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## INDUSTRY-SPECIFIC APPLICATION OF METHODS FOR REQUIREMENTS MANAGEMENT IN TOURISM AND HOSPITALITY

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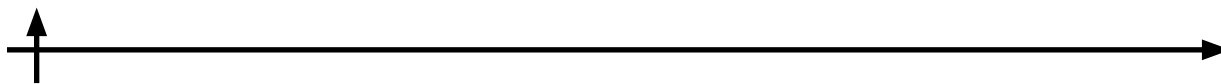
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**Abstract.** This paper aims to identify the most effective methods for requirements management in tourism and hospitality, which is a highly relevant issue within the growing complexity of managing hotel and tourism enterprises. In the course of the research, the authors define the major bottlenecks and limitations of current approaches and articulate a set of improvement suggestions for requirements management in hotels at different levels with due consideration of existing GOSTs.

**Keywords:** digitalization, enterprise architecture, requirements management, tourism, hospitality

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## ОТРАСЛЕВЫЕ ОСОБЕННОСТИ ПРИМЕНЕНИЯ МЕТОДОВ УПРАВЛЕНИЯ ТРЕБОВАНИЯМИ В ТУРИЗМЕ И ГОСТЕПРИИМСТВЕ

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**Аннотация.** Данное исследование направлено на выявление наиболее эффективных методов управления требованиями в сфере туризма и гостеприимства в условиях повышения уровня сложности управления предприятиями гостинично-туристской области. В ходе исследования были определены ключевые проблемы и ограничения существующих подходов, а также разработаны рекомендации по улучшению системы управления требованиями в гостиницах различного уровня с учетом актуальных государственных стандартов.

**Ключевые слова:** цифровизация, архитектура предприятия, управление требованиями, туризм, гостеприимство

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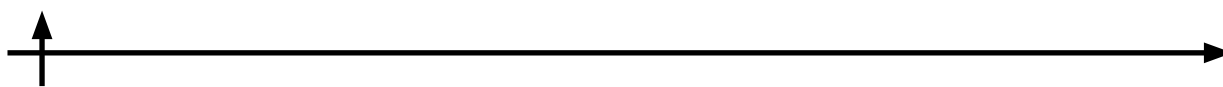
### Introduction

The digital transformation of tourism has led to significant changes in how hospitality businesses operate. Today, these businesses make complex economic systems whose effectiveness depends on the balance of various elements (Voronova, 2024; Karamyshev, 2019). To create an efficient enterprise structure, it is essential to manage requirements during the implementation of a digital transformation strategy (Maydanova, 2023; Konovalova, 2018; Morgan, 2021). As more digital communication platforms emerge within tourism market, customers expect greater convenience, speed, and accuracy when receiving external and internal services. In order to meet the increasing demands of consumers, employees, suppliers, and partners in the hotel and tourism industry, a more effective requirements management system is needed. Due to the ever-changing and diverse nature of these demands, it has become essential to implement modern management methods.

Requirements management involves collecting, analyzing, documenting, monitoring changes, and assessing how well they meet guest expectations. This research aims to examine the current methods of requirements management used in the hotel industry and identify their specific application.

### Materials and Methods

This study is based on international standards from the ISO 9000 series and the national standard GOST R 59194. The authors also invited the findings of research conducted by both



international and Russian scholars in digital transformation of the service sector, enterprise architecture, and requirements management.

### **Results and Discussion**

In accordance with the ISO 9000 series of international standards, a requirement is defined as a perceived or mandatory need or expectation. Requirements management is governed at the state level, and its concept is described in the national standard of the Russian Federation.

According to GOST R 59194-2020, requirements management is defined as the set of activities for the creation, analysis, structuring, documenting, approval, and monitoring product requirements. It also includes the coordination and control of changes to requirements if necessary.

By definition, requirements management is the process of developing and managing product requirements. In the context of the tourism and hotel industry, requirements management refers to the creation and fulfillment of requirements for tourist services.

The main prerequisites for implementing requirements management in this industry include:

1. Increased competition. With a growing number of potential customers due to population mobility, hotels need to compete more to attract and satisfy tourists.
2. Changing customer behavior. Modern customers demand an individual approach and rapid adaptation to their needs. They also expect constant communication and monitoring service delivery online.
3. Increasing amount of data. The integration of information systems ensures the collection of a large amount of customer data, which allows for the creation of personalized offers and the enhancement of marketing campaign (Ilyina, 2013).

Several groups may have demands for hospitality services. Firstly, it is worth noting that guests of hospitality businesses can and do express requirements for the quality, range, and speed of services. Department managers, investors, and government officials may also have requirements for hotel services (Huang, 2022). Therefore, prior to addressing the issue of requirement management, it is essential to identify the parties involved in order to effectively implement service management tools (Evgrafov, 2017).

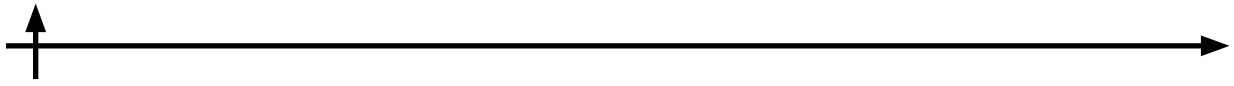
When analyzing the methods of requirements management from the perspective of the state and their application within national borders, it is possible to argue that management will rely on a set of documents. However, at the international level, it is necessary to take into account other regulations. Thus, requirements management can be viewed from two perspectives: global and national requirements.

Requirements management in the hospitality industry at the global level is carried out by the UNWTO through agreed-upon global standards. In 1979, the first set of quality standards (BS-5750) was introduced, and over time, they have been revised and are now known as ISO 9000.

The ISO series of quality standards aims to help businesses implement and maintain an effective quality management system. ISO 9000 is the first and most important standard in this series. Subsequently, other global standards have emerged: ISO 9001, 9002, 9003, and 9004. Each of them contains a list of specific requirements for the hospitality industry that govern the operations of hospitality businesses and the industry as a whole.

The two main standards that affect the hospitality industry are ISO 9000 and ISO 9001:

- ISO 9000 is an introduction to quality management systems; it provides a dictionary of terms related to quality systems;
- ISO 9001, "Quality Management Systems - Requirements", establishes requirements for quality management systems and defines a model for a process-based approach to quality management.



ISO 9001 focuses on the quality of meeting the needs of customers, with the main goal of exceeding their expectations. The close alignment with current and future customer needs ensures the organization's future success. Involving employees and achieving goals set for the company is an important principle of quality management (Kobyak, 2014). Every member of staff has a set of duties and responsibilities that must be met according to company standards. The more skilled the company's employees, the greater the organization's ability to add value.

Another important principle of creating a management system within an organization in accordance with ISO 9001 is the process approach. Necessary and expected outcomes are achieved only when all activities are presented and managed as an integrated whole. The quality management system comprises interconnected processes that contribute to the formation of the outcome and allow the organization to optimize its current resources and procedures, including identifying and addressing problematic areas within the company (Voronova, 2019). Successful organizations always prioritize continuous improvement that is aimed at maintaining the existing level of performance, as well as enhancing it in the future. This enables the organization to avoid stagnation and move forward, transforming into a more modern entity by altering working conditions and creating fresh opportunities.

Another important principle is relationship management. For the necessary success of the organization, a supplier relationship management system is required. Many of the services offered by the organization are directly linked to the quality of services and products provided by suppliers. When the organization manages relationships with different partners, it enables mutually beneficial conditions to be achieved, which directly relates to the success of the organization.

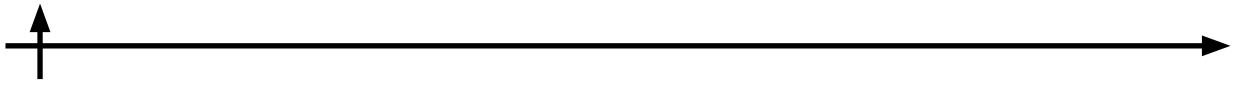
GOST R 50690-2000, "Tourist Services. General Requirements" is a significant regulation that stems from multiple international standards. This document stipulates the basic requirements for tourism products and services in the hospitality industry.

The need for quality standards arises from a multitude of requirements and changes. These requirements, when gathered together, can have significant importance and are used in various contexts, such as resolving controversial issues. The systematization of these requirements is essential, as otherwise, there will be an increase in the number of requirements, which may begin to conflict with each other, negatively affecting the hotel industry. The overall requirements allow for the improvement of the quality of tourist services in the hotel industry and the protection of hotel guests.

It is also important to remember the requirements for the classification of hotels. In the hospitality industry, hotels are classified into different types and each must comply with the regulations set by the Decree of the Government of the Russian Federation No. 1860 from November 18, 2020. These requirements are set by the government and apply to all hospitality businesses.

When a hospitality company opens, its type and classification must be determined. In the Russian Federation, the assignment of a class to a hospitality business is voluntary. First, the hotel management ensures the readiness for the class award and selects the organization that will conduct the inspection. Next, after reviewing the application, a commission arrives and assesses the business. Based on the results of this assessment, the company receives a star rating or a type of business designation.

In addition to the basic regulations that govern the operation of hospitality businesses at the global and national levels, there are also internal regulations set by businesses and consumers. These regulations include the level of service, the quality of customer care, and the qualifications of staff. This combination of regulations allows businesses to monitor their performance. The stakeholders in this context are consumers and hospitality companies. Consumer concerns are about the quality of hotel services, while hospitality companies are concerned about how



to deliver them with minimal investment and maximum returns. To manage these concerns, methods such as service standards, quality standards for hotel services, and qualifications for employee positions are employed. These methods of requirements management allow hotel managers to provide services according to the needs of both consumers and the company itself, including its internal elements such as personnel, services, and equipment. Let us take a closer look at each method of requirement management.

Hospitality companies provide services to tourists, and their implementation requires a greater emphasis on human interaction than on equipment. The staff of the company provides services to guests from their arrival at the hotel till their departure. During this process, the customer has specific service requirements, which depend on the classification of the hotel and the services it offers. Therefore, service standards are developed to organize interactions that take into account the needs of the hospitality company.

Each company develops its own set of standards, as it is impossible to unify all factors that may influence the service process. This occurs due to the fact that each enterprise has its own classification, service duration, and customers with unique features.

Service standards are a set of mandatory rules for customer service that are designed to ensure the established level of quality for all operations. The development of these standards is a way to manage the customer service needs of a business and is a complex process that involves four basic principles, which must be followed:

1. The service standards must not conflict with the requirements of state standards in the Russian Federation or technical requirements.
2. The standards must be quantifiable with respect to the standardized object.
3. There must be a documented rationale for the standards, which is essential for their implementation, as well as competent allocation of resources, personnel, and links between them.
4. It is essential to take into account the classification and category of the hotel when drawing up the standards.

When developing standards for hospitality enterprises, it is important to consider that several departments typically operate within these businesses. Therefore, the most effective way to manage service requirements is by creating standards for each department and establishing single standards that apply to all departments.

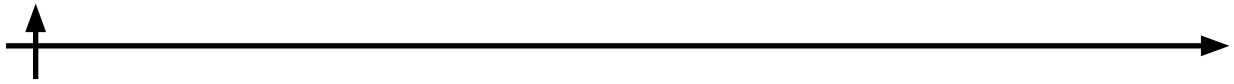
For example, general service standards could include general rules for staff behavior that apply to all employees. Service standards for the reservations department, on the other hand, might include specific requirements for how guests should be treated during the booking process, how to handle telephone conversations with guests, and how to build communication with them.

## **Conclusion**

When forming complex organizational structures and functional models, it is essential to maintain a high level of cross-functional collaboration within a single information space. This requires taking into account the interests of all stakeholders when developing the necessary IT services that support business operations (Voronova, 2019; Vasiliev, 2025).

Requirements management involves monitoring their implementation. Tools such as internal quality audits, control over the service delivery process, consumer surveys via questionnaires or online polls, the use of "secret guest" verification, and other methods are employed to assess quality management. These tools enable researchers to analyze compliance with requirements. In the event of non-compliance with service or quality standards, managers have the ability to address the issue.

Another method of requirements management in the hospitality industry is the development



of job descriptions and qualifications for employees. People who work in hotels provide services and, therefore, need to have certain skills and knowledge related to hospitality. Since there are a lot of different positions in a hotel, it is important to create job descriptions for each. These descriptions should be consistent with the labor and civil laws of the Russian Federation.

Creating job descriptions ensures a reasonable and efficient division and organization of work, as well as the correct selection and placement of employees. It also helps to clearly define the responsibilities of each employee and establish areas of responsibility. In addition, it helps to establish rules and standards of behavior in the workplace.

Thus, staff qualification requirements are used to select employees who meet the needs of a particular position in a hospitality company. This ensures that the services provided by the company are delivered by qualified professionals, minimizing the risk of poor quality.

The process of managing staff qualification requirements is divided into several stages. At the recruitment stage, for example, the tool used is the requirements for the position. The hiring process includes a job description and employment contract, which serve as a management method for ensuring that the employee meets the requirements.

The use of requirements management techniques allows organizing the work of a hospitality company while taking into account the needs of customers, employees, and the company itself. These techniques help to avoid misunderstandings between staff, clients, and the business, define clear boundaries for action, and improve operations as a whole.

It is important to regularly update and improve all requirements. This is typically done by the organization itself or by hiring a contractor who specializes in improving or optimizing existing requirements.

Overall, the primary methods of requirements management in the hospitality industry include standardization, operating regulations, internal standards and rules.

Requirements management is carried out at the global level through international standards and country-specific standards, as well as at the macro level within the hospitality industry itself. Requirements are necessary for the successful implementation of business activities and the regulation of relationships between stakeholders.

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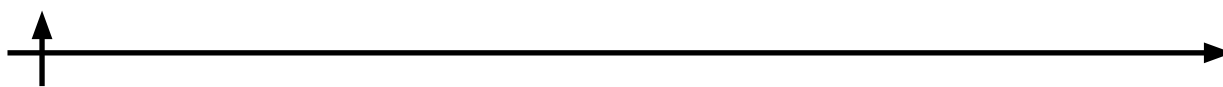
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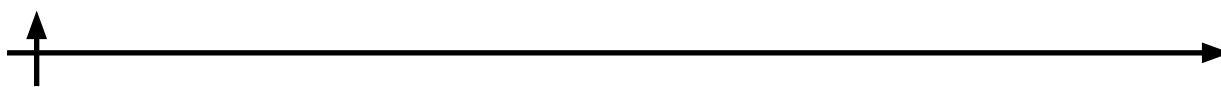
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