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## COMPETITIVENESS OF AMERICAN HOTEL

Possessing competitive advantages could be the key to success for each unit of the hotel industry. As competition in the hotel industry becomes more intense, it is increasingly important for hotels to invest more in marketing activities to attract and retain guests and distinguish themselves from their rivals in order to stay in the industry. In this case it is very important to determine the level of competitiveness and to improve the weaknesses of the hotel.

Rocky Mountain Park Inn (RMPI) was chosen as the research object. This lodge was built in 1971 and in 1983 became the part of Forever Resorts. RMPI is located in Estes Park, Colorado near Rocky Mountain National Park. Its average rate is \$87 + tax in low season (October-April) and \$147 + tax in high season (May-September).

The main rivals of RMPI are The Stanley Hotel, Hotel Estes, and Estes Park Resort. The factors to evaluate the competitiveness are a number of rooms, average guest rating (AGR) on trip advisor, average rate (AR) per room per night in a high season, marketing activities, uniqueness, experience, pets rate, and awards.

### Benchmarking of Rocky Mountain Park Inn

Factors	RMPI	The Stanley Hotel	Hotel Estes	Estes Park Resort
Number of rooms	150	140	52	54
AGR (out of 5)	3,6	3,9	4,6	4,2
AR	\$178	\$220	\$156	\$209
Marketing activities	1)\$20 breakfast voucher for free; 2) book 1 night get the 2nd night 75% off	1)15% off for Colorado residents; 2) Ghost adventure package; 3) Preferred pooch package	-	-
Uniqueness	1)"Under one roof"; 2) Forever Earth Green Programme	1) Historical place; 2) Stanley Hotel tours; 3) Gift shop	1) Game room	1)Spa service; 2) Sauna
History	19 years	102 years	9 years	13 years
Pets (per night)	\$15	\$25	\$0	\$15
Awards	1)Gold Leader	Historic Hotel of	Best Service	Excellence

	2)AAA's Three Diamond hotel	America		2012
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The findings were transferred into scale scores. John Ayotte, Hospitality Marketing Expert (KBS&P), Colin Barnes, Expert in Marketing Service (Acquity Group) and Daniel Armour, Internet Marketing Expert (MediaCom) were invited as experts.

The results of the research of competitiveness have shown that RMPI has a really strong position among the main rivals. The best indicators are awards and numbers of rooms, also it has almost similar positions in average rate, marketing activities, uniqueness and history, except pets rate (it is little bit lower than the competitors'), but the biggest problem of RMPI is the lowest average rate out of its rivals on tripadvisor.com. It means the department of marketing should pay much

#### Competitiveness rating scale with point rating method

Factors	RMPI			The Stanley Hotel			Hotel Estes			Estes Park Resort		
	E1	E2	E3	E1	E2	E3	E1	E2	E3	E1	E2	E3
Number of rooms	8	7	8	7	7	8	7	5	5	7	7	7
AGR (out of 5)	4	6	5	6	6	5	8	8	7	7	8	7
AR	8	8	7	6	7	7	8	8	8	8	7	7
Marketing activities	7	8	8	8	8	8	2	4	3	4	5	3
Uniqueness	8	6	7	8	8	7	5	5	6	8	8	8
History	7	6	8	8	8	8	6	7	6	6	7	7
Pets (per night)	6	6	7	5	6	4	8	8	8	7	6	7
Awards	8	8	8	6	7	6	7	6	8	7	8	8

On the basis of the findings the competitiveness polygon was created.

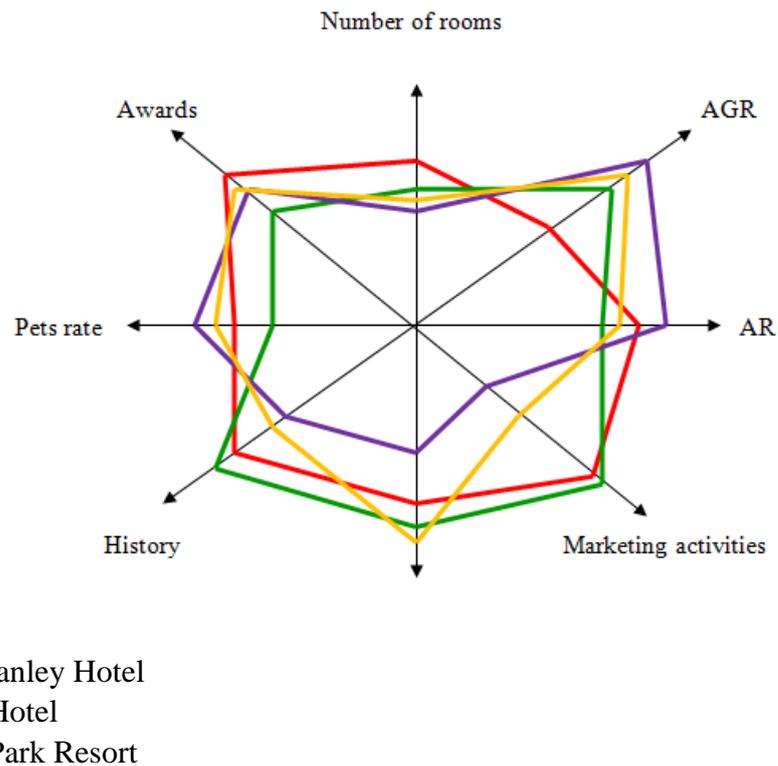


Fig. 1. Competitiveness Polygon

more attention to the customers' references on website. In July 2012 the General Manager at Rocky Mountain Park Inn, Chris Cook, started to respond the reviews, but that didn't improve average guest rating of the hotel. But the rating is very important for this hotel business. Before going on vacation customers are searching the information especially on travel websites and the hotels in the area are shown by average rate. The higher the average rate is, the higher the position is in the general list, the higher chances the hotel has to be chosen.