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DOI: <https://doi.org/10.30525/978-9934-26-028-5-34>

MODERN DIRECTIONS OF INCREASING THE COMPETITIVENESS OF HOTEL BUSINESS ENTERPRISES

Enterprises in the field of tourism and hospitality, both in the world and in Ukraine, are in crisis due to the impact of unpredictable phenomena. Therefore, the topic of increasing competitiveness by retaining regular customers, the introduction of IT-technologies, innovations, digitalization of services for simplification, speed and convenience of customer service is of particular importance.

Analysis of the domestic market of tourist and hotel services according to the State Statistics Service of Ukraine, as well as see [1; 2], showed that today in Ukraine is dominated by outbound tourism, this is due to the annexation of Crimea and the replacement of recreation abroad. This trend is exacerbated by military action in

the anti-terrorist operation zone, which has led to a decrease in the share of inbound tourism. There is also a decline in the share of domestic tourism due to pandemic events, lockdowns and very slow upgrades and underdevelopment of tourism infrastructure.

On the other hand, the analysis of business processes that take place in domestic hotel businesses showed that along with the traditional processes for this industry, such as customer relations, resource delivery, management, there are no processes related to development and improvement. Market potential of hotels. Practically no attention is paid to staff development and motivation. After all, it is the staff that is the driving force capable of bringing the industry out of decline.

Thus, the current situation is characterized by: first, the fact that the position of competitors is weakened due to objective reasons and this allows the creation of new or improvement of existing services; secondly, in the conditions of intensified struggle for the client hotels should focus their efforts on the maximum realization of the available potential.

To address the above issues, the authors propose the implementation of a business strategy for customer relationship management, which is based on the CRM system. Some domestic companies are implementing CRM software, but it is necessary to implement CRM as a concept of doing business in the provision of hotel services, it is such changes in all business processes of the company allow to gain long-term victory in the competition for the customer. The main internal factors of increasing the competitiveness of the hotel business and how they are related to the formation of market potential and the implementation of the business strategy of CRM are presented schematically in Fig 1.

CRM is based on the formation of certain values in the consumer, which consist of three components: product sales (service or product), price and personalization [3]. For hospitality enterprises, this means that services must be of appropriate quality, the price must correspond to quality, ie make services available to customers. In terms of

personalization, by adopting CRM tools, hotel services companies can achieve personalization at the desired competitive level.

It should be noted that the market potential is formed taking into account the specifics of hotel enterprises to implement the strategy of CRM, ie to win new customers and retain permanent, the potential of the enterprise must meet the competitive properties of services (price, quality, service, guarantees, etc.). Important for the implementation of the CRM strategy are the experience and skills of managers, the principles of organization and conduct of business, which are guided in the hotel, the moral values and ambitions of managers, as well as common values and culture, personal initiative, collective work. That is why it is necessary to constantly motivate the hotel staff. In Ukraine, the most effective are economic incentives and rewards.

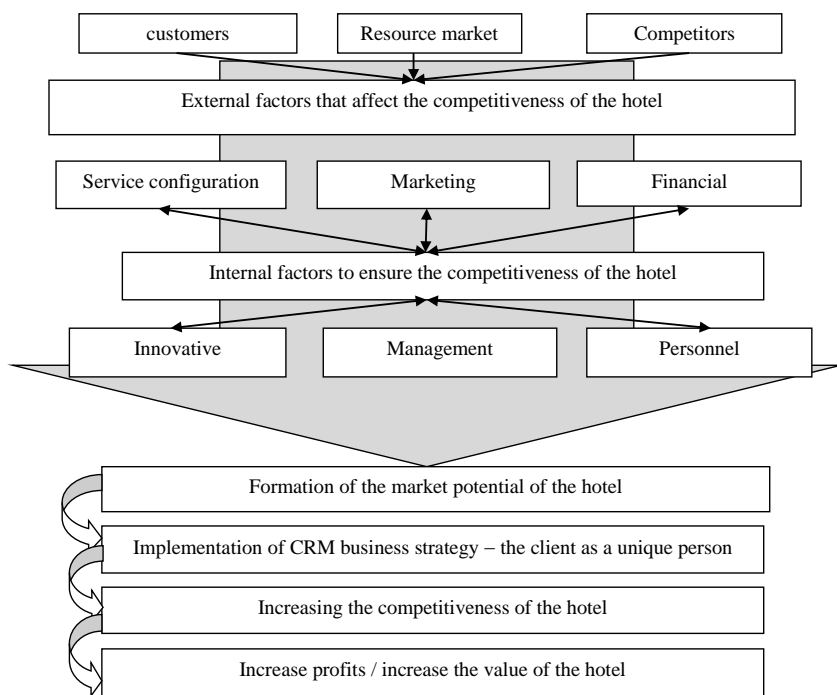


Figure 1. Factors for increasing the competitiveness of hotel business enterprises

Motivation for domestic workers is: a good salary for conscientious, creative, highly productive work and a responsible attitude to the work of his colleagues, the entire workforce in a favorable moral and psychological climate in the team. Thus, the authors propose the following sequence of actions to develop a system of motivation of hotel staff: 1) ranking the types of work on the complexity and importance of their implementation; 2) creation of a hierarchy of categories on complexity and importance of performance of works; 3) development of a matrix of points; 4) construction of a factor-critical model for assessing the complexity of the work; 5) construction of a network of ratios in the remuneration of employees of different qualification groups (categories), which has a certain range and indicators that increase or decrease the average value and the degree of increase in wages; 6) the creation of an insurance fund to pay the company. Thus, the earnings of hotel employees will depend on their personal labor contribution to the results of work and attitude to work, and on the results of financial and economic activities of the entire enterprise.

Thus, the correct application of CRM due to the above factors (Figure 1) and the appropriate system of staff motivation allows to obtain a significant economic effect, increase the competitiveness of the hotel business by maintaining or increasing the actual number of customers who are satisfied with the level of service and cooperation.

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