

Boutique Hotel



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Introduction

There are words that are pronounced in the same way in different languages. One of them is “boutique”. How do you say it in Russian? Chinese? Hungarian? Portuguese? What comes to your mind when you hear the word “boutique”? That was the question that 20 students were asked and their most popular answer was “a small fashionable shop associated with elite, special products”. The question about what “a Boutique Hotel” can be associated with puzzled most people because it is quite a new notion in Russia. There are a lot of different types of hotels in the world which can be called innovative: Classic, Classy, Extraordinary, Avant-Garde, Artistic, Funky Hotels and what’s not.

So, why has the innovation of the Boutique Hotel become the main topic of this research? Why can it be significant for Russia? Can Boutique Hotels make a difference in our country? What do they have to offer? Why are Boutique Hotels unique? And what exactly is a Boutique Hotel?



What exactly is a Boutique Hotel?

The ironic fact is that no one exactly knows what is the real meaning of the term 'boutique' or why this term is used in connection with hotels and what the benefits of staying in this type of hotels are. However, the majority of boutique hotel operators, creators, and owners can all agree on the following primary features of boutique hotels.

1. Size

The first quality is none other than the size of the hotel. It is often questioned as to how many rooms there should be in a boutique hotel. Some consider that a hotel with not more than 100 rooms can be called a boutique hotel. Still others think that their number should not exceed 150 rooms.

It is believed that what distinguishes Boutique Hotels from standardized hotels is the connection that hotel guests experience with the hotel staff. Boutique Hotels emphasize personalized service, and keep the guest-to-staff ratio low. Some require the staff to address each guest by name, an experience that is clearly difficult to achieve in a large-scale hotel.

2. Atmosphere

The second quality or characteristic is the atmosphere of that hotel, which is a very significant factor for any boutique hotel. When used in context of boutique hotels, the term “atmosphere” means decor, environment, personalized service, and most importantly a know-how of how these all can combine and create a sense of closeness among the guests which will further add to the popularity of the hotel. Professional caring, professional warmth and professional personalized services are a must.

Boutique Hotels also place the emphasis on entertaining their guests by creating a theatrical atmosphere that attracts all senses: through architecture, design, colors,

lighting, art, and music. In some hotels guests have an opportunity to try on the role of heroes of historical or adventure novels.

3. Service

Another factor which every boutique hotel must have is a great service. The staff of a boutique hotel should predict or should know in advance, the needs and requirements of their guests rather than just respond when asked to do so. Knowing what your guests want, when they want it, how they want it and presenting it in that way just in time is what makes a big gap between a good service and a great service. That is why it is said that that a boutique must have a great service.

4. Design

Style, distinction, warmth, and intimacy are key words in the architecture and design of boutique hotels. They are not boxed into standards; the definition and expression of a theme is a crucial path to success. Many Boutique Hotels introduce different themes in each guestroom many with high-quality in-room features, each room often has its own special touch making every single stay unique, even for their repeat guests. The most important defining features of Boutique Hotels are cultural, historical and authentic.

5. Location

Boutique Hotels are found in business and entertainment capitals that provide enough traffic to keep them profitable. Boutique hoteliers also target popular resort destinations, generally built far from beach areas. These properties offer a more intimate experience, with private pool access, private excursion opportunities and various activities such as painting classes.

6. Appeal

The target demographic for most Boutique Hotels is young, affluent, adventurous travelers. Guests are mostly in their twenties to early fifties with a high level of income.

To sum it up, Boutique Hotels can be described as personalized, customized, unique and individual hotels with non-standard or thematic interior associated with quality, personal attention from staff, and generally higher prices which are considered reasonable because of the perceived quality of the products on offer.

A Glimpse of Some Boutique Hotels

Boutique Hotels started to spring up in the early 1980s in London, New York and San Francisco, and now can be found in most major cities, as well as popular resorts all over the world.

The U.S.A.

The Morgans Hotel

The Morgans Hotel is a boutique hotel in New York on Madison Avenue and part of the Morgans Hotel Group. The lobby resembles a slightly updated but very tasteful mansion **living room**: leather armchairs, 1920s nickel lamps, Parisian flea market cane tables, a custom Putman-designed wool rug of black, rich camel and taupe in a bold three-dimensional cubist pattern. Candles in the evening coupled with black-and-white checkerboard patterned wool throws loosely draped over the French club chairs further accentuate the "lived-in" feel.



The 114 rooms are comfortably furnished and immaculately clean, with suede-covered window seats, club chairs, corduroy ottomans and flat screen, high-definition TV. The rooms are stylish in a masculine way, but far from overwhelming. They offer a peaceful antidote to the adrenaline-infused pace of New York City.



The **bathrooms**, a signature design feature of the hotel, have been updated, yet retain their strong visual identity. Their striking black and white checkered pattern combines an evocation of the 1930s and the digital age, referencing oversize pixels.



The décor is chic yet warm, with earthy tones keeping things simultaneously contemporary and inviting. Though it does not have the ultra-modern flare, the Morgan does offer a level of sophistication that any staid, trend-averse traveler would appreciate.

Great Britain

CRAZY BEAR

The Crazy Bear Boutique Hotel is located in a 15th-century building on a 60-acre farm in



a countryside setting just 45 minutes from London. The 500-year-old former coaching inn has been meticulously restored and dramatically redesigned to create 10 individually designed guest rooms, two fine-dining restaurants, private dining rooms and bars. A double-

decker bus serves as the hotel's reception. All bedrooms are individually designed. Fur-lined, gold-plated, chandelier – laden rooms are just the beginning; others have leather floors, mirror-tiled ceilings and **bathtubs right beside the bed**, which is literally the most stunning place you could ever imagine. From the high-tech entertainment gadgets, to the amazing infinity bath, the hotel holds a surprise around every corner.



It is estimated that some 85 per cent of all surfaces at Crazy Bear are covered in **leather**. Leather was used, not unsurprisingly, in banquette and booth seating, as sofa and chair upholstery, but also features as cladding on walls, ceilings, and doors, as flooring, as hand rails, desk tops, and on wardrobes, inside and out. It appears in dining areas as menu holders, placemats, coasters and tablecloths, covering dustbins, and on bed frames and headboards.

One bedroom is almost exclusively in black leather: cladding on the sloping attic ceiling, with a black mirror insert at the apex; leather croc-print tiles on the floor, and black leather insets to a heavily ornate silvered headboard and footplate. A low-level sofa in a patterned leather to match the flooring is covered with soft velvety, but black, cushions.



Shining out like a beacon from the black is a magnificent freestanding copper bath. To the side sits a copper-topped drinks table, and holding bathtime goodies is an oval hat-box-style side table, again in black leather, this time with silver studs.

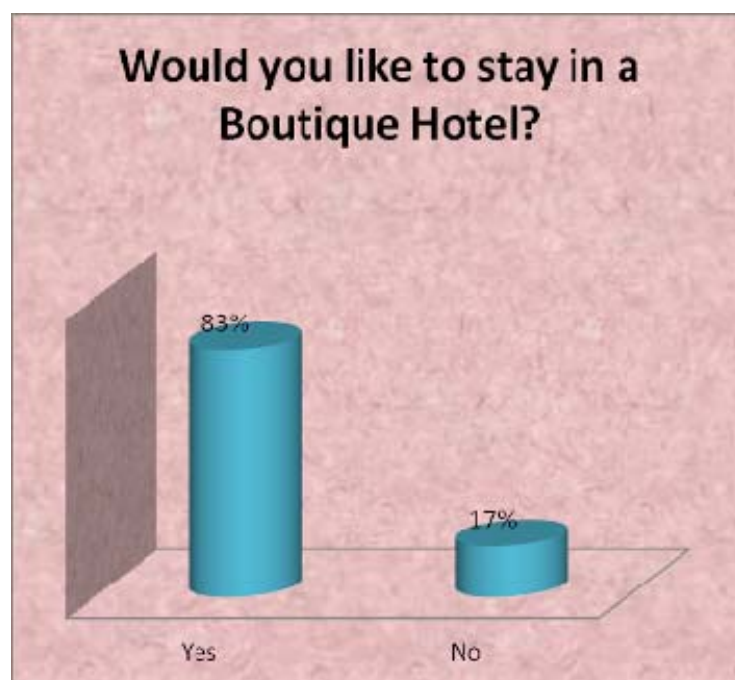
Our research

We have interviewed 75 people of different ages and have asked them several questions about Boutique Hotels. The answers provided some ideas for the case study.

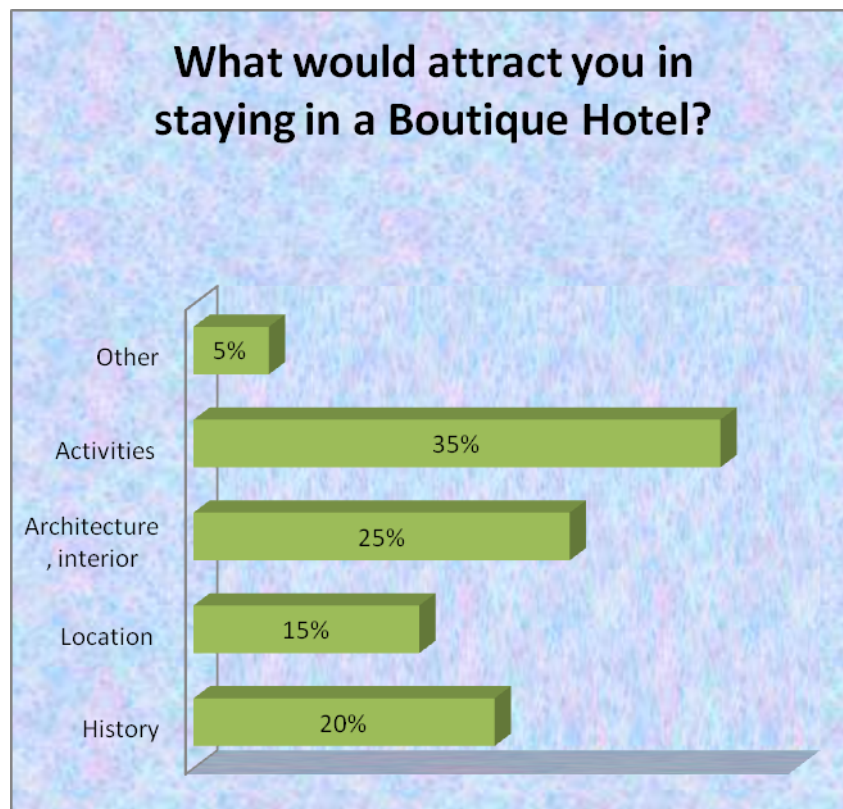
Here are the questions.



After a brief introduction of the concept the second question was asked.



The interview shows that the overwhelming majority of Russians haven't lived in Boutique Hotels but show their desire to stay at one.



Our interviewees were mostly young people, which is why they are more interested in various activities that can be organized in the boutique hotel. What we find significant is that architecture, design and history are also important to them. That led us to the conclusion that we need to find a historical building with beautiful architecture and give suggestions about how to turn it into a boutique hotel. We realized that it should be something valuable but still neglected. We discovered that dozens of dilapidated architectural landmarks in Moscow could be rented out to investors for restoration. That was a challenging job but we found a building that answered our requirements. It is “The House with the Caryatids”.

«The House With the Caryatids »



A caryatid is a sculpted female figure serving as an architectural support taking the place of a column or a pillar supporting an entablature on her head. «The house with the Caryatids» which is situated in the centre of Moscow was built in 1812 after the fire destroyed three quarters of the city during the Patriotic War with Napoleon. From the very beginning the owner was the merchant's wife N. F. Zolotareva, then it was rebuilt for colonel Helena Zhdanova.

The current appearance «The House with the Caryatids» dates back to 1896, when the famous Moscow plasterer Peter Sysoev bought it for his family. Sysoev was famous for decorating Philipp's bakery and the well-known Moscow hotel «Metropol». The artisans decorated his house with a



stucco ceiling, cornice, tile stove. By adding sculptures to the exterior, Peter Sysoev created some kind of the show-window. He also ordered to mold his initials "PS" surrounded by caryatids under the eaves of the house.



A movie "The Twelve Chairs" was produced in 1971 and the main heroine of this great movie "Ellochka" lived in this mansion. But that was only in the movie but

actually nobody lived in it till the middle of 2000 but all the interiors had been in its original form. Then, illegally it was sold to the unknown investor, who decided to start offices there. What was called a reconstruction, turned out to be a barbarous restructuring: the workers destroyed some inside walls and broke all the windows. Thanks to the activists, coordinators of architecture supervision and the police, the illegal reconstruction was stopped but legal has not begun yet.



Not long ago the house was included in the list of «monuments of architecture». However, it hasn't been exploited by the government for a long time. On 27th of March 2012, «The House with the Caryatides» was added to the United National Register of Cultural Heritage Objects.





Despite the fact of being a national cultural heritage object, «The House with the Caryatides» needs help. The building is on the top of a hill, the demolition of inside walls in 2009 damaged the building's foundation that is why cracks have appeared in the mansion. Now, the house next door, which can be

demolished at any moment, saves «The House with the Caryatides» from the ultimate destruction. The activists put props, boarded up the windows and doors of the house. Nevertheless, homeless and other suspicious people get into the house and stay there illegally; the building can be on fire at any time. Because of the roof-leaking water trickles into the house and, as a consequence the decorations are getting ruined, and that is the main value of the building.



GOVERNMENT POLICY

Moscow has implemented a new program to restore its historic landmarks that is easy on the government's pocket.

It has auctioned the buildings off to investors, who can rent them for a symbolic annual sum of one ruble (about three cents) per square meter, as long as they completely restore the buildings “to look as they did in the 18th and 19th century”.

The first auctions were held in May 2012. Renters will get a 49-year lease on the buildings and pay market rate rent (\$470,000 to \$682,000) until they are restored. They have five years to do so. After that, rent will be slashed to one ruble per square meter for the remainder of the lease.

The privatization concept takes its inspiration from Italy’s 1 Euro program for the restoration of historic town centers. Similar programs were instituted in France and Norway.

On average, the restoration of a Russian historic building costs \$2,500 to \$3,500 per square meter. This means that it takes at least five years to pay back the costs, so this scheme of restoration is profitable for private investors, but it certainly takes time to bring the money back.

This auction came after the city’s government confirmed its commitment to a revolutionary scheme to restore the city’s architectural heritage this winter. Moscow’s Heritage Commission indicates that there are 260 historical buildings in a precarious state that it would like to have renovated.



In 2012, the City Hall will allocate 1.8 billion rubles (\$60 million) to the restoration of landmark buildings, twice as much as in 2011, but budget pressures are curtailing its ability to continue such levels of spending. By its own account, the new program will allow preservation of the city's architectural heritage by diversifying sources of funding.

Among the landmarks on the list of restoration is “The House with the Caryatids” in Pechatnikov Pereulok, which is under frequent threat of fire despite being a registered state-protected property.

The architecture organization Arkhnadzor has described the initiative as “revolutionary,” but pointed out that it might be difficult to open an office or a hotel in such buildings due to restrictions on changes an investor may make to the interior structure. However, if a building is important for the look of the city, the interior may be changed so long as the façade is preserved.

One of the coordinators of Arkhnadzor similarly emphasized the various difficulties associated with preserving existing interiors while developing a hotel in a historic property. He said that it will be worth doing only if the building is exceptional and located in the very center, which does make sense for luxury five-star hotels. In our case “The House with the Caryatids” could make a perfect boutique hotel.



Recently, the Urban development land committee under Moscow Mayor Sergey Sobyenin has approved Moscow hotel scheme until 2025. This document says that the hotel fund will increase from 47,8 to 137,5 thousands of suites. Thus, it is planned to build 363 hotels which means 89,7 thousand rooms for 167,9 thousand people.

Our Boutique Hotel

The thematic approach is the essence of “The House with the Caryatids” Boutique Hotel. As our Boutique Hotel will be situated in an ancient Russian mansion, we would like to point out the time link from the Stone Age to the beginning of the 3rd millennium. Our customers will have a great opportunity to feel different time periods of mankind, and also to actually live in one of these places. Each of the rooms will be furnished according to a certain époque. These are four models of the rooms, which we specially designed for this project. They are: the cave bedroom, the Middle Ages bedroom, the XIX century bedroom and the 3rd millennium room.

The Stone Age Cave bedroom

“Stone Age” is a term used to refer to prehistoric times, beginning when humans started to make tools and weapons that were made of stone. Animal skins and furs were the only source for clothing. Living conditions were hard and the nature was cruel to human beings. The life was totally wild. People lived in the caves which were very dark and sometimes dangerous.



The experience of staying in our Stone Age Cave bedroom will be quite the opposite. This is a room for both adventurous and romantic people. False animal skin used as carpets will remind our guests that hunting was a huge part of people's life in the Stone Age. The small table is made of the tree stump and has three levels. The dinner table does not have legs, it is supported by what looks like a tree trunk and roots. The plasma television is on the floor and one can watch it sitting comfortably on the sofa or lying on the carpet. The bed is in a kind of niche "protecting" the cave bedroom from uninvited visitors (animals).

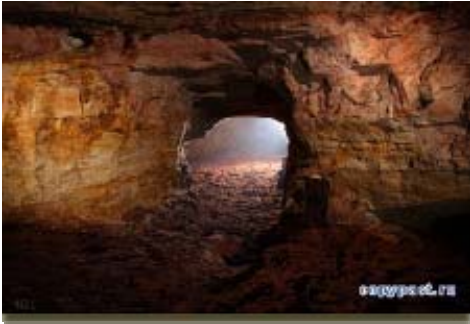
For the guests staying in this bedroom we can offer a special menu of meat roasted in the open fire and raw vegetables. To entertain the guests we have a list of various competitions for a thematic party.

1. Who will be the first to make a hammer? (small stones, sticks and string are supplied beforehand)
2. Who can guess the animal looking at its footprints?
3. Explain different situation using gestures and pantomime.

As for the excursions we will take the guests to the Paleontological Museum which contains a lot of artifacts of the Stone Age. But the most exciting tour will be to the caves of Moscow suburbs where the visitors will be offered a special dinner and later on they will learn the basics of speleology – the science that studies caves and the cave system. They will also hear a lot of legends about caves and walk through narrow grooves and spacious halls, long and dark tunnels and comfortable underground stopping places. This will make a deep impression on our visitors.



When the time to leave Moscow comes, the guests will receive a present from the hotel – an unprocessed stone on a small chain.



The Middle Ages bedroom

If you want to feel like a medieval knight, you can choose staying in a Middle Ages bedroom. Knights lived in castles or manors of their own. Although castles were very stylish, living in them was not always a pleasant experience. As a guest in the atmospheric setting of our medieval bedchamber, we do not expect you to accept medieval living conditions!



Our bedchamber is tastefully furnished in the period style, has central heating and a shower room. There is a poster bed, wooden furniture, candles on the table, two chests made of wood and metal. Please note that this bedroom does not have televisions or radios. The walls are made of a special material that looks like stone. Real connoisseurs of style will be able to appreciate massive furniture made of natural materials on a special order. Metal and candlelight make you feel safe and secure. High-quality service will help every guest to feel like the owner of a castle whose wish is fulfilled at first request.

Our special menu for the guests of this room includes a lot of fish and meat dishes, all sorts of cheese and wine. Dishes are served on heavy metal trays, wine – in huge goblets, forks have two teeth.

To entertain the guests we can organize the following out of doors activities:

1. knight tournaments in which activists from historical reconstruction clubs will take part as professionals;



2. a visit to a blacksmith workshop and master classes;



3. horse riding in Moscow parks.



For the thematic costume party we will suggest the following contests:

1. Who will cut an apple in two parts with an old sword faster?
2. Who will be the first to put the knight armour on the assistant correctly and quickly?
3. The performance of historical dance clubs with the aim to teach the guests.

As a compliment from the hotel the guests will receive a horse shoe made by them in the workshop.

The XIX century bedroom

In the 19th century wealthy people lived in luxury and enjoyed life. No wonder that some guests would like to experience what it felt like to stay in a bedroom like that.



The guests will be pleasantly surprised by the elegance and comfort of the room with two pillars in it which bring back the classic ways of the Greek and Roman time. The most important characteristics of that period decor include wooden furniture with extensive carving and soft furnishings that use rich vibrant fabrics. Gold, brown and white in the drapes and cushions are used to point out that the room was designed for nobility. There is a piano for them to play their favourite pieces of music if they can. If they cannot, the piano has a built-in CD player and the guests can choose anything to their liking from the list on their bed table. The fireplace will add to the atmosphere of splendor and beauty. The windows have a special decoration which makes them look like French windows.

Though guests have all modern conveniences at their service at all times, they easily forget the modern world in the classical elegance of the 19th century decor.

In the special menu the guests will find knot shaped biscuits, caviar, herring, pancakes and mushrooms.

The following excursions will be organized:

1. a visit to the Tretyakov Gallery (the Tretyakov brothers are famous art sponsors of the 19th century);



2. the Petroff Palace (an architectural monument of the 19th century);



3. a visit to Kolomenskoye open air museum where the guests will be welcomed with bread and salt according to a Russian tradition and they can watch folk dances, ride in carriages and do many other things.





4. If the visit of the guests is during Maslenitsa – a traditional Russian holiday to say good bye to winter – they are invited to take part in the celebration.



In the hotel a special entertainment typical for the 19th century will be organized. People danced a lot at that time and waltz and mazurka were a must for the nobility. Our women guests will be given special dance note books to write down the order of those who have invited them to dance. The guests will have fun playing the forfeit game: each of them will give a small object of their own to the leader who picks up one and asks the player with their eyes closed, “What will this forfeit do?” The player will say for example, “Dance the waltz.” So the owner of the object has to do what they are asked.

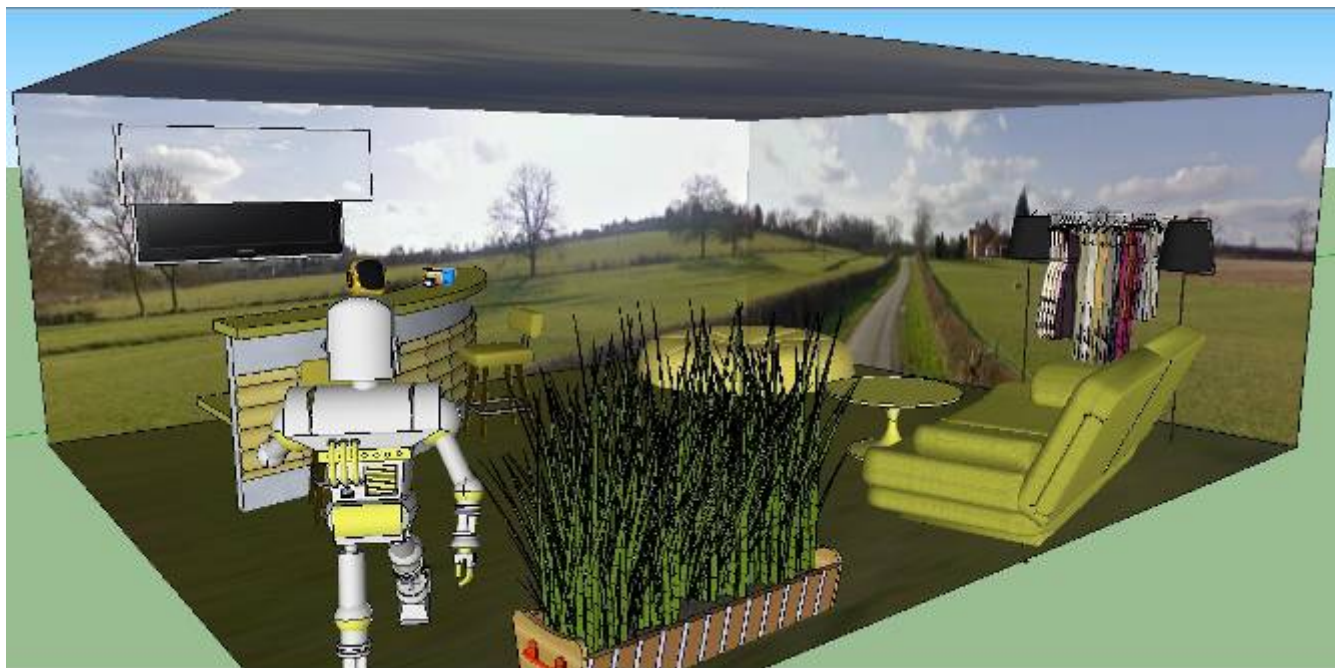


We also think of doing a master class for women to teach them how to use a fan. In the end there may be a best fan contest.

As a complement from the hotel upon leaving the hotel the men will receive buttonholes and women – small boxes made in Russian traditions.

The 3rd Millennium Room

This is a modern bedroom in a minimalism style. It is ecological and very practical. On the walls of the room there are photo wallpapers with a view of provincial Russia. On one of the walls there is a TV set which can be hidden in the chameleon box which will match the colour of the wall and camouflage the screen. Instead of the bed the guests will have a big round ottoman. We think that in future it will be trendy to use round forms and natural colours, plants, ecological materials and panoramas instead of usual windows. In the ceiling there is the sky in which the clouds are moving on-line. On the bar counter you can see another remarkable object which looks like a head. Actually, it is a very convenient computer-organizer with voice control: it will remind the guest about their itinerary. There is a robot in the room and he can supply the guests with all necessary information about their staying in Moscow. He can also be their friendly companion when they stay in the room. Anyway, it can easily be switched off if his services are not needed.



In the menu the guest will find cosmofood (food for astronauts) which is very nutritional and healthy. We will also provide usual ecological food.



For entertainment there will be a radio-controlled toy car race and various contests with the use of waste objects (for example to make a vase from a plastic bottle).

There will be out of doors activities too. The following excursions are planned.

1. A visit to the Centre of Modern Arts “Winzavod”.



The WINZAVOD Centre is a unique space housing the most famous Russian contemporary art galleries. It consists of seven buildings with a total area of 20,000 square meters. The spacious

territory of the old complex houses three large exhibition halls and 11 galleries, including the prominent and respectful modern art gallery XL, a radical art forum, a classical Russian avant-garde gallery, photogalleries as well as design studios, artists' studios, PERSONA Stylist School, a stylish café and a book store. WINZAVOD's many guests combine their attendance of art exhibitions and workshops with watching art-house



films, enjoying themselves in a café and popping into stores.



The art centre is also home to Creative Workshops for children: theater, dancing, painting, design engineering, music, physics, math, animated cartoons, and performances, to name just a few.



2. A visit to the “Star city” and the museum on Space.



3. A visit to the Moscow Planetarium.



On the whole our guests will have an opportunity to enjoy the civilization of the future but as a compliment from the hotel each will get a Russian wooden spoon as a reminder of ordinary life before the space era.

Our Special Activities

Since the services in our Boutique Hotel are personalized and we aim at creating a sense of closeness among the guests, we have decided that we will offer them special activities which will help them to feel the atmosphere of the city they are staying at. No doubt that we will have our most exciting sights in Moscow to offer but we will do more than that: we will make our tours intriguing and unforgettable. Here are some of them.

The City Quests Street Adventure



For all our guests we will offer a unique opportunity to combine an excursion around the city with an exciting game – The City Quests Street Adventure. It will last for three days and the guests will get acquainted with the most important sights of Moscow not looking at them from the bus window but actually discovering them. Getting text messages and solving different riddles, the participants will visit Moscow's most beautiful sights, take memorable photos and learn plenty of new facts about the our capital along the way.





Our Game Tours will combine sightseeing and adventures in the city and bring the spirit of Moscow featuring the things off the usual guide books. Our Game Tour will be a mixture of various tasks and assignments which lead the participants through the route. The travellers will move from point to point accomplishing the tasks and will get acquainted with the city step by step. They will also memorize interesting facts, overcome confusion, develop creativity and communication skills and even learn the basics of Russian! We will arrange a romantic game tour for a couple, a family game tour or a game tour for colleagues or friends! The tour will include warm-up exercises, little snack and diplomas of Moscow Discoverers.



Kolomenskoye Museum Reserve in Moscow

No matter what type of bedrooms our guests prefer to choose and what époque to associate with, they will definitely like to visit Kolomenskoye which has something to offer each of them.



The Kolomenskoye Estate is an open-air museum of history and it is a very ancient place. People lived here in the Stone Age and there're archaeological discoveries dating to V-III thousand years BC.

The old village of Kolomenskoye situated in the southern part of Moscow is a unique place where the relics of Russian history were created and kept for centuries. Close to Kolomenskoye there is



the oldest on the territory of Moscow settlement - known as Dyakovo Gorodishche - that is 2,5 thousand years old. Since the 14th century Kolomenskoye had been the summer residence of Great Moscow Princes, and then - Russian tsars including Ivan the Terrible and Peter the Great.

There are a lot of things to see there - churches, historic buildings, walls and the gate that date back to 16-18 centuries. The most amazing is the Church of the Ascension (UNESCO's World Heritage Site). It was built in 1529-1532 by the order of Tsar Vasily III to commemorate the birth of his son, the future Russian Tsar Ivan IV. What Vasily didn't know back then is that "Terrible" will be his son's second name.



The visitors will admire the Front Gate that was built somewhere in 1672. It was meant to be the front entrance to the estate, because all the important guests of that time (now we call them VIPs) arrived from the side of the Moskva River using the embassy road. However, there was a little trick, just the way Russian Tsars liked. Right after the guest



passed the gate, they would see four wooden lions covered with realistic fur and with machinery inside that made them roll their eyes and roar. Since the distinguished guests weren't familiar with the term "animatronics", they were quite impressed. Plus, the lions softened them up just enough to give the Russian Tsar a winning side in any coming negotiation.

The museum of Kolomesnkoye was founded in 1923. Several wooden structures were transferred to the museum from different parts of Russia. In 1971 Kolomenskoye was announced the state museum-preserve. Nowadays it is the State Historical, Architectural, Nature and Landscape Museum-Preserve Kolomenskoye. In 1994 Kolomenskoye Estate was included into the UNESCO's World Heritage List. This place is called the eighth wonder of the world and our guests who are very interested in architecture will be amazed!



Besides being an open-air museum, Kolomenskoye is also a natural-scenery reserve spreading on both banks of the Moskva river. In the central part of the estate there is a picturesque park with an alley of old lindens planted in the early 19th century. But the pride of the reserve is a grove of ancient oaks, the oldest in Moscow: some of them are between 400 and 600 years old. Kolomenskoye Museum Reserve has its own secrets and mysteries. There are many legends about different objects on its territory. Our guests will be given hints to discover them. Here is one of them.

There is an old ravine covered with bushes and one can hardly believe that they are in the center of Moscow, not in the thick forest. Not far from it there are



two huge stones though they are almost completely hidden under the ground, and only a small part of them appears at the surface. Each of the stones weighs about 11.000 pounds and



has a very unusual form. They say that the stones have magic healing powers. For example, if you touch the stone with the sick part of your body, you will recover of your illness. This is not just a legend. Interestingly, scientists from The Physics Institute have measured the electro-magnetic vibrations near the stones and in the ravine and found out that they exceed the norm by 27 times!

The magical stones can also fulfil any types of wishes, which might have a great appeal to our guests. The trees near these stones are decorated with ribbons which were placed there by those who were cured or whose wishes were fulfilled. We hope that our guests will be captivated by this opportunity. Don't we all have secret wishes?



As it has been mentioned at the beginning of this chapter, all our guests can find something in Kolomenskoye to satisfy their curiosity. Those who are interested in the Stone Age can visit the museum which contains unique collections of the Late Stone Age findings, rare print issues and so on.



Those who are keen on the Middle Ages will be fascinated by the excursion to the living museum to watch the work of a blacksmith.



They will also enjoy the historical performance of Russian knights on the bank of the Moskva River.



Those who are interested in the 19th century history will visit the palaces where Russian tsars lived and will appreciate the grandeur and beauty of the interior. If they are lucky they can be the witnesses of a marriage ceremony that takes place for real in one of the palaces.



Adventurous people who live the 3rd millennium room might find it interesting to know that in the Golosov ravine magic is possible. There are a lot of stories of people entering

the ravine in the mist and coming back only 50 years later to the place they no longer recognize!



So, a visit to Kolomenskoye will be both educational and enjoyable.

The Film Studio Excursion

Everybody likes movies and we will take our guests to a famous film studio "Mosfilm". On its territory the tourists can see an amazing artificial city, called "Moscow in the 19th century" and built for one of the films. It is an amazing place. One will feel like in a completely different world.



All the houses are empty inside and are supported only by framework structures. They are made from wooden boards and covered by gypsum. The city was created for the film by Karen Shakhnazarov "The Rider Named Death". Usually all settings are destroyed after shooting a movie, but other directors liked the city so much that they decided to save it.

Many famous Russian films were created there. The place changed into Berlin, Paris, Tbilisi



and even Copenhagen. Something was rebuilt, street signs changed, but after shootings the city always restored its former appearance.

At first, the tourists will find themselves in what might seem a rather dull part of the city, where they can only see empty houses. But when they go farther they come to a village with many interesting buildings and a special atmosphere. There is a church, an estate, many houses and even a model of a destroyed building!

That small city on the territory of Mosfilm keeps lots of mysteries in its streets and corners.

There are other interesting things to see in Mosfilm. One of them is a collection of retro cars from the beginning of the 20th century – older or antique cars are restored, put



into working condition and, despite their age, look as if they have just come off the



assembly line. Mosfilm has a great collection of costumes, some of the outfits are well-known because of the actors who once wore them. It is possible to find anything in Mosfilm from a school uniform of the 20th century, to fur coat of a Russian Tsar.

SWOT

The following table presents the results of the SWOT analysis of our hotel business.

<p><i>STRENGTHS</i></p> <ul style="list-style-type: none"> • A new, innovative product and service <ul style="list-style-type: none"> • Government support <ul style="list-style-type: none"> • Location • Historical building • Quality processes and procedures <ul style="list-style-type: none"> • Huge Demand for rooms <ul style="list-style-type: none"> • The room size 	<p><i>WEAKNESSES</i></p> <ul style="list-style-type: none"> • Not known name • Huge investments
<p><i>OPPORTUNITIES</i></p> <ul style="list-style-type: none"> • Attracting new consumers to provide them with a unique experience <ul style="list-style-type: none"> • Use of historical traditions <ul style="list-style-type: none"> • Special activities 	<p><i>THREATS</i></p> <ul style="list-style-type: none"> • Lower cost competitors (3-star or 4-star hotels) <ul style="list-style-type: none"> • 5-star and luxury hotels • Economic slowdown • Instability in currency exchange rate

Opportunities for Entrepreneurship Activities

Moscow is becoming more and more popular each year as a place of tourist destination. The statistics shows that the number of people who visit the city is growing every year. According to the official data of the Moscow Committee for Tourism and Hotel Business, the number of foreigners who visited Moscow in 2011 compared to 2010 increased by 12%, which is 4,47 million people!

The House with the Caryatides used as a Boutique Hotel can offer a lot of opportunities for entrepreneurship activities.



Firstly, there are investors who are interested in restoration of a historical building in a highly exceptional location – the centre of Moscow. Secondly, there will be a great need in experienced decorators who know how to preserve the unique atmosphere of the house. Thirdly, it is the staff that are going to work in the Boutique Hotel. They should go through a special training course to be able to function effectively in the hotel of this type and level. Fourthly, there is a demand in people who are creative and enthusiastic to work in the Special Activities Department.

Finally, this project can give a lot of opportunities to architects, designers, artists and craftsmen, in other words it is a huge potential for small business.

On the whole there are a lot of opportunities for entrepreneurs who are interested both in profits and in promoting the culture of Moscow.

Potential Employees

The hotel industry has many jobs and the good thing is that it has jobs for every person and all that is required is to meet the qualifications. Many jobs require experience and formal training like the jobs in management. Some positions may require a certificate while the minimum educational levels, other careers may require a bachelor's degree.



Fortunately, a lot of vocational schools, colleges and universities in Moscow offer specialized training in hotel management, food services and housekeeping. Every year a lot of young people graduate from various educational institutions in the hotel industry and the problem is that they cannot find a job because very often experience is a must. In our Boutique Hotel we aim at perfection but at the same time we think that young people who have got specialized education can be an asset and it will be a great loss if well-trained young people who are unable to find a job (because of lack of



experience) lose interest in hotel business and switch to something else. We will offer special training programs for them where they will have a chance to work and study at the same time. There is no doubt that senior management should be experienced professionals and they will be role models for young management with no experience.

Some other jobs include front office jobs, waiters, receptionists, hospitality jobs, back office jobs, cooks and chefs. To be a waiter does not require much training and experience. Jobs in food preparation department can also be easily obtained.

Hotel industry is closely linked to the tourism industry. So we will provide jobs in this area too. We also believe that that all our employees should have a good knowledge of

foreign languages. This does not seem to be a great problem because now young people in Russia are very motivated in learning languages and show good results. A lot of them take and pass international exams in foreign languages. So, on the whole our potential employees will be hotel management graduates with good command of English.

Whatever education and training the employees have, it is vital that they should be creative in what they do because our services are exclusive and personalized. Their imagination should be very active and flexible and they should read a lot about different époques to be ready to discuss new ideas.

Conclusion

After having done all the research and coming up with some ideas about how we could use neglected cultural heritage, we have come to the conclusion that something has to be done to protect priceless buildings. It is evident that there will be huge investments and the old buildings will look amazing though it will take time. But the question is: what will become of them? They are all situated in the city centre, which makes them automatically a good target for offices. If most of the buildings become offices they will be closed to public and lose their main function as being not only houses but homes. Generations of people lived in them, had their happy moments and memories that are still there. So, we believe that these buildings should be used for more homely things. A lot of small hotels could cater for the needs and tastes of different people. There will be a tough competition, which is only healthy for the hotel owners trying to outperform each other and in this way improving their services and the quality of the hospitality industry. Small hotels can attract a lot of people because there one can feel at home. Isn't it nice to stay at a hotel where you know all the staff by their names and they all know your first name? Small restaurants and cafes in these houses can also add to the beauty and home atmosphere of the area.

We admit that it is expensive to manage small hotels and to stay at ones, but we believe it is worth it. What do you think?

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Teacher's Notes

The case study approach in teaching is not often used in the Russian classroom. This can be explained by the fact that this requires special knowledge and it is not taught in universities. We know how to do projects and run a lot of competitions in them. We can call case study writing a research project but there is more to it. The teaching potential of writing case studies should not be underestimated. Students can start with not very extensive case studies which are both interesting and challenging for them. In the process of working on a case students develop their imagination, research skills and look on the positive side of things. That is why I believe that this type of writing should be used by Russian teachers and I think that special workshops can be done in pre-service and in-service training.

As for this case study it can be used at lessons based on GTTP Passport to the World course and students' project work dedicated to Tourism and Travelling. Working in small groups students can find the answer to the question about how "The House with the Caryatids" can be given a new life. They can also evaluate the activities for the visitors designed by the students of this very case. The most important thing for students is to start thinking about their city and their role in preserving its historical architecture. At this point critical thinking is what they need.

Students of other countries reading this case study can find it educational in terms of history and can do further research into different époques. They can also try to decide what opportunities for this type of tourism their town/village can offer. They can suggest exciting activities and become history experts. For their findings they are supposed to make oral presentation to practice speaking skills and the ability to engage other people.

This case study may serve as an example of presenting the written results of the research and can motivate students to travel not only in the present and in the future, but in the past too, which we all need not to forget about our roots.

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