

**POLTAVA UNIVERSITY OF ECONOMICS AND TRADE**  
**Educational and research institute of part-time education**  
**Department of Hotel, Restaurant and Resort Business**

**Accepted for defence**

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«\_\_\_\_\_» December 2025

**QUALIFICATION WORK**

***on* IMPLEMENTATION OF THE CONCEPT OF A ‘SMART HOTEL’  
AS AN INNOVATIVE SOLUTION: THE CASE OF THE HOTEL**

***in the speciality***

241 Hotel and restaurant business

***educational programme of  
degree***

Hotel and restaurant business  
bachelor

**by**

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**Supervisor     PhD in Economics, Associate Professor Anna Kaplina**

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**Reviewer     Doctor of Technical Sciences, Professor  
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**Poltava 2025**

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**POLTAVA UNIVERSITY OF ECONOMICS AND TRADE**  
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Rohova

(signature, name)

28 September 2025

**TASKS AND CALENDAR SCHEDULE FOR COMPLETION**  
**QUALIFICATION WORK**

***on* «IMPLEMENTATION OF THE CONCEPT OF A ‘SMART HOTEL’ AS AN INNOVATIVE SOLUTION: THE CASE OF THE HOTEL»**

***Applicant for higher education in the speciality*** 241 Hotel and restaurant business

***Educational programme*** Hotel and restaurant business

***Surname, first name*** Kadiatu Ann Bockarie

Approved by the order of the rector №181-H from 23 April 2025

**Initial data for qualification work:** to provide theoretical justification for the role of smart hotels in the modern hospitality, to identify key drivers encouraging hotels to implement smart technologies, including the rapid development of digital solutions across social and economic domains, to study smart technologies in the world, find the best solution for the analyzed hotel.

**Content of the work.** Introduction. Theoretical foundations of the development of the “smart hotel” concept. Analytical research of innovative solutions for the “smart

hotel”. Innovative improvements at the hotel. Conclusions.

### Timetable for completing the qualification work

Content	Due date	Actual completion date
INTRODUCTION. 1 THEORETICAL FOUNDATIONS OF THE DEVELOPMENT OF THE “SMART HOTEL” CONCEPT	13.10 – 30.10.25	13.10 – 30.10.25
2 ANALYTICAL RESEARCH OF INNOVATIVE SOLUTIONS FOR THE “SMART HOTEL”	31.10 – 04.12.25	31.10 – 04.12.25
3 INNOVATIVE IMPROVEMENTS AT THE HOTEL. CONCLUSIONS	05.12 – 21.12.25	05.12 – 21.12.25
Подання роботи на рецензування.	22.12.25	22.12.25

Date of assignment 2 October 2025

Higher education applicant \_\_\_\_\_ Kadiatu Ann Bockarie

Supervisor \_\_\_\_\_ PhD, associate professor Anna Kaplina

### ***Results of the qualification work defence***

Qualification work is evaluated at \_\_\_\_\_

Protocol of the EC meeting № \_\_\_\_\_ from « \_\_\_\_ » \_\_\_\_\_ 2026

Secretary of the EC \_\_\_\_\_  
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## REVIEW

of the scientific supervisor  
on the qualification work of the applicant for the bachelor's degree  
of the group HRB-41eng in speciality 241 "Hotel and restaurant business",  
**Kadiatu Ann Bockarie**  
on the topic «**Implementation of the concept of a ‘smart hotel’ as an  
innovative solution: the case of the hotel**»

**Relevance of the topic.** The relevance of this topic is determined by the rapid digital transformation of the global hospitality industry and the growing need for hotels to adopt innovative technological solutions to remain competitive. Modern travellers increasingly expect personalised, seamless, and technology-enhanced experiences, making the concept of a “smart hotel” a key strategic direction for the future development of hotel businesses.

The intensifying labour shortage, rising operational costs, sustainability requirements, and the pressure from alternative accommodation platforms have accelerated the need for hotels to optimise their internal processes through automation and smart systems. As a result, the smart hotel concept has shifted from being an optional enhancement to becoming a critical element of operational efficiency and guest satisfaction.

**General description of the work:** the work presented by Kadiatu Ann Bockarie meets the requirements for such works.

**The scientific novelty** of the work is the development of theoretical and methodological foundations and the development of practical recommendations for improving of hotel enterprises on the example of smart technologies particularly Smart Guest Room Management of the hotel "nhow Berlin".

**The practical value** of the work is to develop recommendations for improving the smart technologies in the hotel "nHow Berlin" through innovative approaches.

Kadiatu Ann bockarie showed the ability to use innovative methods and technologies in the field of hotel and restaurant business; skills in processing and correlation of statistical; ability to conduct and evaluate survey results.

**The bachelor's attitude to the work and the overall assessment of the work:** the qualification work is performed at a sufficiently high level. All sections meet the requirements of the guidelines in full, they are logically interconnected. With an appropriate defence, the applicant Kadiatu Bockarie Ann deserves to be awarded a bachelor's degree in "Hotel and restaurant business"

Supervisor PhD, associate professor Anna Kaplina

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Signature

## CONTENT

ABSTRACT.....	7
INTRODUCTION.....	10
CHAPTER 1 THEORETICAL FOUNDATIONS OF THE DEVELOPMENT OF THE “SMART HOTEL” CONCEPT.....	12
1.1. Conceptual framework of the “Smart Hotel” and its key features...	12
1.2 Innovative Technologies Shaping the “Smart Hotel” Concept.....	20
Conclusions to chapter 1.....	25
CHAPTER 2 ANALYTICAL RESEARCH OF INNOVATIVE SOLUTIONS FOR THE “SMART HOTEL”.....	26
2.1 Analysis of Smart Hotel Technologies.....	26
2.2 Justification of the hotel activities.....	37
Conclusions to chapter 2	41
CHAPTER 3 INNOVATIVE IMPROVEMENTS AT THE HOTEL.....	42
3.1 Recommendations for Innovative Improvements in the German Hotel Industry.....	42
3.2 <b>Recommendations for Innovative Improvements at nhow         Berlin.....</b>	<b>48</b>
...	
Conclusions to chapter 3.....	52
Conclusions.....	54

LIST OF REFERENCES.....	57
APPENDIXES.....	61

## ABSTRACT

The analysis shows that smart hotels not only enhance guest satisfaction but also enable hotels to operate more profitably by improving access to information that supports better business decision-making.

The chapter also identifies key drivers encouraging hotels to implement smart technologies, including the rapid development of digital solutions across social and economic domains. The growing demand for smart technologies in the hotel sector is essential for meeting the expectations of technologically sophisticated guests.

Finally, the importance of technological innovation for the management and marketing of tourism organizations, destinations, and products has been emphasized. Such innovations directly influence tourist behavior and have the potential to reshape the entire decision-making process—from planning a trip to forming lasting memories.

The research confirms that selecting appropriate smart guest-room management systems is critical for any hotel. Therefore, several key issues must be addressed: **enhancing guest comfort** through automation and user-friendly control interfaces; **reducing energy consumption and operational costs** through energy-efficient solutions; **optimising internal processes** via real-time monitoring and integration with other digital systems.

It is determined that the German hotel sector is undergoing a period of significant transformation driven by labour shortages, rising operational costs, sustainability pressures, and increasing guest expectations for digital convenience.

It is proved that the implementation of smart technologies - particularly Smart Guest Room Management Systems (GRMS) can effectively address many of the identified inefficiencies. It is recommended that nhow Berlin proceed with the implementation of a full-scale GRMS across all 304 rooms to strengthen energy efficiency, digital guest experience, and internal operational workflows.

**Key words:** hotel industry, market, smart hotels, smart systems.

## РЕФЕРАТ

Аналіз показує, що концепція «розумного» готелю не лише підвищує рівень задоволеності гостей, але й забезпечує більш прибуткову діяльність готелів завдяки покращеному доступу до інформації, що підтримує ефективне управлінське прийняття рішень.

У розділі також визначено ключові чинники, які стимулюють готельні підприємства впроваджувати смарт-технології. Серед них – стрімкий розвиток цифрових рішень у соціальній та економічній сферах, а також зростання попиту на такі технології в готельному секторі для задоволення очікувань технологічно досвідчених гостей.

Підкреслено важливість технологічних інновацій для управління та маркетингу туристичних організацій, DESTINATION і продуктів. Такі інновації безпосередньо впливають на поведінку туристів і мають потенціал змінювати весь процес прийняття рішень – від планування подорожі до формування стійких вражень.



Дослідження підтверджує, що вибір відповідних систем смарт-керування номерним фондом є критично важливим для кожного готелю. Тому необхідно врахувати низку ключових аспектів: – підвищення комфорту гостей за рахунок автоматизації та зручних інтерфейсів управління; зниження енергоспоживання й операційних витрат завдяки енергоефективним рішенням; оптимізацію внутрішніх процесів шляхом використання технологій моніторингу в реальному часі та інтеграції з іншими цифровими системами.

Визначено, що готельний сектор Німеччини перебуває у фазі суттєвих трансформацій, зумовлених кадровим дефіцитом, зростанням операційних витрат, екологічним тиском та зростанням очікувань гостей щодо цифрової зручності.

Доведено, що впровадження смарт-технологій, зокрема систем Smart Guest Room Management Systems (GRMS), може ефективно усунути багато виявлених недоліків у роботі готелів. Рекомендовано готелю **nhow Berlin** реалізувати повномасштабне впровадження GRMS у всіх 304 номерах для підвищення енергоефективності, покращення цифрового досвіду гостей та удосконалення внутрішніх операційних процесів.

**Ключові слова:** готельна індустрія, ринок, смарт-готелі, смарт-системи.

## INTRODUCTION

**The relevance** of studying the concept of a “smart hotel” is determined by the growing need for the hotel industry to adapt to new market conditions and changing customer expectations. Modern guests increasingly expect a personalised, convenient, and technologically enhanced experience. They seek not only comfortable accommodation but also the ability to control various aspects of their stay through mobile devices (such as electronic check-in, climate and lighting control in the room). Smart hotels are capable of meeting these expectations through innovative solutions.

The hospitality sector is highly competitive, and hotels strive to differentiate themselves by offering unique services. Implementing the smart hotel concept helps create a competitive advantage, as technologies can significantly enhance customer satisfaction, make the stay more comfortable and memorable, and consequently encourage positive reviews and repeat visits.

Innovative technologies in smart hotels can substantially optimise internal processes, reduce labour costs, improve energy management efficiency, and lower maintenance expenses. For example, automated energy management systems help reduce utility costs, while artificial intelligence enables faster and more precise responses to guest requests.

Amid modern challenges such as pandemics, heightened safety standards have become critically important. Smart technologies support the introduction of

contactless solutions (e.g., touchless locks, digital keys, automated cleaning), which reduce the risk of physical contact and enhance safety for both guests and staff.

The implementation of smart solutions contributes to reduced energy consumption, lower water usage, and decreased waste generation, aligning with current sustainable development trends. Hotels that adopt environmental responsibility measures are increasingly attractive to customers paying attention to eco-friendly business practices.

**The aim of this qualification work** is to analyse modern innovative solutions in the hotel industry and to identify opportunities for developing the smart hotel concept that will enhance competitiveness, operational efficiency, and service quality.

Achieving this aim requires addressing **the following tasks:**

- to define the conceptual framework of the “smart hotel” and its key characteristics;
- to justify the implementation of smart hotel solutions;
- to analyse innovative technologies that shape the smart hotel concept;
- to examine smart room management systems;
- to reveal the state of the hotel industry in Germany and its readiness for innovation;
- to propose recommendations for integrating innovations to strengthen competitiveness;
- to identify prospects for the development of smart hotels in Germany.

**The object of the research** is innovative technologies and solutions used in the hotel industry to implement the smart hotel concept.

**The subject of the study includes** the principles, methods, and tools for developing the smart hotel concept aimed at enhancing automation, personalisation, efficiency, and safety in guest service.

**The scientific novelty of the work** lies in the theoretical justification of the readiness of Germany’s hotel industry for innovation, influenced by several factors such as the economic environment, level of competition, availability of financing, and degree of digitalisation in the country. It also lies in identifying the need to overcome financial, educational, and infrastructural barriers, as well as in demonstrating how

the introduction of chatbots and AI-based systems contributes to the transformation of hotel service, making it more flexible, efficient, and oriented towards the modern consumer.

**The practical significance of the research** lies in the potential implementation of smart rooms and smart hotels in Ukraine, which may become an important step towards enhancing the quality and international attractiveness of the hotel industry. It includes the development of a step-by-step plan for introducing smart rooms in Ukrainian hotels and recommendations for installing additional device charging points and smart charging stations for electric vehicles.

**The results of the research** were presented at the XI International Youth Scientific and Practical Internet Conference «Science and Youth in the 21st Century» (on the occasion of World Science Day for Peace and Development and the International Year of Cooperatives 2025).

## **CHAPTER 1**

### **THEORETICAL FOUNDATIONS OF THE DEVELOPMENT OF THE “SMART HOTEL” CONCEPT**

#### **1.1 Conceptual framework of the “Smart Hotel” and its key features**

The relevance of studying the “smart hotel” concept arises from the growing need for the hospitality industry to adapt to changing market conditions and evolving customer expectations. This necessity is driven by several factors: shifting consumer preferences, increasing competition within the hotel sector, the need to optimize operational processes, rising safety and hygiene standards, and the industry’s responsibility toward environmental sustainability.

Modern guests increasingly expect a personalized, convenient, and technologically enhanced stay. They seek not only comfort but also the ability to control various aspects of their hotel experience via mobile devices, for example, electronic check-in, in-room climate control, or adjustable lighting. Smart hotels can meet these expectations by integrating innovative digital solutions.

The hospitality sector is highly competitive, and hotels strive to differentiate themselves by offering unique services. Implementing the smart-hotel concept helps create a competitive advantage, as advanced technologies can improve guest satisfaction, enhance comfort, and make the stay more memorable ultimately

contributing to positive reviews and repeat visits.

Innovative technologies used in smart hotels can significantly streamline internal operations, reduce labor costs, improve energy-management efficiency, and decrease maintenance expenses. For instance, automated energy-management systems reduce utility costs, while artificial intelligence enables faster and more efficient responses to guest requests.

In the context of modern challenges such as pandemics, enhanced safety standards have become critically important. Smart technologies enable the adoption of contactless solutions—such as digital room keys, automated check-in, or robotic cleaning services - which reduce physical contact and increase safety for both guests and staff.

The implementation of smart solutions also contributes to reduced energy consumption, lower water usage, and minimized waste generation, aligning with global sustainability trends. Hotels that take steps to minimize their environmental impact become more attractive to guests who value corporate ecological responsibility.

An increasing number of hospitality industry participants recognize the importance of adopting innovative solutions. Innovation enables hotel companies not only to remain competitive but also to achieve sustainable growth and improve service quality.

The transition to cloud computing has transformed the hospitality landscape by providing hotels with scalable systems capable of real-time data analytics. These capabilities allow for highly personalized guest experiences based on collected data, leading to more targeted marketing strategies and enhanced operational efficiency.

As technologies continue to evolve, experts predict that the future of smart hotels will focus on deeper personalization, stronger guest engagement, and expanded sustainability initiatives. Companies such as SaaS providers and platforms like SiteMinder play a crucial role in equipping hotels with the tools needed to adapt and thrive in an increasingly competitive market [1, 2].

In recent years, the concept of smart rooms has gained significant popularity due to continuously rising guest expectations. Modern travelers value convenience - particularly the ability to complete tasks more easily and efficiently. For example, instead of calling the front desk, guests prefer ordering room service via an in-room tablet or mobile application.

Thus, the concept of a smart room involves integrating functions and technologies that enable seamless connectivity among devices so that tasks and room operations can be performed more efficiently. This may include controlling curtains through a bedside tablet or ordering breakfast via an app.

Smart rooms offer a variety of benefits recognized by guests (Table 1.1):

#### Conclusions to Chapter 1

The chapter provides theoretical justification for the role of smart hotels in the modern hospitality industry. It has been established that smart hotels offer guests a greater level of comfort and convenience than ever before.

The analysis shows that smart hotels not only enhance guest satisfaction but also enable hotels to operate more profitably by improving access to information that supports better business decision-making.

The chapter also identifies key drivers encouraging hotels to implement smart technologies, including the rapid development of digital solutions across social and economic domains. The growing demand for smart technologies in the hotel sector is essential for meeting the expectations of technologically sophisticated guests.

Finally, the importance of technological innovation for the management and marketing of tourism organizations, destinations, and products has been emphasized. Such innovations directly influence tourist behavior and have the potential to reshape the entire decision-making process—from planning a trip to forming lasting memories.

## **CONCLUSIONS**

The work provides theoretical justification for the role of smart hotels in the modern hospitality industry. It has been established that smart hotels offer guests a greater level of comfort and convenience than ever before.

The analysis shows that smart hotels not only enhance guest satisfaction but also enable hotels to operate more profitably by improving access to information that supports better business decision-making.

The chapter also identifies key drivers encouraging hotels to implement smart technologies, including the rapid development of digital solutions across social and economic domains. The growing demand for smart technologies in the hotel sector is essential for meeting the expectations of technologically sophisticated guests.

Finally, the importance of technological innovation for the management and marketing of tourism organizations, destinations, and products has been emphasized. Such innovations directly influence tourist behavior and have the potential to reshape the entire decision-making process—from planning a trip to forming lasting memories.



The analysis has demonstrated that hotels must be prepared to adapt quickly and strategically to changing market demands while maintaining a strong focus on delivering positive guest experiences, cultivating a favourable reputation, and preserving their unique positioning within an increasingly technology-driven hospitality market.

It has been established that smart technologies not only enhance guest comfort but also improve the efficiency of hotel operations. These innovations are becoming an essential component of the future development of the hospitality industry.

The research confirms that selecting appropriate smart guest-room management systems is critical for any hotel. Therefore, several key issues must be addressed: **enhancing guest comfort** through automation and user-friendly control interfaces; **reducing energy consumption and operational costs** through energy-efficient solutions; **optimising internal processes** via real-time monitoring and integration with other digital systems.

The study of Legrand's smart room-management solutions shows that their combination of technological innovation, energy efficiency, user convenience and reliability makes these systems highly attractive to hotels aiming to improve guest comfort while lowering operational expenses.

The assessment also included an evaluation of the hotel's performance, the impact of external and internal environmental factors, and the construction of a comprehensive SWOT analysis.

It has been determined that, to remain competitive, the hotel must emphasise continuous innovation by adopting technological solutions such as smart rooms, service automation and energy-efficient systems. Additionally, the property should increase its focus on the international market, modernise outdated rooms and develop new services tailored to different customer segments.

It is determined that the German hotel sector is undergoing a period of significant transformation driven by labour shortages, rising operational costs, sustainability pressures, and increasing guest expectations for digital convenience. The industry's

traditional operational models reveal substantial gaps in digital infrastructure, personalised service delivery, and environmental performance. These challenges highlight the urgent need for hotels to modernise processes and adopt innovative technologies to maintain competitiveness.

It is proved that the implementation of smart technologies - particularly Smart Guest Room Management Systems (GRMS) can effectively address many of the identified inefficiencies. Evidence shows that GRMS contributes to considerable energy savings, improved departmental coordination, reduced labour intensity, and measurable enhancements in guest satisfaction. For nhow Berlin specifically, the analysis demonstrates that GRMS supports brand identity as a design-driven and technologically progressive hotel while delivering quantifiable operational and financial benefits. With expected annual savings of €84,700 – €121,000 and a payback period of approximately 3.2 – 4.3 years, the technology is shown to be both economically viable and strategically advantageous.

It is recommended that nhow Berlin proceed with the implementation of a full-scale GRMS across all 304 rooms to strengthen energy efficiency, digital guest experience, and internal operational workflows. Additional strategic actions include enhancing personalisation through data-driven services, expanding sustainability initiatives, and integrating the GRMS with marketing and loyalty systems to reinforce long-term competitiveness. Adoption of these strategies will enable nhow Berlin to position itself as a leading smart hotel in the Berlin market, respond effectively to evolving guest expectations, and achieve sustainable growth in a rapidly changing hospitality environment.

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