

# Sustainable Hotel Competitiveness Through Benchmarking an Application of the Marketing Mix 12P

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## ABSTRACT:

Market research is critically important to the development of the hotel industry, as it helps to achieve compliance with international standards and increase the competitiveness of companies in the market. Benchmarking is a strategic process where companies compare their performance, practices, experience, and results with industry leaders and major competitors to identify flaws and find ways to fix and solve them. Benchmarking gives hotels opportunities to study international standards and analyze the strengths and weaknesses of their services.

This paper presents both theoretical and practical results of using marketing mix 12P in hotel business; possibilities of using marketing mix 12P are substantiated and coefficients of index weights are revealed. The results of expert research have established the weightiest marketing mix element and developed a model that can be practically used by managers to determine competitiveness in the hotel business.

The conclusion of the paper substantiates the advantages of using the benchmarking model, which will simplify the timely detection of problems in the Georgian hotel business and the ways to solve them. In the condition of benchmarking, the use of the marketing mix 12P will help to satisfy the customer demands, which will depend on the properly implementation of benchmarking in the hotel business.

*Keywords: Benchmarking, hotel business, marketing mix, 12P, expert assessment, marketing, research, model.*

## 1. Introduction

In the Hotel business using marketing mix is an effective opportunity to overcome the modern challenges. In Georgia, Tourism Development has established itself as one of the most important directions of the economy, which is why the introduction of modern methods of hotel management directly affects the country's economic stability and international image. The Hotel business, as one of the most dynamic and competitive sectors in the country, constantly needs innovative approaches that are based on data-based solutions.

Benchmarking is especially important for the Georgian hotel business, which includes both international brands and local small hotels. While international brands have strategic management experience and strong support from their central offices, local hotels often lack long-term strategic approaches. According to this background, hotels reveal their weaknesses and potential, which can be improved to achieve a competitive advantage.

Benchmarking is also relevant for the continuous improvement of service quality. World practice shows that hotels that regularly carry out benchmarking analysis are more successful in organizing marketing strategies, raising service standards, and improving financial performance. For Georgia, as a tourism developing country, benchmarking

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provides an opportunity for hotels not only to compare their data with those of competitors, but also to improve operational efficiency and adapt to new realities.

It is also worth noting that benchmarking provides an opportunity for the hotel industry to see the specifics of the local market and strategies tailored to them. Despite the fact that successful examples of benchmarking exist in many countries, its adaptation to the Georgian market requires specific approaches. For this, it is important that hotels take into account international standards, as well as the requirements and expectations of local customers.

The aim of the study is to reveal how tourists assess the service of Georgian hotels and what expectations they have. Research has shown that tourists are generally satisfied, but increasing service standards and uniformity of service remains a challenge. The use of benchmarking in this case is considered as one of the ways that will contribute to the implementation of standards corresponding to the expectations of tourists. The main objectives of this marketing and expert research are: Identification of preconditions and challenges for the introduction of benchmarking in the hotel sector of Georgia, analysis of existing problems based on marketing research; determination of innovative approaches to the use of benchmarking, and development of their practical recommendations.

Innovation of thesis and aim of benchmarking in the management of marketing mix 12P's are the use of the opportunities of competitiveness of the model development and its practice in the use of perspective for the determination of the hotel business. The introduction and establishment of this method of benchmarking in Georgia will contribute to the increase of efficiency, quality of Service, and competitiveness of the hotel business, which directly will contribute to the long-term development of the country's tourism sector.

## 1. Literature review

Benchmarking allows the hotel to properly assess the revenue structure and determination to see which segments have more potential. These can be services such as restaurant services, organizing events, or spa services. Phillips and Appiah-Adu-note that detailed revenue analysis enables hotels to better distribute resources and maximize market opportunities (Phillips, Appiah-Adu, 1998). Or even, using benchmarking in a hotel industry, getting acquainted with international standards, and analyzing the strengths and weaknesses of their own services. For this reason, the authors Fu., Chu., Chao., Lee., Liao., (2011) discuss Fuzzy AHP and VIKOR methods that assist organizations in evaluating various aspects of services, such as: Speed of service, efficiency of staff, and use of customer feedback. Fuzzy AHP and VIKOR methods make it easier for managers to make decisions. These methods process information and help make the most optimal and correct decision. For example, if your desire is to celebrate a birthday in a restaurant, by using these methods you will see the priorities, in this case the priorities are: Location, delicious food, affordable prices, environment, and service. Kahraman (2003) believes that through Fuzzy AHP the priorities that were important in the selection will be reevaluated, the most important criteria will be identified, and then through VIKOR the calculation and selection of the best will be done.

The quality of service in the hotel industry determines customer satisfaction, loyalty, and long-term business success. Consideration of all will help companies to use modern approaches in the field of online sales, which will enhance the image of the company, gain the trust of customers, and provide a competitive advantage. Mamuladze, Mamuladze, Makharadze, Zoidze, (2025).

The use of benchmarking is one of the most effective tools for improving service quality, as it allows organizations to evaluate their services against competitors and understand how to improve them. Fu., Chu., Chao., Lee., Liao., (2011) according to their opinion, the results of benchmarking allow organizations to better assess which channels are most effective for their target segment. According to the Wöber., Karl., (2001) dates of benchmarking allow hotels to explore consumer behavior and work out the appropriate strategies for satisfying consumers. Which is especially important in markets where competition is high and customer requirements are constantly growing (Zadneprovskaya., Poddubnaya., 2021).

Using customer feedback, hotels manage not only to improve service but also to increase customer loyalty, as a result of which, by using benchmarking, hotels are better suited to customer needs, which increases their return rate and long-term business success (Fu., Chu., Chao., Lee., Liao., 2011).

Defining the success of sales strategies requires constant monitoring and analysis. Strategy monitoring includes components such as analyzing customer feedback, studying competitors' behavior, and evaluating financial performance. This process creates an opportunity to identify strategic flaws and make adjustments in a timely manner. Wöber., Karl., (2001) benchmarking allows hotels to regularly update their strategies and adapt them according to market changes.

Most studies emphasize the existence of competition and finding different approaches to improving sales strategies to meet customer needs, its constant monitoring, and market analysis, which should be carried out through benchmarking. In particular, using a new innovative method that will make this field more successful.

## **2. Methodology**

The research methodology is used in the paper, which is based on the specifics of the object of study, goals, and objectives. Therefore, in the process of studying and researching the issue, bibliographic research, marketing, and expert research methods are used. The survey was carried out through an online survey via a pre-compiled form, at the initial stage, more than 300 respondents participated in the survey. The expert survey was conducted by the method of preliminary selection of respondents, the selection of experts was made up of leading scientists, specialists, and company leaders in the field. The expert group consisted of 10 independent experts who individually took part in the study. The study involved an expert assessment of the 12P marketing mix.

## **3. Results**

The Ministry of tourism sector in the last decade is growing rapidly. According to the National Statistics Office of Georgia, in 2022, the number of tourists in the country

increased by 7%. In such conditions, benchmarking has become an important tool that allows hotels to effectively assess the strengths and weaknesses of competitors and develop strategic goals and plans. The use of digital technologies in the benchmarking process improves the positioning of hotels in the international market, which is especially important in Georgia (Khmiadashvili, L., 2019).

Improving service processes requires a systematic approach that includes both data-driven analysis and market research and identifying competitive advantages and disadvantages.

It should also be noted that technological progress is especially important for improving the quality of service. In particular, the use of digital platforms such as: Automated reservation systems and digital feedback tools has contributed to the rapid and efficient development of service processes. As studies by Fu and other authors (2011) have shown - hotels that use technological innovations increase customer satisfaction by 30%.

One of the main components of improving the quality of Service is the analysis of customer feedback. Constant observation of customer attitudes in the benchmarking process gives hotels the opportunity to study customer needs and adapt services to their expectations, which ultimately manifests itself in customer loyalty. Loyal customers ensure the long-term financial stability of hotels and increase of recommendation rate.

Improving sales strategies is one of the important results of benchmarking in the hotel business, which directly affects both revenue growth and customer loyalty. Implementing and optimizing sales strategies requires a data-driven approach that allows hotels to better understand market requirements and tailor their offerings to customer needs (Wöber, Karl., 2001).

For this purpose, it is important to use heuristic method (Figure 1). In order to hotels be able to select optimal sales strategies. Heuristic (Heuristic Method) method is one of the simplified procedure or approach in sales, which is based on experience, this method helps to make fast decision especially when the complete analysis is not possible to make. Using this method in sales means practical and effective communication with consumers and the process of increasing revenues (Gigerenzer & Gaissmaier).

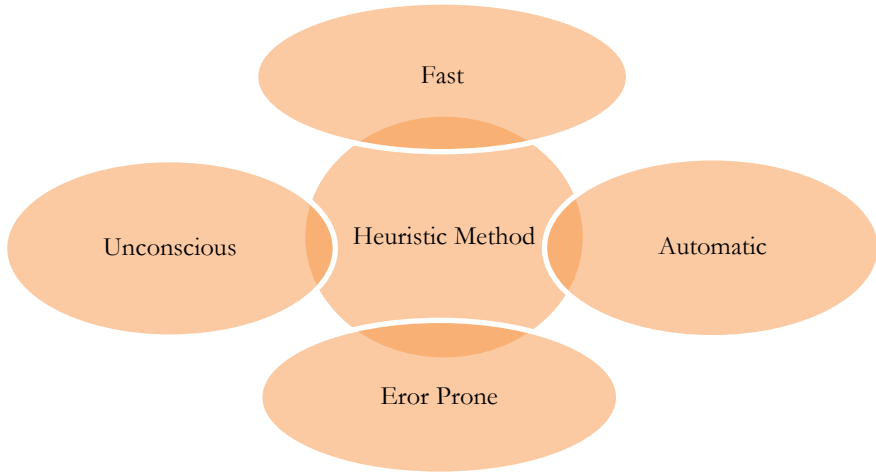


Figure 1. Heuristic Method

Source: Design by Author according to the source (Frimodig, 2023).

<https://www.simplypsychology.org/what-is-a-heuristic.html>

For example, increasing sales using the internet is particularly effective. In the last decade, online platforms such as: Booking.com and Airbnb, the popularity has increased significantly, giving hotels new opportunities to increase sales globally (Wöber, Karl, 2001).

According to international accommodation booking platform Airbnb in January 2025, occupancy rate in Georgia was 36%, compared to the previous year 2.8%. There are 11,291 accommodation facilities on Airbnb platform in Georgia, of which 5,167 are in Tbilisi. Platform occupancy rate increases by 6.4% (National Tourism Administration of Georgia, 2025).

For example, through consumer segmentation and data analysis, individual offers of services can be processed. This may include discounts for regular customers, exclusive packages or offering additional services such as - organizing transportation. Improving sales strategies using the internet is especially relevant in Georgia, where the tourist industry is developing rapidly. Sales via the internet not only increase revenues, but also reduce operating costs. For example, online booking systems improve the user experience and reduce communication gaps (Wöber, Karl, 2001).

Improving sales strategies is one of the main results of the benchmarking process, which allows hotels to maximize their potential in the market. Heuristic models, personalization, use of online channels and strategic monitoring - all these help to sales growth. In the case of hotels operating in Georgian market, effective use of benchmarking data ensures not only sales growth, but also strengthening customer loyalty and achieving long-term success (Wöber, Karl, 2001).

The use of benchmarking results also plays an important role in formulating long-term strategic goals. Managers can determine, based on data, in which areas an organization should develop in order to maintain competitiveness. For example, if benchmarking results indicate that competitive hotels create special offers and services for customers, management can implement a similar strategy. Data-based solutions

significantly increase the efficiency and competitiveness of hotels. In this approach, the introduction of the hotel industry will not only contribute to business stability, but also in the international market success (Zadneprosvskaya, Poddubnaya., 2021).

Data analysis plays one of the key roles in modern hotel business management. The use of data analysis in the benchmarking process allows hotels to evaluate their competitors' performance, customer preferences, and market dynamics, providing a basis for strategic decision-making. Data analysis allows hotels to better understand market trends and competitors' strategies. The information obtained from this analysis is the basis for optimizing the internal operational processes of the organization (Oses., 2016).

However, data analysis is used to process information such as: user behaviors, backup data and financial indicators. This data allows management to prioritize and determine the best business strategies.

Systematic analysis of customer feedback through data is one of the key factors in hotel development. Based on user feedback, it becomes possible to improve the service and achieve a high level of customization. For example, in 2021 year more than 60% of hotels operating in Georgia have implemented digital user feedback platforms such as Google Reviews and Booking.com. These tools enable management to identify weaknesses and modify service processes according to customer preferences (Oses., 2016).

It should be considering that in the conditions of competition, benchmarking can be practiced with a number of approaches. Including a comparison and analysis of indicators according to the important marketing mix 12P. Using the marketing mix 12P in benchmarking, it will be possible to identify the criteria on which hotels should focus during market analysis.

In general, by analyzing the data of Marketing Research it becomes possible to make a detailed assessment and comparative analysis of the activities of competitors. According to Oses (2016), this approach can have a significant impact on the strategic plans of hotel management.

As previously mentioned, benchmarking is a strategic process where a company compares its work, practice, experience, and results with industry leaders and competitors exposed to it in order to identify shortcomings and find ways to correct and solve them (Ikhtiar., 2021).

In the hotel industry, for the purpose of using Market Analysis (Benchmarking), first of all, it was studied and focused on how the elements of marketing mix 12P can be used. In particular, how interacts benchmarking with an element of marketing mix 12P in hotel industry. The author's views in this regard are important:

1. Product-benchmarking compares hotel room types, equipment, spa, menu (F&B) and services equipped with various latest technologies. This process helps it to compete with the already existing leading hotels (Kotler., 2016).
2. Price (Price) - This is a pricing strategy - determining tariffs for services, seasonality, room type, offering discounts. And more. Hotels regulate daily rates based on income, offering lower rates and discounts on weekdays to increase hotel occupancy rates (Ivanov & Zhenchev., 2012).
3. Place-it includes delivery channels, how and in what way the customer can access the hotel, and specifically make a reservation. Mainly hotels use platforms such as:

Booking.com and Airbnb.com, as well as travel companies, domestic network and other corporate partners (Morosan & Jeong, 2008).

4. Promotion - all communication channels and platforms for activities. Hotels will use and manage social media for advertising, collaborate with bloggers, send emails, and also actively use Google Ads to attract tourists (Kandampully., 2018).
5. People (people) - are the entire service staff of the hotel. Each worker influences the user experience (Baum., 2007).
6. Process (Process) - all the procedures that the consumer must go through the hotel. Includes operating systems that provide simple services. For example, accommodation (Check-in) and check out from hotel (Check-out), room sort out any problems in a timely manner to solve and the other (Lovelock & Wirtz, 2016).
7. Physical Evidence - this is the design of the hotel, cleanliness, dress of the staff, modern technologies, everything that is visible and gives a feeling of reliability (Bitner., 1992).
8. Packing (Packaging) - how are the services offered, in this case the hotel Number offer other additional services together. For example, the family package includes two great persons and 2 children for free or hotel number and the addition of children's entertainment space use. Weekend offer, room with spa service offer and more (Missleton., 2009).
9. Positioning - what is the status of small or medium level, premium class or budget (Ries & Trout, 2001).
10. Productivity / performance-determining service quality and assessing hotel occupancy, monitoring operational and marketing outcomes (Baker & Magnini, 2008).
11. Personalization - making offers considering customer needs, loyal applications. For example, personalized greetings and greeting letters in rooms, choosing room settings, and more (Chung & Buhalis, 2008).
12. Partnership (Partnership) - cooperation with brands, influencers, local partners: airlines, restaurants, travel companies, banks, event organizers, etc. (Wang & Fesenmaier, 2007).

International Hotel chain Hilton always uses the benchmarking method in all components of 12P to maintain a competitive advantage. Considering Marriot, Hyatt and Accor as the main competitors, Hilton establishes best practices and marketing strategies and develops innovative systems. For example, Hilton uses competitive pricing benchmarking methods, analyzing average daily rates in similar competitive hotels in different cities, this helps to be competitive and increase revenue (Academic Journal of Business & Management, 2021).

Platforms such as-OTA (Online Travel Agency) allow hotels to be accessible to customers to make easy reservations, as well as through this platform track prices compared to competitors (Fatawu., 2025).

One of the important measures for Hilton's marketing service is the ROI (Return on Investment) system, which shows how effectively the investment in a particular advertisement or PR campaign has generated profit (Kotler & Armstrong, 2020).

The key indicators that help control and manage the KPI (Key Performance Indicator) used by Hilton hotels are quantitative or qualitative indicators through which it

assesses how successfully it achieves its goal. The most applicable indicators for Hilton are (Hilton Worldwide, 2023):

- \* RevPAR (Revenue per Available Room) - income from each free room;
- \* Occupancy Rate - occupancy-percentage of occupied rooms;
- \* ADR (Average Daily Rate) - average daily price per room, indicator for price regulation;
- \* Adjusted EBITDA-profit without cost;
- \* Net Income-Net Profit after all expenses and taxes, a clear financial indicator;
- \* Loyalty/Membership Metrics-number of Hilton loyal members.

Analysis of the results of the survey on identifying problems related to benchmarking and respondents' attitudes showed that there is a mixed attitude towards benchmarking in the hotel sector. More than 300 respondents took part in the results of the marketing survey, which was carried out through an online survey through a pre-compiled form. The survey revealed that in terms of professional distribution of respondents (Diagram 1), tourism specialists (30%), hotel managers (25%) and marketing specialists (25%) are the main target groups directly involved in benchmarking processes and (20%) financial analysts. These data suggest that it is the involvement of these professionals that plays a key role in the development of the hotel industry.

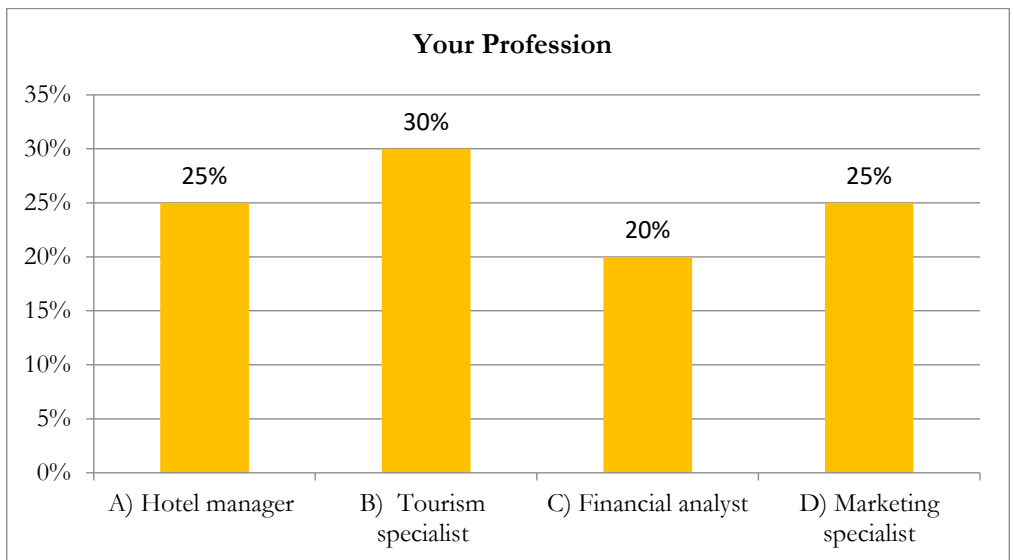


Figure 2. Professional distribution of respondents

Source: compiled by the author based on the research results

Specialists in the field of tourism, as the largest group, are establishing an important connection between the requirements of guests and the standards of service in hotels. The decisions they make have a great impact on the operational processes of hotels, highlighted by Phillips and Appiah-Adu (1998), who mentioned that the main role in improving the customer experience is given to marketing and management specialists.

According to the survey, hotel managers and marketers actively use benchmarking tools. These two professions determine the strategic directions of the hotel, determine the

competitive position, and work to improve the quality of Service. A 25% share of managers indicates that they view benchmarking as a management tool that helps to succeed in a competitive market.

Marketing specialists, who also make up 25%, work with a significant focus on analyzing consumer behavior and requirements. Their involvement in benchmarking is important because customer-oriented approaches increase the reputation of hotels and ensure long-term stability in the market.

Another important aspect of the survey is the level of respondents' knowledge of the benchmarking process. The results demonstrated that only 24% are familiar with benchmarking processes, 39% have partial information, 28% have minimal information, and 9% are not familiar with the process at all (Diagram 2). This indicates that the education and awareness raising of benchmarking in Georgia is still in the development process.

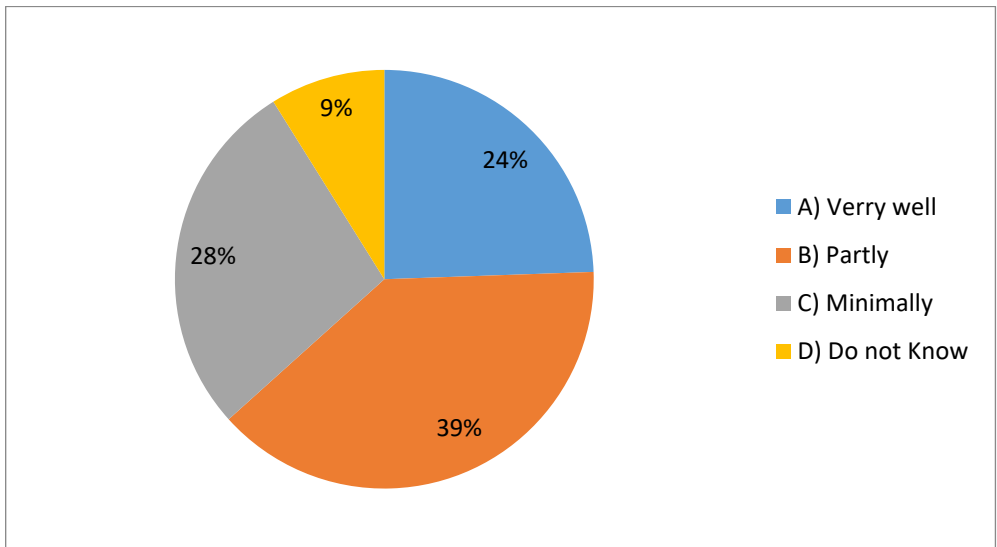


Figure 3. Recognition of benchmarking processes

Source: compiled by the author based on the research results

According to the results of the research, the level of benchmarking knowledge in regional hotels is relatively low, which is due to the lack of technological resources, as well as the lack of relevant training. For example, employees in regional hotels often do not use modern tools, which makes it difficult to fully assess the competitiveness of the market. In this direction, sharing international experience can be useful. For example, Bodea and others (2009) emphasize that knowledge sharing and systematic organization of trainings improve the level of benchmarking practice. Georgia should use international experience and training programs to enable professionals to use modern approaches.

Benchmarking, as one of the key tools in hotel development, plays an important role in improving competitiveness and quality of Service. According to the results of the survey, 60% of participants emphasized the importance of benchmarking, which confirms

its role in increasing the efficiency of the hotel sector. At the same time, 28% reported using benchmarking regularly, although 40% only occasionally. These data reflect that benchmarking has not yet been fully integrated into management processes.

It is also worth noting that benchmarking allows the hotel industry to see the specifics of the local market and strategies tailored to them. Although there are many examples of successful benchmarking of many countries, its adaptation to the market requires specific approaches. In particular, using benchmarking clarifies the decisions of making managers as a competitive advantage, which demonstrates itself in the competitiveness of the model. The model includes the conceptual integration of benchmarking with the 12P elements of the marketing mix and is built taking into account the results of the survey of respondents.

After identifying this problem, it is important to use the 12P element of the marketing mix in benchmarking for the hotel industry. For logical justification of the use of the 12P element of the marketing mix in benchmarking and the accuracy of the research, we used the expert method, because the expert survey allows us to correctly assess the problem using the experience and qualification level of professionals. In practice, the expert method is focused on a predetermined number of professional specialists, since the results of the object of research significantly depend on the level of qualification of the expert. Traditionally, the expert method is used when the object of study is a novelty. In this case, experienced specialists give a minimum or maximum assessment. According to this, the selection of experts was made by forming a group of leading scientists, specialists, and company leaders - a total of ten experts. All twelve elements of the marketing mix were evaluated by experts on a ten-point rating system (Table 1). Experts were selected by forming a group of leading scientists in the field - (Batumi Shota Rustaveli State University), specialists, and company executives (Hotel "Marriott", Hotel "Hilton" managers - with a total of ten experts.

Based on the results obtained, the element was identified by the Formula (1) for calculating the weighting.

$$a_i = \frac{\sum(p_{ij} \cdot p_{cj})}{m} \quad (1)$$

In which  $a_i$  – is a moment of the parameter,  $i$  – is a number of the parameter;  $j$  – is a number of the expert;  $m$  – quantity of experts in the board;  $P_{ij}$  – the ball grade of the  $i$  parameter by  $j$  expert;  $P_{cj}$  - total of the ball grades of the parameters by the  $j$  experts (Fatkhutdinov, R. A., 2000).

Marketing Mix 12P $a_i$		Experts										Sum	Average	Weighting
		1	2	3	4	5	6	7	8	9	10			
1	Product	10	9	10	9	10	10	10	10	10	10	98	9.8	0.09917741

2	Price	8	9	10	9	9	8	8	10	10	8	89	<b>8.9</b>	0.09021395
3	Place	5	9	10	10	8	10	10	10	9	9	90	<b>9.0</b>	0.09091421
4	Promotion	10	8	5	10	8	10	10	8	8	7	84	<b>8.4</b>	0.083648534
5	People	10	10	5	10	8	9	9	8	8	7	84	<b>8.4</b>	0.08381844
6	Process	9	7	5	9	6	10	9	7	9	6	77	<b>7.7</b>	0.07649234
7	Physical Evidence	7	9	5	8	9	10	10	7	9	6	80	<b>8.0</b>	0.07965076
8	Packaging	8	8	8	9	8	9	10	8	9	6	83	<b>8.3</b>	0.0831665
9	Positioning	8	8	8	9	8	9	10	7	8	7	82	<b>8.2</b>	0.08231272
10	Productivity	9	9	6	8	8	8	10	7	8	8	81	<b>8.1</b>	0.08124605
11	Personalization	9	7	6	8	6	8	8	7	8	4	71	<b>7.1</b>	0.07075478
12	Partnership	8	8	7	9	6	8	8	7	8	9	88	<b>7.8</b>	0.0786043
Sum		101	101	85	108	94	109	112	96	104	87			1.0

Figure 4. Marketing mix 12P expert evaluation results

Source: compiled by the author based on the results of expert research

According the results (Table 1), the product weighting criterion amounted to  $A1=0.09917741$ ; the next Price weighting indicator  $a2=0.09021395$  is equal to; the third place criterion weighting indicator  $a3=0.09091421$  is equal to; the fourth Promotion weighting therefore  $a4=0.083648534$  is equal to; People weighting coefficient weighting  $a5=0.08381844$ , while physical evidence weighting  $a6=0.07649234$ , while physical evidence weighting  $a7=0.07965076$  is equal to; packaging  $a8=0.0831665$ ; positioning weighting  $a9=0.08231272$ ; productivity weighting  $a10=0.08124605$ ; Customization weighting  $a11=0.07075478$  and Partnership weighting  $a12=0.0786043$ . Obtained and survey results show that the weightiest indicator is Place =9 (0.09091421) and Product =9.8 (0.09917741), and the lowest indicator is Process =7.7 (0.07649234).

Taking into account the results and weighting coefficients of the evaluation of the 12P element of the marketing mix, it is possible to build a graphical model of competitiveness in the form of a polygon (Figure 1), where the possibilities of comparing and evaluating indicators in the hotel business are clearly visible. It should be noted that this model of competitiveness can be practically used to evaluate and analyze hotels by customers, which can become an important method of benchmarking.

In particular, the results of consumer marketing research indicate that the presented model not only confirms the existing theoretical approaches but also develops them, taking into account the local context, which increases the analytical accuracy and transferability of the research.



Figure 5. Graphic model of marketing mix 12P (in the form of a polygon)  
 Source: compiled by authors

The competitiveness of hotels is their ability to offer customers the necessary services on time and in relatively acceptable conditions. In the conditions of competition, hotels that will actively use the 12p elements of the marketing mix to compare and counter these indicators will be able to maintain their competitiveness. Obviously, before determining competitiveness, it is necessary to identify those hotels that are more or less competitive in the markets and are market leaders. The studies show that the important composition for sustainable competitiveness of hotels under benchmarking conditions is revealed by using the graphic model of marketing mix 12p (Polygon) in practice. In particular, the marketing research conducted for the purpose of benchmarking focused on branded hotels, where competition is most noticeable and which consumers are familiar with. For this purpose, we selected the chain of international hotel brands "Marriott" and "Hilton."

The audience was selected from the online marketing survey. According to the respondents, they recalled their last visit to the hotel and evaluated the service according to the marketing mix 12p (ten-point system). In particular, twenty visitors of each hotel were randomly selected through an in-depth interview. The assessments received by the respondents were processed, and the results were revealed. The results obtained are built in the form of a graphic model of Polygon's marketing mix 12P.

The polygon shows that the results obtained (Figure 3) show that the highest rating among the hotels is given by the respondents to the "Marriott" promotion—9.6; process—9.4; partnership—9.3; the lowest is in the case of twice positioning and personalization, where the values are equal to 7.9; in the case of "Hilton" the data is as follows: only once according to Product 9.1. It should be noted that according to the results obtained, the highest result is for one hotel, and the lowest is equal to 9.1 for the other hotel.

Competitiveness Polygon (according to marketing mix 12P)

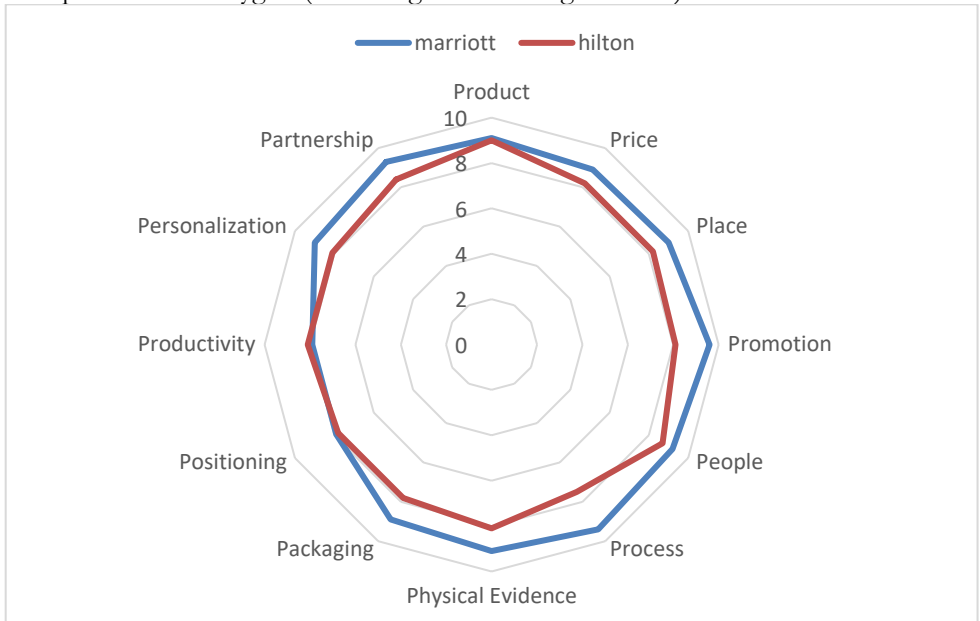


Figure 6. Graphic model of marketing mix 12p (in the form of a polygon) according to the chains of Hotels "Marriott" and "Hilton"

Source: compiled by authors

Therefore, the graphic model of marketing mix 12P allows operating hotel brands to determine which index of the mix to focus on and to plan marketing events that ensure sustainable competitiveness of hotels in the modern world.

## Conclusions

A comparative analysis of the materials and research results presented above shows that benchmarking is perceived in Georgia as an effective but still insufficiently used tool. We can conclude that because the current trends in the hotel business are developing quite quickly for further sales growth and benchmarking perfection, it is worth focusing on the following circumstances:

- The hotel sector should strengthen benchmarking practices to compete with international markets and improve service quality.
- Benchmarking can become the main driving force for the development of the hotel sector, as well as for the tourism industry. The competitiveness model can be applied in practice, according to which hotels operating in the region should be regularly evaluated.
- Competitiveness model to be applied in practice for hotels individually-for small, medium, and large-sized hotels;
- Based on the results obtained, focus on the element of 12P, where the estimates will be relatively low.

In conclusion, it can be said that the use of 12P marketing mix in benchmarking and its implementation in practice will help to correctly determine the competitiveness of hotels and easily set further measures in relation to competitors.

The study confirms that the integration of marketing mix 12P and benchmarking will create a more effective way of managing the competitiveness of hotels. Research findings, combined with theoretical synthesis, suggest that benchmarking under modern digital transformation can evolve into data-driven and analytical approaches that can help managers make evidence-based decisions.

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