

Versatile Hospitality Industry Across Globe A Case Study on Modernisation and Modification in Hospitality Standards in 'Japan'

Arnav Shirodkar¹, Gaurav Salian², Nandini Roy³, Ashish Nevgi⁴

Student, Thakur Institute of Hotel Management, Thakur Shyamnarayan Degree College, Mumbai, India¹

Assistant Professor, Thakur Institute of Hotel Management, Thakur Shyamnarayan Degree College, Mumbai, India^{2,3}

Coordinator, Thakur Institute of Hotel Management, Thakur Shyamnarayan Degree College, Mumbai, India⁴

Abstract: Derived from the Latin word "hospes", meaning host (one who provides lodging or entertainment for a guest or visitor), hospitality has its roots in ancient history. The ancient Greeks used the word "xenia" to define the sacred rule of hospitality: the generosity and courtesy shown to those who are far from home or associates of the person bestowing guest- friendship. Away from home, surrounded by strangers and yet feeling welcome. Although the original concept of hospitality has remained largely unchanged since its origins (meeting travellers' basic needs such as providing food and accommodation), the idea of building hotels for the sole purpose of hosting guests emerged alongside technological advances and better means of transportation towards the end of the 18th century. Since then, the sector has been in constant expansion due to the very concept of hospitality being applicable to any sector that deals with customer service and satisfaction. Along with the overall economy, the global hospitality industry has enjoyed a spurt of massive growth over the last decade since the end of the financial crisis. According to the World Bank, the global economy has grown at a pace of more than three percent per year up until the global pandemic hit in 2019/20. Due to pent up demand during the beginning of the pandemic there was an acceleration of the global economy in 2021 of 5.5 percent growth, however it is set to decelerate to 4.1 percent in 2022 and 3.2 percent in 2023, arriving back at pre-pandemic levels.

Keywords: Product, Industry, Service, Guest

I. INTRODUCTION

When you are outside of your home and are paying for staying then the all the services you use during your stay and broadly within or related to or provided by the place of stay comes under hospitality industry. Hospitality means welcoming a guest and making them comfortable at your place by looking after their needs during their temporary stay. When we do and provide the above things as a service, business to anyone, with the help of products and services, for a price it becomes hospitality industry. Hospitality industry can be defined and understood as an industry which provides facility for stay, food and complete related services for the comfort and leisure of the travellers and visitors.

First of all hospitality is a service industry. Hospitality is the industry covering all the products and services that serve travellers, tourists and all types of visitors. When you know tourism you also understand hospitality industry. Within services the hospitality industry means offering all the paid services to visitors or travellers for their stay including more services to make their stay more comfortable. The hospitality industry means providing services such as stay, lodging, food, drinks, entertainment and more related services of facilities that a traveller or tourist may need or which can be of their help and comfort. It is basically offering all the possible facilities, comfort and related services to all those people who are visiting that place for some period of time mainly as tourists or travellers. The industry of hospitality mainly covers accommodation, hotels, motels, restaurants, bread & breakfast. This hospitality industry mainly caters to tourists and travellers. These tourists or travellers can be from other countries, other cities and even can be local. This industry is closely associated and a part of the tourism industry. It is a key part of the tourism industry value chain.

This industry is mainly driven by growing tourism, yet it caters to both tourists and travelers. Hospitality and Tourism industry are closely related and each plays an important role in development and growth of the other industry. Tourism brings revenue, growth and development for hospitality. On the other hand, the hospitality industry adds to the overall

value and importance of tourism. It creates more tourism demand, makes it look more attractive, and adds the much needed comfort level for tourists and travellers. Without hospitality tourism would be incomplete and will not achieve growth.

II. LITERATURE REVIEW

- The rapidly growing tourism sector in Japan has been contributing to the expansion of the hospitality industry. Japan has been recording the highest number of visitors year- on-year and the country is expanding its hospitality industry to accommodate the increasing number of visitors. With the limited available spaces for development, the country has introduced a capsule hotel concept, which accounted for around USD 132 million in 2018.
- Domestic tourism is on the rise in Japan, and to cope up with that, many domestic brands are expanding their footprint across the country. Tokyo, which is among the major cities in the country, has been registering a growing number of inbound tourists, with around 14.12 million in 2018, which was almost double to the number it welcomed in 2013. Osaka and Chiba have also been witnessing rising numbers of arrivals year-on-year.
- The country has been recording the highest occupancy rate every year at around 80%. Though the tourism statistics look promising, the limited geographically available space for new developments is going to be a limitation for the hospitality industry in Japan
- According to the Japan National Tourism Organisation, in just four years, the country registered double the number of visitors it welcomed in 2014, which was 13.41 million. In 2018, it welcomed 31.19 million tourists and is aiming to host 60 million visitors by 2030
- Visitors from China constituted the highest share of foreigners that visited Japan, followed by South Korea and Taiwan. Japan has more than 2,600 hotel establishments that are distributed across the country, of which, the luxury hotels segment constitutes around 50 hotels only. Whereas the budget and economy hotels segment covers around 110 hotels and became the second-largest segment of Japan's hospitality industry.
- The country has around 2,240 hotels in the mid and upper midscale segment. The dominant domestic tourism, the quality services offered by majority hotels of the mid and upper midscale segment, and effective utilisation of the available space have become the major reasons for the rapid growth of this segment.
- The hospitality industry in Japan is largely dominated by home grown hotel companies. The domestic brands and their chains constitute around 90% of the total market share. Tokyo Inn Co. is the largest hotel chain in the country, in terms of rooms/keys supply. It has more than 250 hotel properties and offers around 50,000 rooms/keys across the country. Route-Inn Hotel has more than 275 hotel establishments and offers around 14,500 rooms/keys across Japan. Marriott International is the largest international brand in terms of room supply, with around 40 establishments, and offers around 12,000 room/keys.

III. CASE ANALYSIS

Differentiation between Traditional and Modern Applications in Hospitality in Industry in Japan

As for describing the traditional techniques

Hojo Tokiyori, a regent for the Kamakura bakufu government in the 13th century, disguised himself as a travelling monk and visited various parts of the country. On a very snowy night, he was given accommodation at the home of a poor samurai. When they ran out of firewood for the hearth, the samurai chopped up his prized potted trees for his guest. This is the plot of the noh play Hachinoki (The Potted Trees). This kind of simple motenashi was refined through the art of the tea ceremony, which emerged in the Muromachi period (1336-1573).

Master Sen no Rikyu distilled the hospitality of tea into seven principles, the first of which is that tea should be produced at a temperature, and in a quantity, that is easy for one's guests to drink. An anecdote contained in a book from the Edo period (1603-1867) says that when military commander Ishida Mitsunari was a young, he lived in a temple and one day Toyotomi Hideyoshi visited. Hideyoshi said he was thirsty, so Mitsunari first made him a large serving of lukewarm tea and then filled a bowl about half full with slightly hot tea for his second serving. The third was just a small serving of very hot tea. Hideyoshi was impressed and took Mitsunari into his service. According to Sen

Genshitsu, the former head of the Urasenke tea ceremony school that carries on Rikyu's legacy, the tea ceremony is not laborious at all. Foreign dignitaries often visit the Urasenke school in Kyoto.

Ryokan, as traditional Japanese hotels are known, can be called old-fashioned Japanese inns, and are found all over Japan, especially in hot springs resorts.

You can get that "authentic" Japan experience

Ryokan are rarely seen in the inner city of Tokyo. If you want to stay at a ryokan, the closest ones to Tokyo are generally at hot spring resorts in areas such as Hakone or Izu.

Ryokan come in a variety of different forms. Still, they all tend to follow a similar kind of style: they offer authentic Japanese-style architecture, a Japanese garden, fantastic cuisine, and often have guest rooms with tatami mats. Depending on location, they may also provide tranquil views of mountains, forest, or ocean. Ryokan are where the Japanese tend to go to escape the stress of urban life and recharge their spirits

Nakai-San

One of the features of a ryokan are female staff called 'nakai-san,' who are attendants who take care of guests. They will be in charge of all the services for guests and their rooms until checkout. Ryokan are a great way to experience the concept of 'omotenashi,' the famous Japanese way of hospitality. As a foreigner, you may find it somehow incredible just how naturally and unobtrusively nakai-san will anticipate guests' behaviour.

A few examples: when you check in, staff will probably ask when you wish to take your meals, so they can ensure things are cooked and served to you at the ideal timing. When entering your room, you will likely see a low table and perhaps a pot of tea and snacks waiting for you. You might then go down to the dining hall for dinner. And when you return, the staff will likely have prepared your room for bedtime, laying the futons out for you and even perhaps closing the curtains.

Guest Rooms

As opposed to their Western counterparts, ryokan are almost like a small apartment and tend to be more spacious. At the entrance is a *genkan* where you would take your shoes off before entering the room. Here, slippers will be found either waiting for you or in a small closet nearby; these can be used when you walk around the ryokan - just take care only to wear socks on tatami mats. One of the nakai-san or another attendant will likely take you to your room when you arrive, and introduce the various features of the room at that time. (Despite this being a lovely service, keep in mind that tips are not necessary - this service is standard!) After this introduction, feel free to relax with a cup of green tea and snacks that have been prepared for you on the table. The exceptional seasonal scenery right outside the ryokan's windows is one of the real pleasures of these authentic Japanese inns. In one of the room's closets, you will find a yukata - a kind of kimono - which you are free to put

Meals

Many ryokan prepare dinner in the guest rooms, however, some will have a dining hall where they will serve guests. In all cases, the delicious meals will be made using local specialty products and savory seasonal ingredients. Breakfast is provided at a certain restaurant or dining hall in most cases, which is available during specific hours for guests to use.

Public Baths

Many ryokan have a large bath as well as an open-air bath with a beautiful view of the outside scenery. In these ryokan hot springs, tattoos are generally not an issue since it's not a public bath but rather a private one, owned by the inn and exclusive to the guests. Some ryokan do have rules regarding body art, however, so make sure to ask beforehand. Wearing a swimsuit is, however, always forbidden.

Sleeping on a Futon

Ryokan usually have futon mattresses (Japanese-style bedding) instead of conventional beds. When dinner is served inside the room, the nakai-san will come after the meal to prepare the futon. If the ryokan has its own restaurant, the

futon will be put out during dinner time. Also, remember that the yukata (casual kimono) may be used as nightwear in the guest rooms. Wearing the yukata with slippers is perfectly fine even for walking around the ryokan itself, for example, on your way to the inn's bath. Sleeping on a futon is a very unique experience indeed, and a fantastic way to cap off a wonderful time! One hint from a Western perspective: even if you are accustomed to sleeping on your side, you may wish to try sleeping on your back, as there is less padding between you and the tatami mat than with a mattress.

These traditional Japanese hotels are more than just a place to sleep. Ryokan tend to provide luxurious meals in tranquil surroundings and may offer a private onsen hot spring bath of your own to enjoy as well. Rooms tend to be designed in a traditional manner, often with spacious Japanese-style rooms complete with tatami flooring, futon bedding, and feature local cuisine. Traditional Japanese hotels also tend to incorporate many elements of Japanese hospitality, with friendly staff attentive to guests' needs. All of these points make traditional Japanese hotels an appealing option for foreign visitors, too.

In Japan, there is a deep-rooted culture, which comes from **sado** (tea ceremony), called **omotenashi**, meaning to wholeheartedly look after guests. The term is a microcosm of the country itself, representing the Japanese mindset of hospitality centring around care rather than expectation. You're bound to feel the omotenashi hospitality on your travels to Japan, especially at cultural experiences such as ryokan (Japanese-style inns), kaiseki (Japanese banquet), and sado (tea ceremony). Omotenashi is hard to define in English because to understand it is to experience Japan in-person. It is a sense of incredible hospitality that carries across home stays, formal ceremonies, retail, and dining. However, omotenashi goes beyond "the customer is always right," rather, it is an implicit understanding that there are no menial tasks if the result ensures a great experience for a guest. That incredible sense of hospitality begins at every doorway. As you enter stores or restaurants, expect to hear the bellowing welcome of 'irasshaimase' as you step inside. A polite nod or smile is all you need to offer in return – there is no cultural expectation that this friendly welcome will be reciprocated. No Japanese custom better represents omotenashi than the famous sado, or tea ceremony.

At the centre of every chakai (tea gathering) is the guest, with the host constantly considering their guest with every movement and gesture. Indeed, the most important part of every ceremony is that the host prepares a bowl of tea from their heart.

As you make your journey across Japan, you will find omotenashi everywhere. From the attentive care of retailers to the shinkansen cleaners who bow to the boarding passengers, omotenashi is present. The more you open your heart to the people and culture of Japan, the more you will be rewarded with experiences unlike any around the world.

Indeed, omotenashi is Japanese hospitality. "Omote" means public face – an image you wish to present to outsiders. "Nashi" means nothing. Combining them means every service is from the bottom of the heart – honest, no hiding, no pretending. There is no surprise, then, that the spirit has its root in the tea ceremony where tea masters face the audiences and make tea in front of them. Everything is open and clear. The idea is also largely defined by the poem by respectable tea master Sen no Rikyu: "Though you wipe your hands and brush off the dust and dirt from the vessels, what is the use of all this fuss if the heart is still impure. Omotenashi, therefore does not ask for flawless skills, but a pure heart – which leads back to these keywords

: serve wholeheartedly.

Like a tea ceremony, sushi is prepared in front of the customer. The openness in showing how the sushi is made and who is making it publicly is one of our ways to present omotenashi. Omotenashi can also be appreciated through other thoughtful acts here. For instance, the temperature of sushi rice is adjusted to match with the taste of different fishes; sushi is always dressed with the ideal amount of sauce and seasonings, so guests do not need to decide how much is right. Not to mention the sequence of sushi is deliberately thought out.

Now henceforth talking about modernization techniques adapted

Technological advancement is helping to bring huge improvements for both customers and companies in the hospitality sector. It's providing better services, financial savings, and smarter ways for businesses to operate. In this post, we'll look at the main ways technology is having an impact and at some of the surprising innovations now being used. The hospitality industry in Japan due to the number of foreign visitors to Japan has reached almost 31.2 million in 2018, an impressive 370% growth. The influx is heightening the demand for new luxury hospitality developments.

Despite the world's unwavering interest in Japan's charm for many decades, the country has received only a relatively modest number of visitors in the past. It impacted the hotel market, which consisted mostly of boutique and city type hotels, with a limited number of luxury hotels of only around 50 facilities nationwide.

Every breakthrough happens somewhere, but when it comes to innovation and technology, Japan has always been at the forefront. Automation and robotics are so deeply engraved in their day to day life that there is no going back. In the current times, even the super leaders from around the world are looking up to Japan for deriving inspiration as to how to incorporate these hacks into their economy. Japan for decades has been working on the ethos of social distancing by depending on technology and utilising the power of automation.

Gradually, even the organisations worldwide have realised the potential of robotics and are investing heavily in it. Therefore, robots are no more restricted to industries but are making inroads into other businesses such as restaurants and local retail stores. Although automation remains prominent in our day to day for various mundane tasks, robots are advanced enough to work in tandem with humans. There are even sushi-making robots in Japan which guarantee to produce authentic Japanese sushi. The bots are designed to replicate handmade sushi quality but have extreme efficiency. These machines have even gone through various rounds of tests by strict critics and sushi masters.

Robotic firms have even invented Japanese ramen robots that prepare scrumptious meals compared to a normal chef. At one such restaurant, you can witness your Japanese noodle shop being prepared by a bot. Japanese ramen chain Kourakuen in Motomiya, Fukushima is hoping to make social distancing easier, and ease staffing issues at the moment by relying on a new tablet-operated "Ramen Serving robot" called the K-1. The K-1 helps with social distancing and contactless service, as it's a shelf-equipped robot with a sensor that allows it to navigate the restaurant and service customers without bumping into people or objects. The robot can reportedly respond to voice commands and can be navigated with a tablet that both customer and restaurant staff have.

Japan also has the world's first robot bartender that has begun serving drinks in a Tokyo pub. The robot, for its part, can prepare a cocktail in one minute and can pour a beer in 40 seconds. Deploying robots in a workforce not only reduces operation cost exponentially but also provides phenomenal customer experience.

"There are even hotels in Japan that are primarily operating on robots. One, in particular, is the Henn-Na Hotel in Japan which deploys humanoid robots. They designed in a way that they act like humans and speak fluent Japanese, Korean, Chinese, and English. Even the rooms have features like facial recognition, room temperature monitored and adjusted according to body heat, and a tablet that allows guests to request services. This hotel and few others in Japan have set an example for the world to show how full proof social distancing can be imposed.

One would be shocked to know that even the taxis in Japan have come with an automated door for years now. The moment your ride arrives, just stand back as the door automatically opens for you. You just have to inform the driver of the location to be reached and everything from then on happens on its own. After getting off too, the door shuts on its own.

For centuries now Japan's technological alternatives have outshined the nation worldwide. Even when it comes to cashless payments at the smallest of a convenience store, the option is readily available. Travellers can also use their credit cards to make cashless payments and ATMs are easily available all across the country. For those looking to maximise the convenience of cashless[1].

However, due to several circumstances such as relaxed visa restrictions and the falling value of the Japanese yen, plus increased LCC flights, the wind of change since 2012 turned the country of cherry blossoms into one of the fastest-growing travel destinations. The number of foreign visitors to Japan has reached almost 31.2 million in 2018, an impressive 370% growth as compared with pre-Abenomics in 2012. The trend is not stopping: Japan government's aim is to further increase overseas arrivals to over 40 million tourists by 2020. With expanded consumption tax exemptions for visitors from abroad, the aim is to reach 8 trillion yen in sales from tourist arrivals in the country for the Tokyo Olympics in 2020.

As expected, most of the luxury hotels are concentrated in the Tokyo area. In recent years Japan has witnessed a growing number of such projects in Greater Osaka (Osaka & Kyoto) area, followed by popular resorts like Niseko in Hokkaido and in Okinawa. On the other hand, major cities such as Nagoya and Sapporo still do not offer any completed, nor plan to deliver new luxury hospitality projects. According to Cushman & Wakefield Research, the Average Daily Rate¹ of luxury hotels in Japan increases year by year along with the growing demand. Nevertheless,

investors must take into consideration the seasonality of tourism, as in the case of popular resorts such as Niseko, which mainly welcomes visitors from November to March. To stay competitive in the hospitality industry, it is also critical for hotel developers to adapt to the changing consumer behaviour and trends. Some luxury hotel developers in Japan have already come up with innovative solutions not only to keep up with the trends but also to enhance their services, such as :

Airless & soundless air temperature regulation

Despite a hotel's high-class standards, guests can be easily deprived of a good quality sleep during the stay due to the sound, air breeze and unpleasant smell of the room air-conditioner. To offer higher comfort for guests, the Great Morning Hotel in Fukuoka, which opened in 2018, has introduced an innovative Japanese temperature regulation system to replace all conventional air-conditioners. Invented in 2011, "Hikari FIRST" is a sustainable radiant-style heating and cooling system that uses the far infrared rays to regulate sensory temperature. Ground stone coating of the radiation units, wall and ceiling surfaces create an infrared wavelength circulation, which results in a breezeless, noiseless and dustless ventilation. The system provides a clean atmosphere comparable to the forest air. This solution has been applied to the hotel for the first time.

Hotel automation

By adopting automation technology similar to that used at airports, many hospitality venues are now making it easier for guests to check in and carry out other tasks without needing to go to the reception. Automated kiosks enable people to order room service, book spa services, reserve a table at dinner and do many other things without the need for human interaction.

Not only is this technology convenient, it's also personalised. Voice operated machines can speak to the user with the same courtesy as a member of staff and, with the use of AI and machine learning, these systems can use previous interactions and past purchasing habits to tailor offers of food, drink, and other services. By linking digital kiosks with mobile apps, it is also possible to offer a 24/7 automated, digital concierge service.

NFC smart solutions

Near field communication (NFC) technology is fast becoming ubiquitous across many sectors. NFC tags enable data to be securely transferred between devices just by touching: it's the technology that enables us to tap and pay with cards and smartphones. In hospitality, NFC has many useful applications that most venues are finally waking up to. One such application is the ability to use smart cards, such as those available from Universal Smart Cards, as smart keys. Besides opening hotel room doors, smart cards enable guests to check in automatically, pay for items at the venue's shops and eateries and give them access to specific facilities within the building, such as the gym or conference centre.

In addition, the placing of smart tags on advertising around the venue means that customers who tap them with a smartphone can be sent further information or even discretionary discounts, increasing the likelihood of those services being used.

The rise of the robots

As a sector which relies heavily on human resources, it was only a matter of time before we would begin to see robots being used in hotels. It's not just robotic vacuum cleaners we are seeing either, the Aloft hotel in Cupertino, Calif., 'employs' a robot called Botlr (short for robot butler) who will bring towels to customers at the swimming pool or even traverse the stairs to drop off snacks. Recent stories in Hospitality Technology have covered the robot craze, including the robot-only kitchen at Spyce, a new fast casual concept in Boston and Caliburger's burger-flipping robot Flippy[2].

These trailblazers aside, perhaps the most advanced robotic technology being used is in Japan. The Hotel Ginza in Tokyo uses robots as receptionists. Unlike Botlr, who's more akin to R2- D2, the Japanese robots look distinctly human and even look and smile at guests while they talk to them. What's more, they are multilingual, able to speak in Japanese, Chinese, Korean and English. It won't be long before we see robots everywhere in the hospitality business. It will mean huge savings for hotels and the end of tipping for customers.

Infrared discretion

Discretion is important in the hospitality business. No-one wants a cleaner wheeling a trolley into the bathroom just as they are getting out of the shower, nor do they want other interruptions taking place whilst they are enjoying the facilities. To prevent these unwanted intrusions, hotels are now turning to infrared technology. The solution is a simple infrared scanner that staff can use to detect someone's body heat in a hotel room. If it senses someone is present, staff will leave the room alone and return later

Smart-Pods

The Tokyo capsule hotel, The Millennials, is looking to offer guests a truly unique experience by allowing guests fully integrated smartphone control over their personal unit, called Smart- Pods. According to Takeshi Yamasaki, founder and CEO, "More than just a cheap place to crash for a night as you would think from a capsule hotel, we tried to push the experience to a whole new level where guests can truly have fun and enjoy their stay in their own pod via the use of technology, but at the same time, feel as comfortable as they would in any kind of premium hotel." Some of the next-gen tech created specifically for The Millennials is a soundless alarm system that raises sleeping guests into a seated position while gradually brightening the lights. Other technology the brand is looking to implement into their Smart-Pods includes interactive LED panels integrated into the walls and tables of each unit[3].

IV. SUMMARY

The year 2020 was a very devastating year across the world for the tourism industry due to COVID - 19 pandemic. Globally, borders were sealed and remained effectively closed for foreign tourists. But, the second half of 2021 is expected to bring a little hope to the hospitality business and that brings hope for Japan as well. Our research finds that there has been a considerable movement of domestic tourists in Japan. These domestic tourists have provided much-needed relief to the bleeding hotel industry of Japan. We also believe that Japan's hospitality market will reach its pre-COVID level by the end of the year 2022. The year 2020 was a very devastating year across the world for the tourism industry due to COVID - 19 pandemic. Globally, borders were sealed and remained effectively closed for foreign tourists.

But, the first half of 2021 is expected to bring a little hope to the hospitality business and that brings hope for Japan as well. Our research finds that there has been a considerable movement of domestic tourists in Japan. These domestic tourists have provided much-needed relief to the bleeding hotel industry of Japan. We also believe that Japan's hospitality market will reach its pre-COVID level by the end of the year 2022. Japan, the online hotel market targets a variety of consumer groups and those with different behaviour types with an offer that matches their needs and budget level. With the advancement in technology, the online hotel market is rising at a fast pace. On the other hand, COVID-19 has accelerated the digitization of the travel agent model; creating more shop closures as in-store agencies switch operations online, creating the downfall of the country's offline hotel booking market[4].

Japan is expected to see robust growth in inbound tourism during the course of time. This growth is expected to maintain its forward momentum and fuel a strong performance in the hotel industry in the coming year, fighting the global economic uncertainty. Tourism growth in Osaka has been especially notable. Tokyo stands top of the country's major cities, registering the highest number of hotel rooms in Japan's hotel market, with around a million tourists visiting the city. Osaka and Kyoto have witnessed rising numbers of arrivals year-on-year, constituting second and third highest hotel room-by-town in the country, respective Homegrown hotel companies primarily dominate the hotel industry in Japan. Domestic brands and their chains cover 90% of the total market in the country. The key players in the Japan Hotel Market studied in the report are Marriott International, Inc Tokyo Corporation, JR Hotel Group, Kintetsu Group Holdings Co., Ltd. and Hoshino Resorts REIT Inc[5].

V. CONCLUSION

The article presents the results of a study on the development of the service sector Hospitality industry and management of modernization concepts in the form of real practical measures in general and in relation to the corporate planning, programming, and design their development. An algorithm for implementation of adaptive management as a priority the modernization tool in this area. Our study was based on the assumption that the management of the modernization and maintenance of technology in enterprises of hotel services will allow to fully realise the goals of the strategic

stability of the enterprises of sphere of services, will contribute to the attainment of a new quality of development, to mobilise potentially available resources in the field of hospitality and the involvement in it of effective market mechanisms, convincingly proved that the modernization of the service sector - the update of the existing forms and methods of management, the implementation of new features companies within predictable limits. Under the modern tools flexible management system now should be understood as a process-functional management system to ensure the achievement of targets in different periods of organisational development of the company, without degradation of the resource potential, by adapting to the changing conditions of the hotel business. The current situation on the market, the service sector is characterised by a growing demand for them, and the processes in this area necessitate the search and implementation of new approaches, forms and methods of their effective development. This creates a need for a qualitative transformation of service industries, which are the main source advocating their modernization in line with the new opportunities and challenges, the needs of growth of qualitative characteristics and improve operational efficiency of the individualised service.

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