluations (market reports analysing critical issues, such as competition and pricing policy, useful for defining the company's strategic policies and marketing).
- Audit reports (inspection, correction and verification of business accounts audits, conducted by independent auditors).
- Complaints and incidences are oral or written complaints in specific forms, indicating incidents in "moments of truth" that led to guest's dissatisfaction.
- Self-assessments are the moments that managers, staff or other stakeholders evaluate the present situation, taking into consideration the market reports, complaint forms, "moments of truth" etc., for identifying the main source of malfunction, in order for a solution to be found.
- Benchmarking. It is a process of comparing and measuring an organisation's business processes against best-in-class operations to inspire improvement in the organisation's performance. The insights gained from



benchmarking provide organisations with a foundation for building operational plans to meet and surpass industry best practices [15].

Measuring quality service and quality assurance is a long-term consistency, which also represents a cost, but a welcomed and a lower one than that of non-quality. The managers should identify, record and weigh up the impacts of quality cost-profit. The main categories of quality costs are: prevention (setting up) costs; assurance (staff time and administrative) costs; external costs (or failure costs). Considering all the above each manager will be in a position to prioritise towards a quality improvement process. The Cost-Benefit ratio of quality could be achieved through an equation of non-quality costs and of quality assurance towards the benefits of operational cost savings, as well as guest return rate and word of mouth recommendation.

Carlzon uses the term “moment of truth” (MOT) to describe every point of contact between the customer and front-office staff in a service organization. He estimated that many thousands of moments of truth occur each day and while they may be small in scale they are make-or-break occasions when the organization has the opportunity to disappoint the customer by failing to meet their expectations.

First moment of truth (FMOT): When a customer is confronted with the product in-store or in real life. Second moment of truth (SMOT): When a customer purchases a product and experiences its quality as per the promise of the brand. Third moment of truth (TMOT): Consumers feedback or reaction towards a brand, product or service i.e. consumer becomes brand advocate and gives back via word of mouth or social media publishing.

Zero Moment of truth (ZMOT) is a term coined by Google in 2011, actually refers to the research which is conducted by a user online about a product or service before taking any action i.e. searching for mobile reviews before making a purchase. The internet has changed altogether the way consumers are interacting with brands, products or services this online decision-making moment is termed as ZMOT. According to research conducted by Google, 88% of US customers are researching online before actually buying the product.

Parasuraman, Zeithaml & Berry's Quality Service Model is a helpful instrument to define the objectives of quality management. It is basically customer-oriented and it helps to explain the co-service process. According to this model, consumers' quality assessment will be influenced by a series of five distinct "gaps" in this co-service process. Quality Management Systems must attempt to close the five gaps in the model and to improve the quality of service as experienced by means of comparison between expected and perceived quality after the customer has received the service [5]. SERVQUAL Technique attempts to measure the five main characteristics of tangibles, reliability, responsiveness, assurance, empathy, corresponding with the gaps 1 to 5 in the gap model respectively (figure 1.2).

<b>Reliability</b>	This is the ability to perform the service dependably and accurately, as promised.
<b>Responsiveness</b>	How quickly the services are rendered to the customer and the promptness of service delivery.
<b>Assurance</b>	This is a measure of the ability to convey trust to the customers and how well they extend the courtesy.
<b>Empathy</b>	Giving personalized attention, understanding the requirements and caring for the customers.
<b>Tangibles</b>	The physical attributes like appearance, equipment, facilities etc.

*Figure 1.2. Dimensions of quality by SERVQUAL [15]*

With SERVQUAL, the organisations are able to permanently monitor the internal routine quality service. External measurement refers to the subjective expectations, needs, wants and experiences of the customer.

ISO 17679:2016 "Tourism and related services — Wellness spa — Service requirements" establishes the service requirements of a wellness spa, the main supporting processes and the quality of service to be provided to the client. ISO 17679:2016 can be used by all types and sizes of wellness spas even if it is part of

another activity (e.g. accommodation facilities, fitness centres and hospitals). ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. The committee responsible for this document is Technical Committee ISO/TC 228, Tourism and related services [13].

Customer satisfaction affects repeat business, many studies have shown that it costs four to six times to create a customer as it does to maintain an existing one. Spa and Wellness Hotels that have more satisfied guests experience higher guest loyalty and perform better financially compared to their competition. The long-term success is based on guest loyalty and retention which consequentially results in future revenue.

### **Conclusions to the part I**

1. Wellness tourism is a holistic travelling style that focus on the development and improvement of the body, mind and spirit. A Wellness traveler can enhance its personal well-being during his destination in a variety of places such as organic and health restaurants, wellness centers, Spas, baths and spring thalasso, yoga studios, fitness centers, parks and Hotel Spas.

2. The Global Wellness Institute defines spas as establishments that promote wellness through the provision of therapeutic and other professional services aimed at renewing the body, mind and spirit. Spa facilities offer a wide variety of services (e.g., massages, facials, body treatments, salon services, water-based treatments, health assessments and more) as well as sales of related products.

3. Quality in the tourism and hospitality industry involves consistent delivery of products and guest services according to expected standards. Quality is meeting or exceeding customer expectations. To meet or exceed customer expectations, organizations must fully understand all service attributes that contribute to customer value and lead to satisfaction and loyalty.

4. The International Organization for Standardization (ISO) defines quality management as all activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system.

5. The International Organization for Standardization (ISO) introduces seven quality management principles: Customer focus, Leadership, Engagement of people, Process approach, Improvement, Evidence-based decision making, Relationship management.

**PART II**

**ANALYSIS OF SPA AND WELLNESS SERVICE QUALITY**

**MANAGEMENT OF THE HOTEL “GRAND ADMIRAL RESORT & SPA”**

**2.1. Characteristics of the hotel “Grand Admiral Resort & SPA”**

The five-star country club “Grand Admiral Resort & SPA” is located 15 km from Kyiv (Irpen, 116 Warszawska Street) in a pine forest in the guarded area of 23 hectares (Annex B). Tall perennial pine trees, fresh air, a forest lake, unique landscape solutions and a variety of services for the out-of-town rest will fit very taste. “Grand Admiral Resort & SPA” is an all-round place both for family recreation with children and for organizing diverse events, conferences, corporate events, trainings, team-buildings, etc. “Grand Admiral Resort & SPA” offers its guests an out-of-town recreation and communication in a comfortable atmosphere. Here they can relax in the fresh air, enjoy the fine cuisine or pick up any activity and sports to all taste.

The club “Grand Admiral Resort & SPA” offers 97 rooms of different categories – from standard to suite – which can host up to 190 guests. Guests need to pay a deposit upon check-in, which is refundable upon check-out and they cannot use it during their stay. For Standard rooms in the Business Hotel the deposit is 2000 UAH, for all other room categories is 3000 UAH.

The club “Grand Admiral Resort & SPA” include: SPA Hotel, Business Hotel, Alpine Village, Pinewood cottage. SPA Hotel offers 33 rooms for accommodation in which guests will feel themselves immersed into the atmosphere of the SPA resort (table 2.1). Floral designs of wallpaper and curtains, flower motifs on headboards of beds, a combination of designer furniture, vintage pieces and optimistic shades represent a cozy, eco-friendly and cheerful fusion style. Spacious terraces with a view of the pine forest and picturesque hills are inviting for a contact with nature and refreshing the mind. A lavender sachet on the bed and a pillow menu as a manifestation of care and respect for the individual preferences of guests.

Table 2.1

**Description of SPA hotel rooms of “Grand Admiral Resort & SPA” [12]**

Room	Quantity	Average area	Bed	Description
Premium Apartments	8	58-70 m <sup>2</sup>	King size, 180*200 cm	A spacious two-room suite with an extra space for the wardrobe. The living room has a sofa and two armchairs, designer coffee tables decorated with an oriental ornament and a vintage set of movable functional drawers. The bedroom has enough free space for an extra bed. The plasma panel with a wide choice of channels. The bathroom has a shower cubicle and a bath. Large terraces for joyful sunrises and cozy sunsets with a set of rattan furniture and comfortable lounge chairs.
Deluxe Room SPA	8	40-45 m <sup>2</sup>	King size, 180*200 cm	Stylish two-room apartment with an elegant design. Hotel strives to give guests an exceptional experience, so the interior of the SPA-hotel reflects the harmonious combination of colors and textures of natural nature. There are furniture made of natural wood, linen curtains, snow-white bedding made from high-quality satin. Such an environment will fill guests with a feeling of freshness and vigor. Hotel has thought over all the details so that guest's holiday in the country is cozy. Lavender sachet on the bed, the ability to choose a comfortable pillow, designer lamps, a soft corner in a separate room will help with guests comfortable stay. There is a spacious terrace overlooking the forest charm. The toilet room is equipped with a bath, a large mirror and a small cosmetic one.
Junior suite SPA	8	40m <sup>2</sup>	2 separate beds with the possibility of combining into a luxurious bed 240 * 200 cm	Cozy room will please guests with its spaciousness and functionality. Floristic patterns of wallpaper, a comfortable desk made of natural wood, a large plasma TV, a wardrobe and a commode for clothes – hotel made sure guests to stay in comfortable conditions for a long-term. There is a lot of light in the room – a panoramic window and access to a spacious terrace overlooking a lavender glade or picturesque hills will provide guests with many pleasant moments. Comfortable orthopedic mattresses and a pillow menu will give guests a sweet and carefree sleep. The toilet is equipped with a bath.
Classic SPA	9	27-34 m <sup>2</sup>	2 separate beds with the possibility of combining	A room with functional modern furniture: a writing table, designer lamps, comfortable armchairs, bedside tables, a full-length mirror and a capacious wardrobe for your clothes. A spacious terrace with a rattan corner and a view of forest landscapes or a lavender field. The bathroom has a shower cubicle.

For comfortable accommodation, the SPA Hotel is located in the same guest area with the panoramic Mozart restaurant and the breakfast room. Each room

category includes a visit to the aquazone Wellness & SPA: to access it, guests just need to go through the ground floor hall.

The Business Hotel's main two-story building is located in the picturesque heart of the Club's grounds. It offers guests 27 spacious rooms: 18 Standard, 5 Business, 4 Business Suite (table 2.2). The Hotel also provides the Laguna and Boardroom Conference Halls, the Coral and Silver dining halls. The cozy summer courtyard adjoins the Hotel building – the perfect spot for a cup of coffee to the bubbling sound of our fountain.

*Table 2.2*

**Description of Business hotel rooms of “Grand Admiral Resort & SPA” [12]**

Room	Quantity	Average area	Bed	Description
Business Suite	4	53 m <sup>2</sup>	King size, 200*200 cm	The room consists of two rooms: a living room and a bedroom with an extensive quadrature and a complete set thought out to the smallest detail. The bathroom is equipped with a shower and a bath. All rooms in the Business Suite category have a functional desk, two armchairs, a sofa and coffee tables. There is also space for an extra bed.
Business	5	43 m <sup>2</sup>	King size, 200*200 cm	This spacious suite consists of a living room and a bedroom. The perfect choice for those who like space and functionality. Some rooms have a balcony. The room size makes it possible to accommodate an extra bed. Some rooms have both a bathtub and a shower cubicle. There is a room for people with disabilities in this category.
Standard	18	35 m <sup>2</sup>	Twin beds 120×200 cm that can be joined to make one large double bed	A single room with two twin beds. The room size allows for an extra bed. This is the perfect choice for guests on vacation or on business. The bathroom has a bathtub or a shower cubicle.

The “Grand Admiral Resort & SPA” has a cottage town called the Alpine Village since its architecture is reminiscent of cozy chalets in the Swiss Alps. The three beautiful buildings are arranged around fountains and a cozy outdoor area with paved paths and benches. It is located in a stand of pines, guaranteeing absolute quietness and tranquility for guests. Here, guests can enjoy the sounds of bubbling

water and warbling birds – a perfect place to have a walk with children or sweetheart. The Alpine Village offers 24 Junior Suites, 8 Suites, 4 Cottage Suite (table 2.3).

*Table 2.3*

**Description of Alpine Village rooms of “Grand Admiral Resort & SPA” [12]**

Room	Quantity	Average area	Bed	Description
Suite	8	53 m <sup>2</sup>	King size, 200×200 cm	The accommodation consists of a living room and a bedroom. The bathroom has a bathtub and a shower cubicle. Each room has a large balcony with rattan furniture looking towards the pine woods. There is a decorative fireplace in the living room on the second floor. There is a sofa bed in the living room of the first floor.
Junior Suite	24	37 m <sup>2</sup>	King size, 200×200 cm (6 rooms), 2 twin beds (18 rooms)	A wonderful, bright single room with a spacious bathroom. Each room has a large balcony with rattan furniture looking towards either the pine woods or the fountains. The bathroom has a bathtub or a shower cubicle.
Cottage Suite	4	83 m <sup>2</sup>	Double, 180×200 cm	A split-level room is completely lined with wood. On the ground floor there is a dining room with kitchen unit, a living room with a sofa bed and a bedroom. At the first floor there is a seating area with a large corner sofa. Windows with the pine forest view. Each room has a private terrace with rattan furniture. There are 2 bathrooms: the guest one at the entrance and a spacious one near the bedroom with a bathtub and a shower cubicle.

Cottage Suite rooms are located in a cottage town called the Alpine Village and are the most spacious in the hotel. Cozy two-level rooms are in perfect harmony with the environment, because they are created from environmentally friendly materials and fully decorated with wood from the inside. The cottages are designed in such a way that the family vacation or stay of a friendly company is as comfortable and rich as possible.

The “Grand Admiral Resort & SPA” offers guests all the benefits of two-story Pinewood cottage with all modern conveniences — without the hassles of maintenance and mortgages. This house is the ideal vacation home for a large family or a group of friends. It is located on the Club’s enclosed territory, offering guests seclusion while remaining close to the heart of the Club’s activities. The ground floor



includes a spacious veranda, a hall, a living room, a fully-equipped kitchen, a guest bathroom, and a maintenance room with a washing machine. The first floor includes 2 bedrooms: one with a king-size bed 200×200 cm and the other one with two single beds 100×200 cm. There is also a bathroom and a spacious balcony with rattan furniture.

Prices for accommodation in club “Grand Admiral Resort & SPA” depend on hotel and type of rooms (table 2.4). For early reservation hotel propose 15 % of discount.

*Table 2.4*

**Prices for accommodation in club “Grand Admiral Resort & SPA” [12]**

<b>Hotels</b>	<b>Rooms</b>	<b>Prices for 1 night, UAH</b>
SPA hotel	Premium Apartments	19900
	Deluxe Room SPA	10650
	Junior suite SPA	8600
	Classic SPA	6900
Business hotel	Business Suite	3950
	Business	3250
	Standard	2950
Alpine Village	Suite	7300
	Junior Suite	5600
	Cottage Suite	7700

In country club “Grand Admiral Resort & SPA” on a regular basis are a number of package offers accommodation at different times: from 1 to 7 or more days. General rules for the special package offers:

- Children under 12 are accommodated at the parents’ room free of charge without extra bed (breakfast included). Children over 12 are accommodated at the parents’ room – for an additional charge in the amount of extra bed price;
- Package offers are not valid for groups (more than 10 people);
- Services included in the package cannot be transferred to other persons;
- Services included in the package offers can be used only during package proposal staying.

At the table 2.5 presented detailed data about dynamics of the basic economic indicators of the activity of the chain of hotel “Grand Admiral Resort & SPA”.

Table 2.5

**Dynamics of the basic economic indicators of the activity of the hotel “Grand Admiral Resort & SPA” in period of 2017-2019**

Indicator	Year			Absolute deviation		Growth rate, %	
	2017	2018	2019	2018/ 2017	2019/ 2018	2018/ 2017	2019/ 2018
Revenue, thousand UAH	88500	89350	89100	850	-250	0,96	-0,28
Expenses, thousand UAH	35890	36200	35640	310	-560	0,86	-1,55
Net Profit, thousand UAH	11320	11750	12670	430	920	3,80	7,83
ROS (Return on Sales), %	12,79	13,15	14,22	0,36	1,07	2,81	8,13
Product Profitability, %	31,54	32,46	35,55	0,92	3,09	2,91	9,52

So, as we can see in 2019 revenue and expenses decreased, but net profit became higher. To analyze profitability ratios in 2019 we can make such conclusions:

- ROS was 14,22 %. Increasing ROS indicates the hotel is becoming more efficient.
- Product profitability (35,5 %) also increased. It means that the hotel more effective start to realize its services.

## 2.2. Analysis of basic and additional services of the hotel

In order to make guests stay as comfortable as possible “Grand Admiral Resort & SPA” offers: free Wi-Fi access throughout the whole territory; parking under security surveillance; around-the-clock room service; Wellness & SPA; restaurant halls and open-air terraces; interesting theme-based events throughout the year; tennis

center and sports grounds; children’s playground and children’s room; banquet and conference halls; bowling, billiards, ping-pong; outdoor swimming pools.

Wellness & SPA infrastructure of Hotel “Grand Admiral Resort & SPA” include: indoor swimming pool, 6 baths and saunas, an outdoor Jacuzzi, Japanese bathtubs, contrast footbaths, bucket-waterfall, outdoor summer swimming pools (figure 2.1).

<b>Swimming pool</b>	123 m <sup>2</sup> with clear blue water which will relax or cheer you. Comfortable temperature of 28-30 °C. Hydromassage area and a waterfall. Panoramic windows overlooking the landscaped park, comfortable sun loungers along the bank and the interior of the Wellness bar designed in bright colors.
<b>Baths and saunas</b>	<p><b>Hammam</b> relaxes the muscles, has a physiotherapeutic effect on the whole body and improves the appearance of the skin.</p> <p><b>Roman steam room</b> is the bath with the highest relative humidity – up to 100%. The skin gets a healthy color and matte shine, becomes velvety to the touch.</p> <p><b>Tyrolean sauna.</b> Under the influence of hot dry air, the body is warmed slowly, blood circulation is improved and metabolism activated.</p> <p><b>Finnish sauna.</b> Owing to dry air, the temperature in the sauna may be raised up to 90-100 °C. A very low humidity level helps withstand strong heat.</p> <p><b>Infrared sauna.</b> Infrared waves are natural waves, they create a natural heating effect which is good for the heart and blood vessels, activates the nervous system and improves mental and physical activity.</p> <p><b>Aroma sauna.</b> It is used for therapeutic purposes, and also for pleasant pastime, communication and physical rehabilitation.</p>
<b>Outdoor Jacuzzi</b>	Better than just a Jacuzzi. Gentle but efficient air massage and the possibility to contemplate the far and endless sky. Peace for the mind, pleasure for the body. Temperature 34-38 °C. May be used by 8 persons at a time.
<b>Salt room</b>	The air in the salt room is saturated with salt ions and has an anti-inflammatory and bactericidal effect, improves and restores blood circulation, promotes collagen regeneration, stimulates cell growth and improves general metabolism of the body.
<b>Ofuro Japanese bathtubs</b>	During the time spent in the Japanese bathtub, the bather through perspiration loses from a half to one liter of liquid containing a large quantity of salts and other substances unnecessary and harmful to the body. Besides, this procedure improves blood circulation and strengthens the cardiovascular system.
<b>Kneipp contrast footbaths</b>	Temperature: from +10+12°C to +36+40°C. The classical Kneipp Footbaths consist of alternating reservoirs with cold and hot water. The Kneipp method is based on alternating effects of hot and cold water which boost the immune functions of the body.
<b>Infinity Pool</b>	A summer swimming pool on the panoramic terrace of the Wellness & SPA building: total relaxation area, child free. A unique location for a birthday party, bachelorette party or bachelor party, a party with friends or a special date with a loved one.
<b>Outdoor swimming pools</b>	18-meter outdoor heated swimming pool with counter-current, 2 children’s outdoor heated swimming pools, swimming pool for babies, with a depth of 0.4 meter

Figure 2.1. Wellness & SPA infrastructure of Hotel “Grand Admiral Resort & SPA”

Prices for 1 day visiting Wellness & SPA zone and outdoor swimming pools of Hotel “Grand Admiral Resort & SPA” are presented in Appendices C, D. “Grand Admiral Resort & SPA” also propose Club cards for 6 and 12 months that give a wide range of the Club’s services: gym, personal training, group training, access to a swimming pool, baths and saunas (table 2.6).

*Table 2.6*

**Prices for Wellness & SPA Club cards of “Grand Admiral Resort & SPA” [12]**

<b>Club card</b>	<b>Price (VAT included, UAH)</b>
Admiral Spa 6 months	28000
Admiral Spa 12 months	44000
Admiral Spa + Kid months	35000
Admiral Spa + Kid 12 months	55000
Admiral Premium Spa 6 months	44000
Admiral Premium Spa 12 months	66000

“Grand Admiral Resort & SPA” provide a variety of skin treatments for the entire body: massage, aquatherapy, body polishes, body wraps and vichy showers. In aquatherapy, guests soak in aqua-jet tubs with aromatherapy oils, moisturizers and exfoliates. These soaks improve circulation and exfoliate and hydrate the skin.

There are several types of massage that focus on different parts of the body or healing approaches. Massage is the practice of rubbing and kneading the body using the hands. During a massage, a massage therapist will apply gentle or strong pressure to the muscles and joints of the body to ease pain and tension. A massage therapist is a person trained in giving massages.

Body polishing is a type of full-body exfoliation that removes dead skin cells, promotes cell regeneration, and moisturizes the skin. It’s typically found on spa menus as a way to prepare skin for other treatments, like wraps. Body wraps serve unique purposes, and it's important to understand the difference between detox, hydrating, and slimming wraps. First, body wraps always start with some kind of exfoliation. At the very least, there will be a dry body brushing.

Detox wraps use a variety of products such as algae, seaweed, mud, clay, or gel to help rid the body of toxins. When the product is applied to the body, it's called a body mask. After the product is applied, guest are wrapped in plastic and covered with a blanket for about 20 minutes. These products work by stimulating circulation, drawing out impurities, and giving body minerals it might be missing. Afterward, the body mask is washed off and the esthetician will apply lotion (though not through a massage).

Hydrating body wraps use creams and gels to soften, soothe, and hydrate the skin. Again, it's important to get a body scrub beforehand so the rich cream doesn't sit on the outermost dead skin cells. Usually, the spa will use a super-luxurious body cream from its line. Generally, with a hydrating wrap, the therapist just massages in the body cream.

A Vichy shower is a shower with from 5-7 vertical shower heads in which large quantities of water are showered over a spa patron while he or she lies in a shallow wet bed (similar to a massage table, but with drainage for the water). The therapist may also control a wand to assist in a more focused water massage.

Gym of “Grand Admiral Resort & SPA” include cardio and weight training equipment, and also a free weights zone. For efficient training, personal training with a trainer is proposed for guests. Group trainings (aerobic exercise, power and functional exercises, water programs) are free for accommodating guests, included in the guest visit to Wellness & SPA.

The restaurant “Mozart” is located in one of the most picturesque corners of the “Grand Admiral Resort & SPA”. Its interior is a beautiful blend of classical and modern style, underscored by natural materials in warm tones. From the shape of the dishware and the lines of tableware to the individual place settings and furnishings, the Mozart’s tables are in impeccable harmony with their surroundings. The panoramic windows in the main hall overlook a natural pine forest, delighting the diner’s eye with its beauty, whatever the season. The lounge area offers additional beautiful views and an exceptionally relaxing atmosphere.

A warm family dinner, a meeting with friends, girls' night out – the “Mozart” is the perfect place to forget the hustle and bustle of the city and the worries of work and just enjoy. Whether guests are on a romantic date, attending a gala dinner, or enjoying a birthday party, they will experience impeccable service, as attentive wait staff answer any questions guests might have, recommend dishes when guests select from the menu, and stand ready to assist.

“Grand Admiral Resort & SPA” offers banquet, conference halls and restaurants with all the infrastructure and services necessary to make corporate or private event a high-quality success, to hold conference, business meeting, team training, celebration or charity event.

Event planners of “Grand Admiral Resort & SPA” will discuss with guests the best configuration of furniture, tables, equipment and decor to suit the purpose of event. Each of restaurants can be arranged for corporate events such as formal receptions, banquets and gala dinners. The Admiral’s beautifully appointed banquet halls and the careful attention to detail and hospitality of staff are something even most demanding guests will remember with satisfaction (table 2.7).

*Table 2.7*

**Banquet Halls of hotel “Grand Admiral Resort & SPA” [12]**

<b>Banquet Hall</b>	<b>Description</b>
The Admiral Grand Hall	Rationality, ergonomics and a clean-cut style – the Admiral Grand Hall offers all of the conditions for productive working meetings and business events. A conference or an exhibition, a banquet or a seminar, a corporate anniversary or the presentation of a new brand – this Hall provides all the technology to make any of these events a real professional success, while accommodating up to 120, banquet-style, and up to 200, theater-style.
The Fireplace Hall	The Fireplace Hall is hung with paintings to give the working wood-burning fireplace the feeling of a private mansion. When evenings grow cool, the fireplace is lit to make guests feel comfortable and create a warm atmosphere for face-to-face encounters. This beautiful, comfortable country banquet hall near Kyiv, with cozy flames reflecting the refinement of the premises, is available for corporate events, presentations or business meetings. Event will be held in an atmosphere of exceptional comfort, positive energy and lasting impressions. The Fireplace Hall is also suitable for weddings and occasional celebrations.

<b>Banquet Hall</b>	<b>Description</b>
The Silver Hall	The Silver Hall is on the ground floor of the business hotel. Floor-to-ceiling sliding glass doors fill this hall with light and views of the surrounding woods, opening onto the Hostynniy Dvir or Hospitality Court, with its fountain and patio just a few steps away. The hall's hi-tech minimalism is softened by silvery baroque panels on the walls, lending it a modern, airy feel. The lightness of the fine baroque lines continues in the Art Deco elements, rounded off by an elegant gas fireplace that adds warmth and comfort in the colder seasons. For an unforgettable evening celebration, intimate wedding dinner, or birthday party for child – the Silver Hall is sure to please.
The Coral Hall	The Coral Hall is suitable for business negotiations or other meetings, as well as for an intimate anniversary dinner or other special event. Located on the ground floor of the business hotel, next to the Silver Hall, this room with its comfortable armchairs can be a quiet haven for a private conversation or a spacious place for a presentation or a master class with a larger audience. The cheerful combination of hi-tech elements, comfortable armchairs and coral accents will help participants concentrate and spend their time productively, while relaxing pleasantly during tea and coffee breaks.

Fresh air, a pine forest, live music – the special atmosphere of summer terraces of “Grand Admiral Resort & SPA” offers a great combination of comfort and harmony. Enjoy favorite dishes and cocktails, meet with friends over a glass of wine, or sip hot tea sitting on soft sofas with a light throw over shoulders in the evening. Each of summer venues of “Grand Admiral Resort & SPA” is a unique place filled with light, hospitality and attentive service (table 2.8).

Table 2.8

### Outdoor Terraces of hotel “Grand Admiral Resort & SPA” [12]

<b>Outdoor Terrace</b>	<b>Description</b>
White Terrace	White Terrace is located in pine forest and is an ideal place for wedding or festive banquet. The terrace is covered with a tent, beautifully decorated with white curtains and chandeliers, and requires minimal extra floristic design. Maximum guest quantity: for banquet seating is 110, with buffet table format is 200.
Pool Bar	Pool Bar is located near the swimming pools, embowered in pine trees. Having relaxed with a hookah and cocktails guests may not only linger here for a long time, but also gather a small company and have a great time in the original setting.

Outdoor Terrace	Description
Pearl Town	A bubbling brook, miniature ponds and exquisite floral arrangements are all part of this pleasant interlude. Summer terrace is not far from business hotel and conference center. Evenings, the landscape is lit up, giving the outdoors a romantic atmosphere.
Cinnamon Terrace	Make yourself at home on a comfy sofa or cozy armchair on this open terrace under an awning and enjoy the view of the natural greenery of a pine forest and tangerine trees across an inviting series of outdoor swimming pools. Here guests can savor a beautiful romantic dinner, enjoy a merry celebration with friends, or share the intimacy of a family event. Warming and refreshing drinks complement cuisine prepared in a Josper, the unique coal grill and oven. Choose from a selection of delicious dishes with freshly-grilled meat, fish or vegetables. Taste our Chef's innovative, delicious salads, fresh seasonal fruits and desserts – all made for your gastronomic pleasure. Weekends, there is live music from May to October.
Hospitality Court	Enjoy a relaxing break surrounded by pine trees, fresh air and a bubbling brook. Hospitality Court is ideal for a secluded break or a quiet tête-à-tête with someone important. Here guests can take it easy, focusing on your own thoughts and listening to the murmur of refreshing streams of water in a small fountain. Only guests and the open space of the surrounding forest. Sometimes this kind of solitude can make a perfect evening.

Chef of restaurant of “Grand Admiral Resort & SPA” carefully selects the products worthy of haute cuisine. In the cold season, there is a Game Menu based on venison from the forests of Sumy Oblast: deer, roebuck, wild boar, hare, pheasant, and wild duck. All the venison is certified and raised on natural food. Eco-friendly, high quality products are the personal code of honor of Chef:

- greenhouse and conservatory provide kitchens with peas, radishes, alfalfa, wheat, and fresh herbs: thyme, rosemary, basil, sage, and tarragon;
- make maximum use of local products from reliable farms;
- air deliveries of fresh fish and seafood from Sri Lanka, Morocco and Paris guarantee an excellent taste experience;
- use only American-grown beef that has been properly fattening to produce a well-marbled meat;
- use modern eco-technologies such as dehydrating vegetables, fruits and berries, fermenting to preserve vitamins and produce new flavors, Josper and sous-vide cooking methods for succulent results, and natural yogurts;
- breads are yeast-free whole-grain or malted sourdough from our own bakery.



“Grand Admiral Resort & SPA” is a perfect place for family recreation. Every weekend and every holiday Admiral Kids Club holds puppet shows, sport tournaments, outdoor relay races, adventure quests, intellectual quizzes, prize contests with funny animators, mini-discos for kids and many other activities. And, of course, awesome celebrations are a must. Themed Birthdays, Halloween, St. Nicholas Day, Children New Year Parties, annual festival of kids’ pictures “Kalyaki-Malyaki” and vacations loved by everyone will help to find new friends and, besides, will also bring all the talents of children to light.

### **2.3. Assessment of Spa and Wellness services quality management**

The professional team of Country Club “Grand Admiral Resort & SPA” is proud of international recognition and every day works to maintain a high level of quality. The most valuable awards are:

1) 2014 year:

- “SPA of the Year” Award by Hospitality Awards;
- Admiral Magazine took the second place in the annual contest “The Best Corporate Media of Ukraine 2014” in the category “Corporate Publication in B2C Category”.

2) 2015 year:

- Admiral Magazine took the second place in the annual contest “The Best Corporate Media of Ukraine 2015” in the category “Corporate Magazine for Customers”;
- “Grand Admiral Resort & SPA” was the first among country clubs to pass the categorization procedure and received the category “Five Stars”.

3) 2016 year:

- Admiral Magazine took the second place in the annual contest “The Best Corporate Media of Ukraine 2016” in the category “Corporate Magazine for Customers”;

- Luxury Resort SPA Award from Luxury SPA Award.

4) 2017 year:

- The team of “Grand Admiral Resort & SPA” received awards in three categories of World Luxury Hotel Awards: Luxury Country Hotel, Luxury SPA Resort, Luxury SPA Hotel.

5) 2018 year (figure 2.2):

- The Club received a prestigious award from the international World Luxury Hotel Awards in the category Luxury SPA Resort;

- World Luxury SPA & Restaurant Awards, awards in four categories: Luxury Countryside SPA: Regional Winner, Luxury Resort SPA: Country Winner, Fine Dining Cousine: Country Winner, Luxury Resort Restaurant: Regional Winner;

- Award “The Best SPA in Ukraine” according to the TOPSPAFEST awards;

- Admiral Magazine received the award as “The Best Corporate Media 2018” from the Ukrainian Media Association.



*Figure 2.2. Awards of “Grand Admiral Resort & SPA” in 2018 [12]*

Hotel “Grand Admiral Resort & SPA” propose online hotel services reservations (figure 2.3). Guests can book rooms on a computer by using online security to protect their privacy and financial information. Online hotel reservations are also helpful for making last minute travel arrangements. Hotels may drop the price of a room if some rooms are still available. Quests can also write e-mail, telephone the hotel directly or use a travel agent to make a reservation. To improve

the likelihood of filling rooms, hotel use such online hotel reservations systems as Booking.com and others.

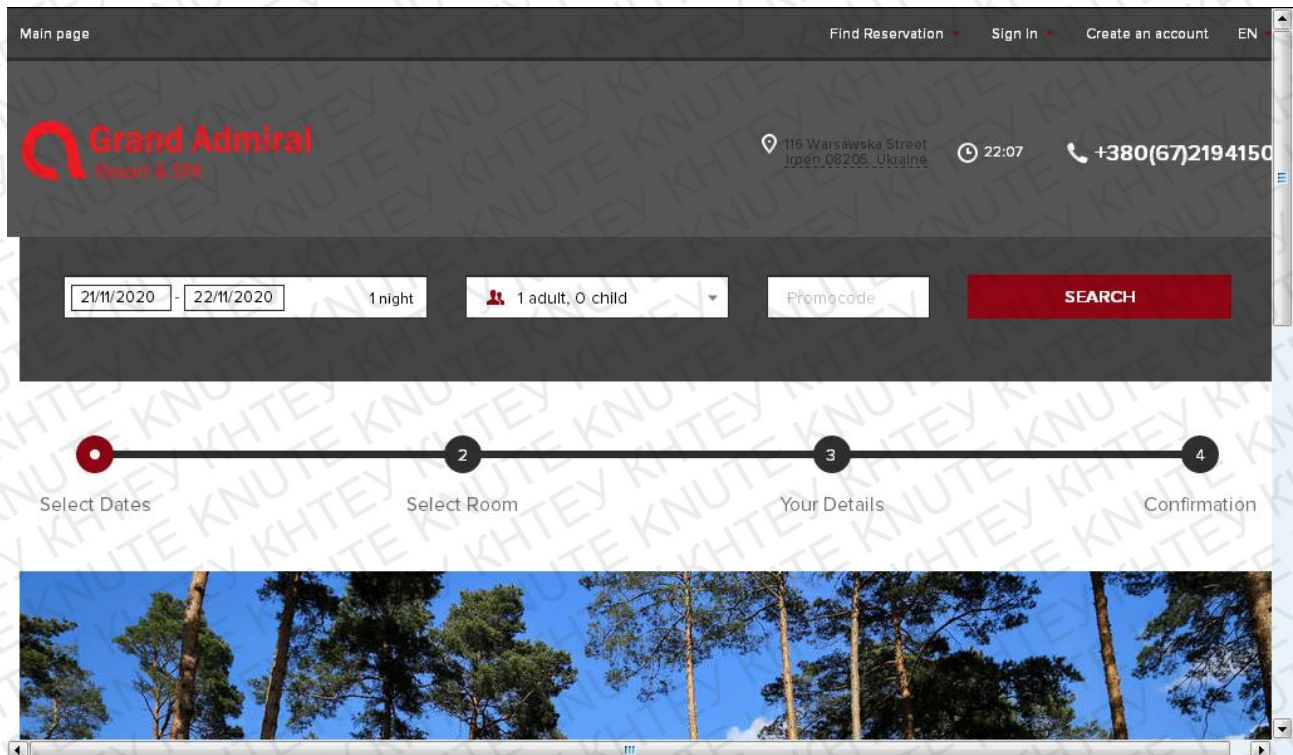


Figure 2.3. Online hotel reservation of “Grand Admiral Resort & SPA” [12]

Guests of Hotel “Grand Admiral Resort & SPA” can evaluate online the quality of provided services and write the reviews and recommendations on the official online site (figure 2.4). Guests give points for the main criteria: Staff, Room, Cleanliness, Meal. 140 persons have evaluated level of quality and average point is 4,4 from 5. The main negative reviews are:

- rooms are outdated, the rooms have an unpleasant smell, dust on the windowsills;
- more light in the room (maybe was just ours);
- a pack of napkins would be great to have in the room;
- it is necessary to wipe the dust in the room;
- the room was provided without slippers, although they are included, one soap for 2 people in the room is not enough;
- a lot of people in the swimming pool;

- could be improved climate control in the rooms, the centralized climate control works and the temperature is set at 20.5C, which is pretty cool.

**Grand Admiral**  
Resort & SPA

116 Warsawka Street  
Irpen, 08205, Ukraine

22:29 +380(67)2194150

### Guest reviews

Recommendations 118  
Staff 4.63 /<sup>5</sup>  
Room 4.47 /<sup>5</sup>

3.8	Inna 2020-11-16 07:48:59	Staff: 3.3/ <sup>5</sup>	Room: 4.0/ <sup>5</sup>	Cleanliness: 3.5/ <sup>5</sup>	Meal: 3.8/ <sup>5</sup>
Guest review: <input type="text" value="Номерний фонд застарілий, в номерах неприємний запах..., пилюка на підвіконнях..."/>		Hotel respond: <input type="text" value="Інно, дякуємо за відгук! Ми постійно поліпшуємо наш сервіс, завжди вам раді!"/>			
4.4	Viktoriya 2020-11-15 16:06:33 <b>RECOMMENDED</b>	Staff: 4.7/ <sup>5</sup>	Room: 4.7/ <sup>5</sup>	Cleanliness: 4.3/ <sup>5</sup>	Meal: 4.2/ <sup>5</sup>
Guest review: <input type="text" value="Нет пожеланий"/>					
4.7	Dmitriy 2020-11-09 18:40:32 <b>RECOMMENDED</b>	Staff: 4.7/ <sup>5</sup>	Room: 4.7/ <sup>5</sup>	Cleanliness: 4.3/ <sup>5</sup>	Meal: 4.8/ <sup>5</sup>
Guest review: <input type="text" value=""/>					

Figure 2.4. Online reviews of guests of hotel “Grand Admiral Resort & SPA” [12]

Hotel guest feedback is very important. The purpose of the hotel is to provide a comfortable and enjoyable experience for the guest, which will then bring in revenue. If the guests are not having said a comfortable and enjoyable experience, then the revenue will diminish. Hotel guest feedback is the link between the experience and the resulting revenue. Everything has a silver lining, even negative reviews. A large number of the people who wish to take the time to leave a review are doing so because they have a complaint. This provides an excellent opportunity for growth and improvement on the part of the hotel.

Positive reviews do exist, and they’re quite useful. It’s just as important to know what’s being done well, as what isn’t. When guests say they loved something, hotel must doing it. Do more of it. Give the people what they want, and the people (guests) will give the hotel their money. The team members who man the front desk play important role in quality management. These wonderful people work with the

guests firsthand, deal with their complaints, receive their compliments, and everything in between.

Hotel “Grand Admiral Resort & SPA” have very rates on Booking.com – average 8,6 points. The highest points – 9 was for location and cleanliness. The lowest points – 7,5 was for value for money because the prices are really high in this hotel (figure 2.5).

The screenshot displays the Booking.com interface for the Grand Admiral Resort & SPA. On the left, a search panel is visible with the following details: Destination/property name: Irpin'; Check-in date and Check-out date fields; 2 adults; No children; 1 room; and a search button. The main content area features a navigation bar with tabs for 'Info & prices', 'Facilities', 'House rules', 'The fine print', and 'Guest reviews (374)'. The hotel's name, 'Grand Admiral Resort & SPA', is prominently displayed with a 5-star rating and an 'Airport shuttle' icon. The location is listed as 'Varshavskaya Street 116, Irpin', 08200, Ukraine'. Three images are shown: a person in a hot spring, a view of the resort grounds, and an indoor pool area. On the right, a review summary shows a 'Fabulous' rating of 8.6 from 374 reviews. Below this, there are several categories with ratings: Facilities (8.8), Cleanliness (9.0), Comfort (8.9), Value for money (7.5), Location (9.0), Total (8.6), and Free WiFi (7.6).

Figure 2.5. Rates of hotel “Grand Admiral Resort & SPA” on Booking.com

From 374 guests reviews on Bookig.com are:

- 208 superb (9+ points);
- 129 good (7-9 points);
- 26 okay (5-7 points);
- 9 poor (3-5 points);
- 2 very poor (1-3 points).

The main negative reviews of hotel “Grand Admiral Resort & SPA” on Booking.com are:

- Outdated, very cold in fall, food prices high for no reason and very strange menu;

- Wifi did not work at all and staff (while they were nice) could not help. Too little space for all those guests in the spa area, no privacy and as a result poor COVID safety. Room poorly equipped (many small things missing such as tissue holder as an example). The design of the bathroom not worthy to a 5 star hotel, restaurant food was expensive and poor;

- Most of the facilities promised on the website were close because of the Autumn season, while there wasn't any mention of any off season for the facilities that were the very main reason to be there in the first place. Also the value for money is really poor;

- The shower was plugged. Took good hour to bring us additional sheets for the couch. Phone calls was transferred from one person to another. Looked like the staff didn't know what to do or how to handle the situation.

The main positive reviews of hotel "Grand Admiral Resort & SPA" on Booking.com are:

- Amazing place, it's in the forest, but close to the city (Irpin'). The staff is extremely kind and helpful. Everything is clean and new. The food is great - the breakfast and the restaurant. Very luxury place. Definitely we will visit this place again;

- I loved the hotel territory and the location. SPA is a great value, really enjoyed it. The outdoor restaurant really good. The service was exceptional;

- Nice view on the surrounding nature from the balcony. The massage was excellent and the available facilities are much appreciated;

- Best out-of-town resort near Kyiv. Big territory, a lot of attractions for adults and children, sports and relax;

- Breakfast is excellent. Rooms are really comfortable. Staff works really hard to make sure all guests are happy. Restaurants are good. I did not use the spa or the pools so I cannot give a good report on those, however, many guests seemed to be enjoying them.

As we can see the number of positive reviews is bigger that negative. This indicates a high level of service quality and satisfaction of hotel guests. The

important thing is that the hotel staff responds to all reviews and tries to improve the level of services.

## **Conclusions to the part II**

1. The five-star country club “Grand Admiral Resort & SPA” is located 15 km from Kyiv (Irpen) in a pine forest in the guarded area of 23 hectares. The hotel “Grand Admiral Resort & SPA” offers 97 rooms of different categories – from standard to suite – which can host up to 190 guests.

2. In order to make guests stay as comfortable as possible “Grand Admiral Resort & SPA” offers: free Wi-Fi access throughout the whole territory; parking under security surveillance; around-the-clock room service; Wellness & SPA; restaurant halls and open-air terraces; interesting theme-based events throughout the year; tennis center and sports grounds; children’s playground and children’s room; banquet and conference halls; bowling, billiards, ping-pong; outdoor swimming pools.

3. Wellness & SPA infrastructure of Hotel “Grand Admiral Resort & SPA” include: indoor swimming pool, 6 baths and saunas, an outdoor Jacuzzi, Japanese bathtubs, contrast footbaths, bucket-waterfall, outdoor summer swimming pools. Hotel propose Club cards for 6 and 12 months that give a wide range of the Club’s services: gym, personal training, group training, access to a swimming pool, baths and saunas. Spa zone provide a variety of skin treatments for the entire body: massage, aquatherapy, body polishes, body wraps and vichy showers.

4. The professional team of Country Club “Grand Admiral Resort & SPA” is proud of international recognition and every day works to maintain a high level of quality. The most valuable awards in 2018 are: The Club received a prestigious award from the international World Luxury Hotel Awards in the category Luxury SPA Resort; World Luxury SPA & Restaurant Awards, awards in four categories: Luxury Countryside SPA: Regional Winner, Luxury Resort SPA: Country Winner, Fine Dining Cousine: Country Winner, Luxury Resort Restaurant: Regional Winner;

Award “The Best SPA in Ukraine” according to the TOPSPAFEST awards; Admiral Magazine received the award as “The Best Corporate Media 2018” from the Ukrainian Media Association.

5. Hotel “Grand Admiral Resort & SPA” propose online hotel services reservations. Guests of hotel can evaluate online the quality of provided services and write the reviews and recommendations on the official online site. Guests give points for the main criteria: Staff, Room, Cleanliness, Meal. 140 persons have evaluated level of quality and average point is 4,4 from 5.

6. Hotel “Grand Admiral Resort & SPA” have very rates on Booking.com – average 8,6 points. The highest points – 9 was for location and cleanliness. The lowest points – 7,5 was for value for money because the prices are really high in this hotel. From 374 guests reviews on Bookig.com are: 208 superb (9+ points); 129 good (7-9 points); 26 okay (5-7 points); 9 poor (3-5 points); 2 very poor (1-3 points).



**PART III**  
**IMPROVEMENT OF SPA AND WELLNESS SERVICE QUALITY**  
**MANAGEMENT OF THE HOTEL “GRAND ADMIRAL RESORT & SPA”**

**3.1. Ways to improve Spa and Wellness services quality management of the hotel**

A quality management system (QMS) is a collection of business processes focused on consistently meeting customer requirements and enhancing their satisfaction. It is aligned with company's purpose and strategic direction. It is expressed as the organizational goals and aspirations, policies, processes, documented information and resources needed to implement and maintain it. There are 7 steps to implement a quality management system for hotel “Grand Admiral Resort & SPA” (figure 3.1).



*Figure 3.1. Steps to implement a quality management system for hotel “Grand Admiral Resort & SPA”*

**Step 1: Identify Organizational Goals.** The process of quality management starts by defining how employees' jobs are tied to hotel goals. Employees need to know the organization's mission, vision, values, how they relate to the company and their role in it. All new employees should receive a thorough orientation with regards to the company's vision, mission, values and goals. Knowing their individual goals and how it relates to the organization's goals is the first step in the process of quality management.

**Step 2: Identify Critical Success Factors.** The factors that make hotel's quality management system successful should be identified. These factors can be a well-designed production process, great product, technical support, customer support, financial security, or employee satisfaction. Make a list of the primary factors that influence the process of quality management and continuously and consistently manage those factors.

**Step 3: Identify Internal and External Customers.** Identify the key groups of customers that make your quality management system work. Knowing these customers and their needs can help hotel develop programs and services for these people. Often customers are vendors, suppliers, employees, volunteers or direct customers.

**Step 4: Customer Feedback.** Customer feedback is essential in the process of quality management. Consistent customer feedback enables hotel to detect and solve quality problems before it become a serious issue. Customer feedback could be obtained through regular customer surveys, by phone, email, focus groups or in person. Calling customers after they use a service is an easy feedback mechanism to determine customer satisfaction. Another method to consider is in-person surveys directly after the service is delivered. An important method of monitoring customer satisfaction (dissatisfaction) is to review customer complaints. Whatever method hotel use, the objective is continuous feedback to ensure a successful process of quality management.

**Step 5: Implement Continuous Improvements.** Quality management is synonymous with continuous improvement. The results or information gleamed from

hotel's survey or other customer feedback tools must now be used to make the necessary changes to the quality management process. This could entail more leadership development, customer service training, higher levels of staffing, corrections to the production process, changes to the service hotel deliver, etc. The essential factor is to study the feedback received and uses it to continuously improve the organizations processes in delivering the services it sells to its customers.

**Step 6: Select Quality Management Software.** Select quality management software that not only helps hotel to implement a quality management process, but also helps to maintain and improve the process.

**Step 7: Measure Results.** Measure hotel's results. Though there may be many reasons for implementing a process of quality management, one of the main reasons is to ensure hotel executes on its goals. When an organization does not reach its goals, it is difficult to show a positive ROI and the existence of the organization is brought into question. Right from the first moment make sure that there are measurable goals and everyone involved knows what needs to be achieved. When they are not achieved make sure everyone is clear on what required corrective action is necessary to ensure the goals are achieved.

Quality is the most important competitive advantage of a hotel "Grand Admiral Resort & SPA". At the time being, quality of hotel services is one of the most important topics of hotel management. Surrounded by strong competition hotels are increasingly forced to put the needs and requirements of customers and consumers first. Customers are now better informed and prefer increasingly to purchase services with the best possible quality at reasonable prices. Therefore, managers and employees should strive to provide only high quality services to the relevant prices.

Quality of a hotel "Grand Admiral Resort & SPA" is directly related to the satisfaction of guests who received services. The components of quality in the hospitality industry that can be used to develop and implement a quality service system are the following:

- Consider the guests being served;
- Determine what the guest desires;

- Develop procedures to deliver what the guest wants;
- Train and empower staff;
- Implement revised systems;
- Evaluate and modify service delivery systems.

There are various mechanisms aimed at delivering quality in hotel services.

The two main reasons for establishing quality labels for accommodation via some form of classification scheme are:

- to inform consumers, enabling an informed choice to be made that is based on some measure of quality;
- to encourage investment and quality improvement by setting a standard that owners seek to reach and maintain.

Quality self-evaluation by the hotel industry (usually through online questionnaires) is very important in order to identify and solve problems. Regular and systematic analysis of the evaluation results should include:

- Measuring the matching degree of customers' needs and expectations, and comparing the results with perceived quality;
- Identifying improvement activities;
- Controlling competitiveness in quality with the help of bench-marking.

There are several methods of online service quality evaluation in hotels:

1. Post Service Rating. This is the practice of asking customers to rate the service right after it's been delivered. With Userlike's live chat, for example, hotel can set the chat window to change into a service rating view once it closes. The customers make their rating, perhaps share some explanatory feedback, and close the chat.

2. Follow-Up Survey. With this method hotel ask customers to rate service quality through an email survey – for example via Google Forms. It has a couple advantages over the post-service rating. For one, it gives customer the time and space for more detailed responses. Hotel can send a survey, with multiple questions instead of one.

3. In-App Survey. With an in-app survey, the questions are asked while the visitor is on the website or in the app, instead of after the service or via email. It can be one simple question – e.g. "how would you rate our service" – or it could be a couple of questions.

For hotel “Grand Admiral Resort & SPA” to evaluate service quality we propose to use Follow-Up Survey (figure 3.2).



**1. How friendly was the hotel staff?**

- |  |   |   |
|--|---|---|
| <input type="radio"/> Extremely friendly | <input type="radio"/> Quite friendly      | <input type="radio"/> Moderately friendly |
| <input type="radio"/> Somewhat friendly  | <input type="radio"/> Not at all friendly |   |

**2. How quick was the check-in process?**

- |                                       |  |  |
|---------------------------------------|--|--|
| <input type="radio"/> Extremely quick | <input type="radio"/> Quite quick      | <input type="radio"/> Moderately quick |
| <input type="radio"/> Somewhat quick  | <input type="radio"/> Not at all quick |  |

**3. How clean was your room upon arrival?**

- |                                       |  |  |
|---------------------------------------|--|--|
| <input type="radio"/> Extremely clean | <input type="radio"/> Quite clean      | <input type="radio"/> Moderately clean |
| <input type="radio"/> Somewhat clean  | <input type="radio"/> Not at all clean |  |

**4. How well did the housekeeping staff clean your room?**

- |                                      |                                       |                                       |
|--------------------------------------|---------------------------------------|---------------------------------------|
| <input type="radio"/> Extremely well | <input type="radio"/> Quite well      | <input type="radio"/> Moderately well |
| <input type="radio"/> Somewhat well  | <input type="radio"/> Not at all well | <input type="radio"/> Not applicable  |

**5. How quickly did the hotel staff respond to your requests?**

- |   |  |  |
|---|--|--|
| <input type="radio"/> Extremely quickly | <input type="radio"/> Quite quickly      | <input type="radio"/> Moderately quickly |
| <input type="radio"/> Somewhat quickly  | <input type="radio"/> Not at all quickly | <input type="radio"/> Not applicable     |

**6. How pleased were you with the quality of the food offered at our hotel?**

- |   |  |  |
|---|--|--|
| <input type="radio"/> Extremely pleased | <input type="radio"/> Quite pleased      | <input type="radio"/> Moderately pleased |
| <input type="radio"/> Somewhat pleased  | <input type="radio"/> Not at all pleased | <input type="radio"/> Not applicable     |

**7. At what level were you satisfied with our Spa and Wellness services?**

- |  |   |  |
|--|---|--|
| <input type="radio"/> Extremely satisfied                | <input type="radio"/> Quite satisfied       | <input type="radio"/> Somewhat satisfied |
| <input type="radio"/> Neither satisfied nor dissatisfied | <input type="radio"/> Somewhat dissatisfied | <input type="radio"/> Quite dissatisfied |
| <input type="radio"/> Extremely dissatisfied             |   |  |

**8. How likely are you to recommend our hotel to a friend or colleague?**

- |                   |   |   |   |   |                  |   |
|-------------------|---|---|---|---|------------------|---|
| 1                 | 2 | 3 | 4 | 5 | 6                | 7 |
| Not at all likely |   |   |   |   | Extremely likely |   |

**9. Do you have any other comments, questions, or concerns?**

*Figure 3.2. Survey to evaluate quality of hotel “Grand Admiral Resort & SPA”*

The hospitality industry has experienced an enormous expansion over the years to emerge as one of the largest industries to create employment opportunities while earning invisible exports such as expertise and tourism. The intensified competition in the industry has made quality a necessity to achieve customer loyalty. This is why; hotel industry required a quality management system to keep quality controlled and ensure excellent services to the customers who can further refer their friends for increased business. There are so many other challenges such as new staff, new policies, rules, etc. that need to be managed on an organizational level, which is not possible with traditional paper-based systems for quality management.

For hotel “Grand Admiral Resort & SPA” we propose to use quality management software Qualityze EQMS. It is the next-generation quality management system for hospitality industry designed on the Salesforce.com platform that enables the hospitality establishments to establish standardized processes, workflows, and systems to ensure quality services, keeping their staff informed and trained even if they are different locations. This cloud-driven quality management solution ensures consistent service quality by allowing hotels to follow the industry best practices defined as quality requirements under URS Certification that includes ISO9001 certification, ISO14001, OHSAS18001, HACCP, USFDA, ISO27001, HSEQ, ISO10002, and much more.

Using a quality management software can help hotel with every task in an effective and streamlined manner, ensuring that the entire organization is following industry best practices and compliance requirements to serve their customers with excellence. Here’s an overview of all the benefits that hotel can leverage with the integration of an end-to-end quality management system for Hospitality industry:

- Improved Business Processes;
- Improved Customer Satisfaction;
- Better Planning & Decision-Making;
- Culture of Continuous Improvement;
- Increased Employee Engagement;
- Enhanced Supplier Relationships.

Choosing Qualityze Enterprise Quality Management Solution will be a beneficial decision for hotel “Grand Admiral Resort & SPA” because it has: user-friendly interface; configurable workflows and fields; seamless integration; low-cost implementation; cloud-based platform; low maintenance cost; automated upgrades; flexible and secure (figure 3.3).



*Figure 3.3. Advantages of Quality Management Software Qualityze EQMS (Enterprise Quality Management Solution)*

Qualityze EQMS is quite a suitable solution to meet diversified expectations of quality in the hospitality sector with sheer excellence and consistency. It helps to align the business processes with quality objectives through configurable workflows and many other amazing features. Built on the most powerful and secure platform Salesforce, the Qualityze EQMS suite encompasses 8 feature-packed modules to offer hotel industry unparalleled flexibility and scalability to expand and improve the quality quotient of their services in a simplified manner. Let's have a look at how each module functions for the hospitality sector:

1. **Nonconformance Management.** In the hospitality sector, nonconformance may be reported due to a lack of quality culture, incompetent staff,

delayed service delivery, etc. It can be either reported by the internal auditor or through a customer complaint. For a timely and effective resolution, it is very important to capture all the details of the nonconformances identified. Hotel can use Qualityze NonConformance Management Software to record all the details including location, service, frequency of the problem occurrences, etc. so that you can determine the quality issues that qualify for the next step in resolution i.e. CAPA.

2. CAPA Management. Maintaining the brand reputation requires hotel to have a thorough CAPA process for all the quality issues identified – through customer complaints, internal audits, or due to change implementation – which can help identify the root cause of the issues and prevent them from reoccurring. Qualityze CAPA Management Software helps hotel establish a streamlined and standardized CAPA process throughout the organization since it is designed on a secure and powerful cloud platform i.e. Salesforce. Hotel can expect faster and flexible resolution processes with the Qualityze CAPA software.

3. Document Management. The hospitality sector is driven by multiple quality policies and standards to ensure exceptional services for the customers. All the policies, standard documents, supplier contracts, etc. are the critical documents to be stored and managed securely. Qualityze Document Management Software makes it all simple for hotel by leveraging you a centralized platform to store all such documents, role-based access for added privacy, and eSignature for controlled changes. This cloud-driven electronic document management solution eliminates the storage limitations that was one of the biggest concerns with the traditional document management systems.

4. Change Management. The continuous changes in quality standards often lead to changes in policy documents, terms and conditions, and licensing documents that can be effectively managed using Qualityze Change Management Software. It helps hotel to establish a change control process with reduced implementation time to ensure minimum impact on the ongoing processes. It ensures all the involved parties and departments are timely notified about the changes implemented so that they can



start implementing improved best practices at earliest. Experience the most simplistic way of implementing change with Qualityze.

5. **Audit Management.** Internal audits are an excellent way to ensure that all the quality policies and procedures are duly followed by everyone in the team to avoid any harm to the hotel's reputation. Qualityze Audit Management Software enables your quality teams to manage the complete audit cycle processes from planning to execution and follow up in a standardized manner. It also helps with a quick analysis of the audit findings for informed decision-making regarding the improvements required in the policies, processes, and systems. Let Qualityze be effective auditing tool to drive continuous improvements.

6. **Training Management.** Every hospitality company has its own way of delivering quality services. They must ensure that all their staff members follow the same way by providing them appropriate training. Qualityze Training Management Software is designed to offer the hospitality sector a flexible and convenient way to train their employees about the quality standards they need to follow regularly. The best part about Qualityze is that it enhances the traceability of employee training records to ensure that all the employees onboard have completed the required training.

7. **Supplier Quality Management.** As we already talked about the diversified nature of the hospitality sector and the diversified supplier network they usually have. They need a powerful supplier quality management software to manage their suppliers as well as their performance based on the different quality aspects. Qualityze Supplier Quality Management Software is powerful and secure enough to store and manage multiple suppliers' data. It also allows organizations to evaluate supplier performance based on the quality metrics they have and create an approved supplier list.

8. **Complaints Management.** Complaints, reviews, and feedback from hotel customers can become great improvement opportunities for hotel business if hotel manage them right. Implement Qualityze Complaints Management Software to ensure that each of the complaints/feedback received from customers is

acknowledged and resolved within the specified time. Establishing a time-bound complaint management process will help to build customer trust since they feel valued when they are heard.

### **3.2. Evaluating the effectiveness of the proposed measures to improve Spa and Wellness services quality management of the hotel**

Successful hotels have an ongoing focus on improvement. Improvement must be essential for hotel “Grand Admiral Resort & SPA” to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities. Key benefits of improvement are:

- Improved process performance, organizational capabilities and customer satisfaction;
- Enhanced focus on root-cause investigation and determination, followed by prevention and corrective actions;
- Enhanced ability to anticipate and react to internal and external risks and opportunities;
- Enhanced consideration of both incremental and breakthrough improvement;
- Improved use of learning for improvement;
- Enhanced drive for innovation.

Actions hotel “Grand Admiral Resort & SPA” can take for improvement:

- Promote establishment of improvement objectives at all levels of the hotel.
- Educate and train people at all levels on how to apply basic tools and methodologies to achieve improvement objectives.
- Ensure people are competent to successfully promote and complete improvement projects.
- Develop and deploy processes to implement improvement projects throughout the hotel.

- Track, review and audit the planning, implementation, completion and results of improvement projects.
- Integrate improvement considerations into the development of new or modified services and processes.
- Recognize and acknowledge improvement.

Continual improvement is an important principle of total quality management and also new quality management principle involved to the revised ISO 9000 family of standards. It is an important part of the achievement and keeping of hotel “Grand Admiral Resort & SPA” competitiveness and should be a permanent objective of the hotel. Practical experience show that many companies are going out of business simply because they are not able to improve as quickly as their competitors. According to the definition continual improvement is recurring activity to increase the ability to fulfil requirements. Its base is quality improvement, which is defined as part of quality management, focused on increasing the ability to fulfil quality requirements.

Process for continual improvement, which should be used in hotel “Grand Admiral Resort & SPA”, is described in the annex of ISO/FDIS 9004 standard. Continual improvement process should involve following steps:

- 1) Reason for improvement: a process problem should be identified and an area for improvement selected, noting the reason for working on it.
- 2) Current situation: the effectiveness and efficiency of the existing process should be evaluated. Data to discover what types of problems occur most often should be collected and analysed. A specific problem should be selected and an objective for improvement should be set.
- 3) Analysis: the root causes of the problem should be identified and verified.
- 4) Identification of possible solutions: alternative solutions should be explored.

The best solution should be selected and implemented: i.e. the one that will eliminate the root causes of the problem and prevent the problem from recurring.

5) Evaluation of effects: it should then be confirmed that the problem and its root causes have been eliminated or their effects decreased, that the solution has worked, and the objective for improvement has been met.

We propose for hotel “Grand Admiral Resort & SPA” to improve Wellness and Spa services and to provide new services as cosmetic spa treatments for the face.

Cosmetology is the study and application of beauty treatment. Branches of specialty include hairstyling, skin care, cosmetics, manicures/pedicures, non-permanent hair removal such as waxing and sugaring, and permanent hair removal processes such as electrolysis and intense pulsed light (IPL). Cosmetologists are trained and licensed to perform cosmetic treatments to the hair, skin, and nails. This can be expanded into multiple parts including cutting and chemically treating hair, chemical hair removal, fashion trends, wigs, nails and skin care, skin and hair analysis; relaxation techniques including head, neck, scalp, hand and feet basic massage and aroma therapies; plus ability to expertly apply makeup applications to cover or promote and can expand into further specialties such as reflexology; theatrical applications; cosmetics and others as listed below.

A facial is a beautifying skin treatment that cleanses pores, exfoliates dead skin cells, hydrates and moisturises the skin, and treats common skin concerns with a custom regime. Facial treatments are one of the most popular treatments for spa-goers. Facials are designed to boost the immediate appearance and overall health and longevity of the skin.

There are a number of different spa facial treatments available. Some of the most popular treatments include:

1. Anti-ageing eye treatments. The delicate skin around the eyes is particularly susceptible to the ageing process. This area is often targeted as part of the different facials listed here, but many spas offer specific anti-ageing eye treatments, too.
2. Balancing facials. Ideal for those with combination or blemish-prone skin, balancing facials are the enemy of unsightly, enlarged pores. Undergoing one

will help to regulate your skin's oil production - a great help if person suffer with the effects of hormone imbalance.

3. Enzyme facials. While many of the chemical peels offered by medical spas are capable of damaging live skin cells if applied incorrectly or for too long, the proteolytic exfoliants in enzyme facials can only destroy dead cells, making them a gentler choice. These condition-based facials target acne, and dry, dull, tired and/or greasy skin, and provide an instantly younger appearance without temporary redness, making them a celebrity favourite.

4. Firming facials. Designed to reduce the appearance of wrinkles and fine lines, firming facials often see tightening skin gels used. Painless, anti-ageing electrotherapy is also becoming more common within this category of facial. Regular treatment offers the best results, but improvement is evident after a single session.

5. Hydrating facials. Designed to increase the skin's moisture levels, hydrating facials are an ideal winter skin treat. Nourishing, collagen-infused lotions are often used to rid the skin of dry and flaky patches, and to 'plump' the skin for a youthful appearance.

6. Peel facials. This term is used to describe a variety of facials designed to remove one or more layers of the skin to reveal a brighter complexion with less blemishes. The chemical peels offered at medical spas are the most obvious example, but an increasing number of peel facials featuring natural ingredients are becoming available.

7. Pro-collagen quartz lift facial. This Elemis anti-wrinkle facial provides instant results and is offered at many of the Champneys spas represented by SpaSeekers, and more venues besides. Padina pavonica marine algae, precious quartz minerals and massage techniques designed to lift, tone and boost collagen production in the skin are applied, while you unwind in a full body massage chair.

8. Rejuvenating facials. An instantly younger appearance is the aim of the rejuvenating facial. These work to promote the growth of new skin cells and collagen production. An electric (pain-free) exfoliating brush might be used to remove dead skin cells and electrotherapy is often used in conjunction.

9. Resurfacing facials (aka lasabrasion or laser peel). Typically offered by medical spas, resurfacing facials utilise laser therapy, and/or a chemical peel and microdermabrasion to rid the skin of dead cells to the greatest possible degree to reduce the appearance of wrinkles and skin irregularities, such as discolouration and acne scars. Collagen production is also boosted. An increasing number of spas now offer non-laser resurfacing facials promising similar results.

10. Soothing facials. Considered a godsend for itchy, flaky or otherwise irritated skin (but enjoyed by spa guests with skin of all types), soothing facials usually feature natural oils to help to calm redness and promote the skin's natural protective functions.

Prices of new spa treatment services for face are presented in table 3.1.

*Table 3.1*

**Prices of new spa treatment services for face of hotel “Grand Admiral Resort & SPA”**

<b>Services</b>	<b>Price (VAT included, UAH)</b>
Antiage facial massage 25 min	400
Facial massage 45 min	600
Ultrasonic facial cleansing	650
Combined facial cleansing	850
Facial cleansing + peeling according to skin type	1300
Diamond grinding (microdermabrasion)	800
Peeling according to skin type	600-1000
Cryotherapy	500
Carboxytherapy	1000
Non-injection mesotherapy	1100
Laser photorejuvenation	1000

To improve the quality of Spa and Wellness services in hotel “Grand Admiral Resort & SPA” we propose to implement special offer for weekend (table 3.2).

Table 3.2

**Special offer for weekend in hotel “Grand Admiral Resort & SPA”**

<b>Description</b>	<b>Room</b>	<b>Price for 2 persons (VAT included, UAH)</b>
for 2 days, for 2 persons breakfast included possibility to visit gym, swimming pool, baths and saunas without limits 2 body massages (60 minutes) for each person 2 group training (Hatha Yoga, Aqua-Mix) for each person 2 spa treatments for body or face for each person for her/his choice	Standard	7500
	Business	8000
	Junior Suite	12000
	Suite	14000
	Cottage Suite	15000

Diversification of spa services due to facial beauty services and proposition of special offer for weekend will increase the number of consumers and sales in the hotel “Grand Admiral Resort & SPA”.

**Conclusion to the part III**

1. We propose for hotel “Grand Admiral Resort & SPA” 7 steps to implement a quality management system. A quality management system (QMS) is a collection of business processes focused on consistently meeting customer requirements and enhancing their satisfaction. It is aligned with company's purpose and strategic direction. It is expressed as the organizational goals and aspirations, policies, processes, documented information and resources needed to implement and maintain it.

2. For hotel “Grand Admiral Resort & SPA” to evaluate service quality we propose to use Follow-Up Survey. With this method hotel ask customers to rate service quality through an email survey – for example via Google Forms. It gives

customer the time and space for more detailed responses. Hotel can send a survey, with multiple questions instead of one.

3. For hotel “Grand Admiral Resort & SPA” we propose to use quality management software Qualityze EQMS. It is the next-generation quality management system for hospitality industry designed on the Salesforce.com platform that enables the hospitality establishments to establish standardized processes, workflows, and systems to ensure quality services, keeping their staff informed and trained even if they are different locations.

4. We propose for hotel “Grand Admiral Resort & SPA” to improve Wellness and Spa services and to provide new services as cosmetic spa treatments for the face. A facial is a beautifying skin treatment that cleanses pores, exfoliates dead skin cells, hydrates and moisturises the skin, and treats common skin concerns with a custom regime. Facial treatments are one of the most popular treatments for spa-goers.

5. To improve the quality of Spa and Wellness services in hotel “Grand Admiral Resort & SPA” we propose to implement special offer for weekend. Diversification of spa services due to facial beauty services and proposition of special offer for weekend will increase the number of consumers and sales in the hotel “Grand Admiral Resort & SPA”.



## CONCLUSIONS

1. Wellness tourism is a holistic travelling style that focus on the development and improvement of the body, mind and spirit. A Wellness traveler can enhance its personal well-being during his destination in a variety of places such as organic and health restaurants, wellness centers, Spas, baths and spring thalasso, yoga studios, fitness centers, parks and Hotel Spas. The Global Wellness Institute defines spas as establishments that promote wellness through the provision of therapeutic and other professional services aimed at renewing the body, mind and spirit. Spa facilities offer a wide variety of services (e.g., massages, facials, body treatments, salon services, water-based treatments, health assessments and more) as well as sales of related products.

2. Quality in the tourism and hospitality industry involves consistent delivery of products and guest services according to expected standards. Quality is meeting or exceeding customer expectations. To meet or exceed customer expectations, organizations must fully understand all service attributes that contribute to customer value and lead to satisfaction and loyalty. The International Organization for Standardization (ISO) defines quality management as all activities of the overall management function that determine the quality policy, objectives and responsibilities and implement them by means such as quality planning, quality control, quality assurance and quality improvement within the quality system. ISO introduces seven quality management principles: Customer focus, Leadership, Engagement of people, Process approach, Improvement, Evidence-based decision making, Relationship management.

3. The five-star country club “Grand Admiral Resort & SPA” is located 15 km from Kyiv (Irpen) in a pine forest in the guarded area of 23 hectares. The hotel “Grand Admiral Resort & SPA” offers 97 rooms of different categories – from standard to suite – which can host up to 190 guests. In order to make guests stay as comfortable as possible “Grand Admiral Resort & SPA” offers: free Wi-Fi access throughout the whole territory; parking under security surveillance; around-the-clock

room service; Wellness & SPA; restaurant halls and open-air terraces; interesting theme-based events throughout the year; tennis center and sports grounds; children's playground and children's room; banquet and conference halls; bowling, billiards, ping-pong; outdoor swimming pools.

4. Wellness & SPA infrastructure of Hotel "Grand Admiral Resort & SPA" include: indoor swimming pool, 6 baths and saunas, an outdoor Jacuzzi, Japanese bathtubs, contrast footbaths, bucket-waterfall, outdoor summer swimming pools. Hotel propose Club cards for 6 and 12 months that give a wide range of the Club's services: gym, personal training, group training, access to a swimming pool, baths and saunas. Spa zone provide a variety of skin treatments for the entire body: massage, aquatherapy, body polishes, body wraps and vichy showers.

5. The professional team of Country Club "Grand Admiral Resort & SPA" is proud of international recognition and every day works to maintain a high level of quality. The most valuable awards in 2018 are: The Club received a prestigious award from the international World Luxury Hotel Awards in the category Luxury SPA Resort; World Luxury SPA & Restaurant Awards, awards in four categories: Luxury Countryside SPA: Regional Winner, Luxury Resort SPA: Country Winner, Fine Dining Cousine: Country Winner, Luxury Resort Restaurant: Regional Winner; Award "The Best SPA in Ukraine" according to the TOPSPAFEST awards; Admiral Magazine received the award as "The Best Corporate Media 2018" from the Ukrainian Media Association.

6. Hotel "Grand Admiral Resort & SPA" propose online hotel services reservations. Guests of hotel can evaluate online the quality of provided services and write the reviews and recommendations on the official online site. Guests give points for the main criteria: Staff, Room, Cleanliness, Meal. 140 persons have evaluated level of quality and average point is 4,4 from 5. Hotel "Grand Admiral Resort & SPA" have very rates on Booking.com – average 8,6 points. The highest points – 9 was for location and cleanliness. The lowest points – 7,5 was for value for money because the prices are really high in this hotel. From 374 guests reviews on

Bookig.com are: 208 superb (9+ points); 129 good (7-9 points); 26 okay (5-7 points); 9 poor (3-5 points); 2 very poor (1-3 points).

7. We propose for hotel “Grand Admiral Resort & SPA” 7 steps to implement a quality management system. A quality management system (QMS) is a collection of business processes focused on consistently meeting customer requirements and enhancing their satisfaction. It is aligned with company's purpose and strategic direction. It is expressed as the organizational goals and aspirations, policies, processes, documented information and resources needed to implement and maintain it.

For hotel “Grand Admiral Resort & SPA” to evaluate service quality we propose to use Follow-Up Survey. With this method hotel ask customers to rate service quality through an email survey – for example via Google Forms. It gives customer the time and space for more detailed responses. Hotel can send a survey, with multiple questions instead of one.

8. For hotel “Grand Admiral Resort & SPA” we propose to use quality management software Qualityze EQMS. It is the next-generation quality management system for hospitality industry designed on the Salesforce.com platform that enables the hospitality establishments to establish standardized processes, workflows, and systems to ensure quality services, keeping their staff informed and trained even if they are different locations.

9. We propose for hotel “Grand Admiral Resort & SPA” to improve Wellness and Spa services and to provide new services as cosmetic spa treatments for the face. A facial is a beautifying skin treatment that cleanses pores, exfoliates dead skin cells, hydrates and moisturises the skin, and treats common skin concerns with a custom regime. Facial treatments are one of the most popular treatments for spa-goers. To improve the quality of Spa and Wellness services in hotel “Grand Admiral Resort & SPA” we propose to implement special offer for weekend. Diversification of spa services due to facial beauty services and proposition of special offer for weekend will increase the number of consumers and sales in the hotel “Grand Admiral Resort & SPA”.

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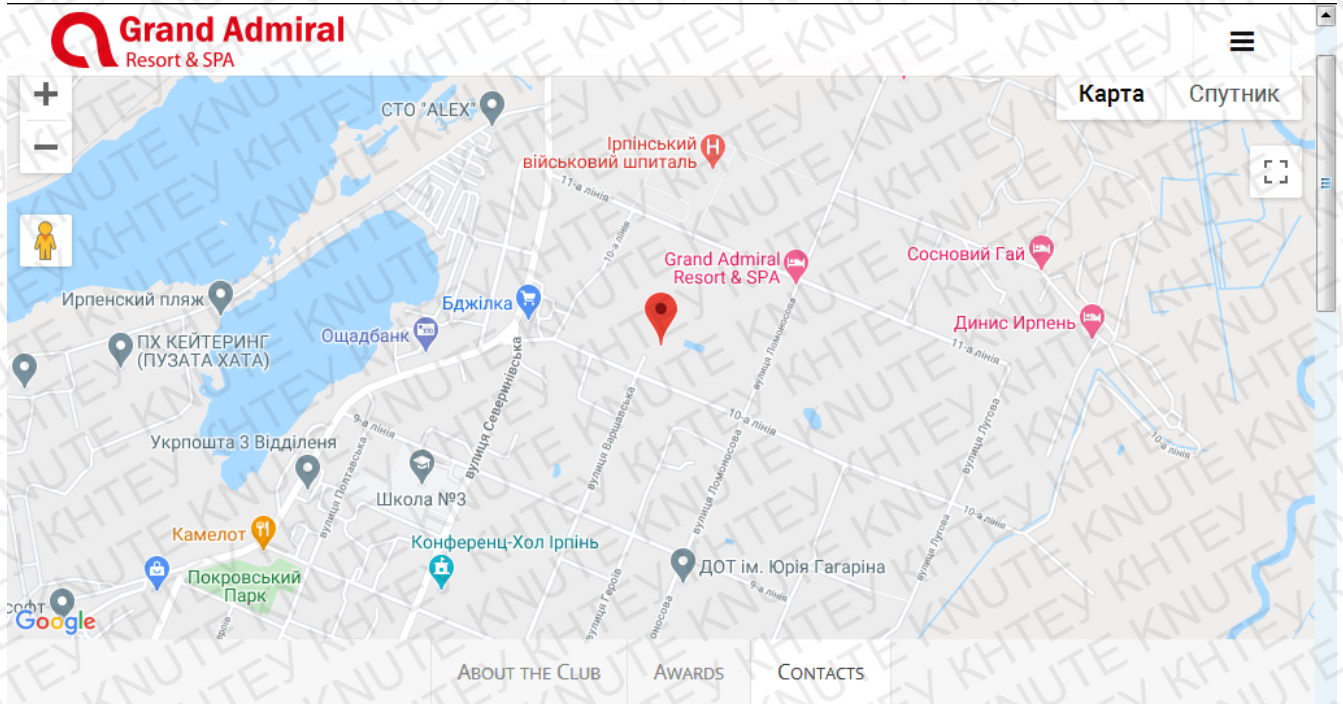
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### Location of the hotel “Grand Admiral Resort & SPA”





## Prices for 1 day visiting Wellness &amp; SPA zone of Hotel

## “Grand Admiral Resort &amp; SPA”

	Ціна з ПДВ, грн			
	Лн-Чт		Пт-Нд**	
	Бід відвідування SPA-зони***	Ритуал в хамамі (відвідування SPA-зони в подарунок)	Бід відвідування SPA-зони ***	Ритуал в хамамі (відвідування SPA-зони в подарунок)
<b>Дорослі</b>	1200	3000	1800	3300
<b>Діти****</b> (від 3-х до 12 років, у супроводі батьків)	400	-	500	-
<b>Діти</b> (до 3-х років, у супроводі батьків)	безкоштовно	-	безкоштовно	-
<b>Сімейний</b> (2 дорослих + 1 дитина)	2500	-	3700	-
<b>Для проживаючих у готелі</b> (дорослих)	1000	3000	1200	3300
<b>Для проживаючих у готелі</b> (дітей)	300	-	400	-
<b>Для проживаючих у готелі Сімейний</b> (2 дорослих + 1 дитина)	2100	-	2500	-
<b>Плюс одна дитина до пакету Сімейний</b>	250	-	300	-
<b>Infinity pool</b> (тільки для дорослих)	1000	-	1500	-

**Prices for 1 day visiting outdoor swimming pools of Hotel  
“Grand Admiral Resort & SPA”**

<b>Service</b>	<b>Time of use</b>	<b>Monday-Thursday (VAT included, UAH)</b>	<b>Friday-Sunday (VAT included, UAH)</b>
Use of outdoor swimming pools by accommodating guests	-	FREE OF CHARGE	FREE OF CHARGE
Use of outdoor swimming pools by non-accommodating guests:			
Adults	1 day	1000	1200
- Rent of a gazebo, including use of swimming pools (up to 4 persons)	1 day	3600	4320
- Children aged from 3 to 12	1 day	300	400
- Children under 3 years of age	1 day	FREE OF CHARGE	FREE OF CHARGE
- «Family» package: 2 adults, 1 child	1 day	2100	2500
- Extra charge for the second child within the package	1 day	250	300
- For groups of more than 10 persons	1 day /1 person	850	1000
Swimming pool pass, adults	1 month	8000	8000
Swimming pool pass, children	1 month	3500	3500
Use of InfinityPool (guests aged 16 and older are allowed)	1 day	1000	1500