Kyiv National University of Trade and Economics

Department of hotel and restaurant business

FINAL QUALIFYING PAPER

on the topic:
Corporate booking system of «Opera» hotel on the international market of hotel services

Student of the 2^d year, group 8a,
specialty 241« Hotel and
Restaurant Business »
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on _____, ____, 2017

</div>

Task
for a final qualifying paper
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1. Topic of a final qualifying paper: Corporate booking system of «Opera» hotel on international market of hotel services. Approved by the Rector's order from <u>17.10.2017</u> № <u>3328.</u>

2. Term of submitting by a student his/her terminated paper: 01.11.2018

3. Initial data of the final qualifying paper:

Purpose of research is to develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions for the organization of hotel corporate booking systems, and implementation of new principals in overall operation of the hotel industry based on the study of new conceptual framework and methodological approaches to improve the assessment of the development of hotel corporate booking systems.

The object of research is theoretical, methodological and practical aspect of corporate booking systems in hotel industry enterprises.

The subject of research is the corporate booking systems of «Opera Hotel» on international hospitality market.

4. Illustrative material, Figures: Infrastructure of corporate booking system, LHW "Leading club" loyalty program, Reservations options in Opera PMS, Opera hotel position on Booking.com, Net average revenue per booking, Segmentations of bookings by channel in 2015-2017, , Main groups of guests in Opera hotel in 2017, Freehand hotels Instagram example;The look of hotel Opra website, Example of reviews that can be placed on website, Examples of gift vouchers Tables: Top 5 online travel agencies, Main global distribution systems, Benefits that PMS offers to hotels, Automated hotel management systems, Opera Hotel room types, Reservation fields in Opera PMS, Presence of hotel chains on social media

5. Contents of a final qualifying paper (list of all the sections and subsections)

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6. Time schedule of the paper

№	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1	Choosing and approval of the final qualifying paper topic	01.09.2017 p.- 31.10. 2017 p.	31.10.2017
2	Preparation and approval of task for the final qualifying paper	01.11.2017 p.- 31.12.2017 p.	31.12.2017 p.
3	Defense of the 1st part of the final qualifying paper in scientific adviser	14.05.2018 p.- 18.05.2018 p.	18.05.2018 p.
4	Writing and preparation for publication of a scientific article	Before 18.05.2018 p.	Before 18.05.2018 p.
5	Defense of the 2nd part of the final qualifying paper in scientific adviser	07.09.2018 p.- 10. 09. 2018 p.	10.09.2018
6	Writing and defense of the 3rd part of the final qualifying paper in scientific adviser	11.09.2018 p. - 28.10.2018 p.	28.10.2018 p.
7	Registration of the final qualifying work and abstract for preliminary protection in commissions	29.10.2018 p.- 31.10.2018 p.	31.10.2018 p.
8	Presentation of final qualifying paper and abstract on the department	01.11.2018 p	01.11.2018 p
9	Presentation of the final qualification work to the Dean's Office for receiving a referral for an external review	12.11.2018p. 16.11.2018 p	16.11.2018 p
10	Preparation of final qualifying paper to defense in the Examination Board	19.11.2018 p.- 30.11.2018 p.	30.11.2018 p.
11	Defending of the final qualifying paper in the Examination Board	According to the schedule	05.12.2018

7. Date of receiving the task: 22.11.2017

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10. The task received by the   _____   Nataliia P.
student   Harkavenko
11. Resume of a scientific adviser of a final qualifying paper

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Scientific adviser of a final qualifying paper   _____   Mariia V. Kulyk

12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student N.P. Harkavenko can be admitted to defence in the Examination Board.

Manager of the educational program   _____ Margarita H. Boyko

Head of the Department   _____ Margarita H. Boyko

_____, _____, 2018

CONTENT

INTRODUCTION

The hospitality industry all around the world has witnessed high growth level in the last years, mostly due to an explosion of the internet. This made the process of finding and booking hotels much easier for consumers. With this change, also came increased expectations for hotels to perform better than ever. Setting the correct booking strategy can help to ensure that hotels works up to the increased expectations of performance.

When we are talking about booking accommodation in hotels, instead of making hotel reservations through one booking channel, guests have now access to many booking channels as Online Travel Agency (OTA), Global Distribution Systems (GDS, travel offices, a hotel's own website, over the phone or through e-mail In addition, booking channels have stimulated competition and sparked various behaviours in customers. There are two ways tourism products reach a customer namely direct or indirect distribution channels. Both direct and indirect distribution channels can be offline or online and form corporate booking system.

A reservation is a crucial operation because a lot of hotel guests make reservations in advance of their stay. The reservations process usually involves the important first contact between the guest and the property. A reservations agent should be able to respond rapidly and accurately to requests for future accommodation. An effective reservation process depends on set procedures for handling requests, updating information, and generating confirmations.

The success of the process depends on effective reservations management. Every hotel is trying to create and maintain successful corporate booking system to make accommodation well-recognized and to increase revenue. It is important to

look out for trends and innovation in this field so hotel can stay competitive on domestic and international market.

Purpose of research is to develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions for the organization of hotel corporate booking systems, and implementation of new principals in overall operation of the hotel industry based on the study of new conceptual framework and methodological approaches to improve the assessment of the development of hotel corporate booking systems.

Achieving the goal of work involves solving the following tasks:

- To define the concept of the corporate booking system and its characteristic features, the classification of species;

- To consider the mechanism of organization of booking systems of Ukraine in the concept of international market;

- Give a general description of the hotel "Opera";

- To consider the positioning of the hotel "Opera" booking system in the domestic and international hospitality market;

- Carry out a policy analysis and assessment of Opera Hotel corporate booking system promotion on the international market;

- To substantiate the directions of developing the program of improvement corporate booking system for hotel "Opera" on the international market;

- To evaluate the socio-economic efficiency of the proposed measures.

Subject of research is the corporate booking systems of «Opera Hotel» on international hospitality market.

Methods of research: different methods and techniques of scientific research are used in this work: statistical observations - for establishing the dynamics of individual indicators, analysis and synthesis - for structuring approaches to classification, comparison, grouping, typing - for comparative analysis of indicators of the development of a hotel company, expert estimation techniques, and mathematical methods. In order to identify the hotel development trends and

systematize the information received, computer processing techniques implemented using application packages are used.

Practical value. The results of analysis of hotel "Opera" and proposals can be used in the practice of hotel, including systematic sociological research and expert interviews to monitor and prevent the problems associated with its own booking systems. The results of research were published in Scientific Journal "International Hotel Business and Tourism" (Appendice A)

PART 1

THEORETICAL FOUNDATIONS OF CORPORATE BOOKING SYSTEMS IN HOSPITALITY

1.1 Essence of corporate booking systems in hospitality

An effective booking process provides better planning, coordination, personnel policy and organization of activities. Since most of the hotel guests book rooms in advance, booking is an important function performed by the administration.

The booking process often includes an important first contact between the client and the hotel. The booking agent must be able to quickly and accurately respond to the order by placement. Therefore, paperwork, systematization and other clerical procedures should be kept to a minimum. With efficient organization of work, the booking agent will be able to devote more time and attention to detail and will be able to provide more hotel services if necessary. The effectiveness of the booking process depends on the established order of processing orders, updating information, providing information and providing evidence.

All booking channels that are used by hotel form a corporate booking system. There are two main types of booking systems which are used in hospitality industry: offline and online systems. The combination of them forms infrastructure of corporate booking system.
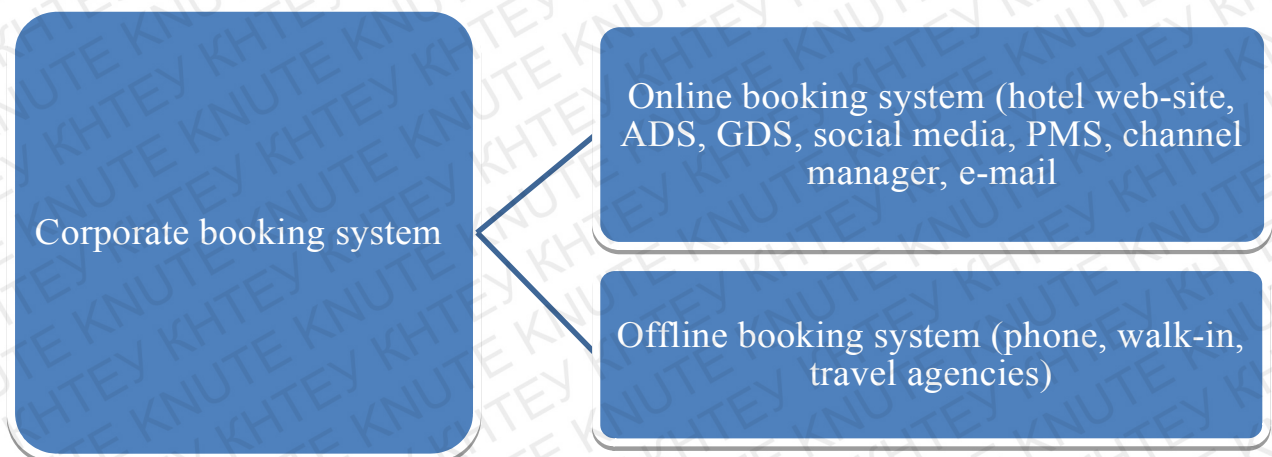

Fig. 1.1 Infrastructure of corporate booking system

Such reservations methods as over the phone or going directly to accommodation (walk-in) and offline travel agents are considered as parts of offline booking system.

For hotels today, there is so much focus on online conversions that the traditional voice channel is in danger of being overlooked. But call inquiries are still a key direct sales channel, especially as travelers rely more and more on mobile devices. A Google study found that 58% of mobile searchers would be very likely to call a hotel if click-to-call functionality was available in smartphone search [58].

Among the offline booking channels one of the most important for most hotels are also travel companies. The peculiarity of working with such partners lies in the complex sales of hotel services in conjunction with transfers, excursions, etc. In order to effectively interact with travel companies, it is necessary to study their clients and the segments in which they operate. After all, there are many national features of the client. For example, for guests from Japan, it is necessary to provide the maximum number of double rooms with separate beds that are identical in size and interior. Therefore, the sales manager, in addition to the knowledge of his partner tour operator, must also have a good understanding of the needs of the end customer in order to competently form a product that will be in demand [16].

Since, working with travel agents and tour operators, the hotel does not have the ability to directly influence the formation of loyalty to the end user; this category of counterparties should be viewed primarily as a way to attract new customers, and not as the main profitability item. In addition, many travel agencies work with a pronounced seasonality; therefore, focusing on this booking channel, there is always the risk of a significant drop in hotel revenues in the "stagnant" season.

However, this element shouldn't be underestimated . Travel companies, like no other, are involved in creating the image of the hotel among its potential customers; therefore the formation of their loyalty to the hotel should be a

fundamental guideline of relationship. Hotel should not neglect the timely payment of commissions, because even the smallest financial debt to a partner can widely open the doors of a competing hotel to customers of the travel company. Moreover, it is advisable not to forget about the promotion and additional remuneration of agents who regularly send their clients to the hotel. Such bonus programs can be the possibility of free hotel accommodation for partners, free info tours, as well as additional discounts, adjusted for the sales of a particular partner. An important aspect of communication with agents is commercial brochures, electronic listings and a hotel promotional guide. These materials will provide agents with detailed information about the facilities and services in the proposed hotels. In addition, supporting materials should contain detailed information on the procedure for booking rooms and the procedure for paying commissions. Not be redundant and educational seminars for travel agencies [40].

We have mentioned all most important and used offline elements of corporate booking system.

The second type is online booking system that includes reservations through ADS's, GDS, hotel own website and using social media. Also, PMS (Property management system) and channel manager are very important parts of corporate booking system.

Online hotel reservation is becoming a very popular method for booking hotel rooms. Travelers can book hotel rooms from home using online security to protect their privacy and financial information and using several online travel agents to compare prices and facilities at different hotels. The benefit of using global distribution channels is that they provide a single database from which all reservation sources draw immediate room availability and room rates.

Large hotel chains typically have direct connection to the airline global distribution systems (GDS) (Sabre, Galileo, Amadeus and Worldspan) that in turn provides hotel information directly to the hundreds of travel agents who subscribe to these systems. Individual hotels and small hotel chains may not afford the cost

of subscription to the GDSs and rely on other companies to provide the connection [39].

Main global distribution systems

Name of GDS	Founded in	Strong base regions
Amadeus	1987	Strongly based in Europe, Mid East, North Africa & Asia Pacific
Galileo	1993	It has a strong web-presence in US and Western Europe.
Worldspan	1976	Mainly in the US and Europe
Sabre	1990	Very strong Global presence in US and Asia Pacific

Along with GDS should be considered ADS – Alternative distribution system. The term is used as to describe the distribution via 3rd party websites. This includes online travel agencies (OTA), travel portals, travel search engines/ directories, online hotel consolidators, airline websites with online reservation options. Examples: Expedia, Orbitz, Priceline, Hotwire, Bookings.com, Opodo.

Today OTAs drive the majority of hotel bookings around the world and are a primary source of revenue for most hotels. OTAs such as Expedia, Agoda and Booking.com have become major marketing channels for hotels. Consumers are able to easily compare different hotels side-by-side in terms of price, amenities and location. OTAs also offer trusted reviews and accurate local information. Hotels use OTAs as distribution channels to extend their reach to new markets. They also offer value to consumers at all stages of the buying process – from planning and research, to selection and booking as well as sharing reviews and experiences. Such booking systems create the 'billboard effect' – when guests discover hotels on OTAs, most of them do further research about the hotels, leading the guest to the hotel website for direct bookings.A study conducted at Cornellestimates a 10% to 25% increase in direct bookings from listing on an OTA [34]. In Table 1.2 we consider the 5 most popular online travel agencies.

Table 1.2

Top 5 online travel agencies

The name of OTA	Estimated unique monthly visitors
Booking.com	40000
TripAdvisor	38000
Expedia	25000
Priceline.com	20000
Hotels.com	16000

Many hotels developed their own websites in order to promote their products and services, to attract clients and also to offer them the opportunity to book a hotel room directly on the website, without using other intermediaries. In this way hotels don't have to pay commissions to online travel agencies or to other third parties, they can sell their services directly to clients. Finding new ways to encourage clients to reserve rooms directly on the hotel website should become a major strategic objective for hotels' marketing departments [18].

E-mail marketing is a much more personal way to communicate with guests than ads, and it's one of strongest – and least expensive! – ways to drive direct bookings.

E-mail is considered as more effective than Facebook and Twitter together in the acquisition of customers. It's targeted towards people who already want what you have, and email is also under hotel's control. Social networks are evolving rapidly, but the basics of e-mail remain consistent, even as methods for sending them become more sophisticated.

The integration of online booking system with the Property Management Systems (PMS) is very important therefore PMS providers offer also website booking systems compatible (integrated) with the PMS. In this way, all information needed is automatically retrieved from the PMS and bookings, cancellations and amendments made online are automatically updated into the PMS database [35].

Table 1.3

Benefits that PMS offers for hotels

Hotel PMS Feature	Hotel PMS Benefit
Enhanced check-in/check-out capabilities	• Provide anytime, anywhere service to your guests using a mobile-enabled cloud-based hotel PMS • Untether your front-desk staff so they can check guests in, assign rooms, enable guest services, and check guests out wherever there is internet connectivity
Improved housekeeping service	• Increase housekeeping efficiency with instant updates on housekeeping mobile devices when customers check out, freeing up rooms for cleaning • Enable greater flexibility with room management and improve response time for room-service tasks • Identify and manage room-maintenance needs, ensuring rooms are clean and in perfect condition
Integrated hotel back-office systems	• Connect operations and financial processes by leveraging prebuilt integrations to accounts receivable, accounts payable, payment gateways, hotel industry applications, and property infrastructure devices • Integrate accounts receivable and commission handling • Ensure accurate guest folios for faster, more accurate billing
Effective hotel distribution management	• Increase room occupancy and ADR through real-time rate and availability management across distribution channels • Boost sales through direct booking channels on brand website
Improved hotel revenue management	• Empower managers to improve ADR with extensive options for setting rates and advanced rate-management features for manual and semiautomated revenue management
Better managed customer data	• Centralize and secure customer data and improve the quality and accuracy of guest profiles • Understand customer buying patterns so you can define more targeted packages and services • Ensure compliance with national and international data-compliance rules

Hotel PMS offers many benefits for a hotelier's business. It is necessary to mention about channel manager. It is not one of channel through which somebody can make reservation but it helps to manage all of those elements, so we consider it as part of corporate booking system [12].

A Channel Manager in the hospitality industry is software that automates the distribution of hotel rooms, B&Bs, Vacation Rentals and other accommodation types, onto listing websites (channels) where travelers can book. A Channel Manager will instantly update rates, calendar and often also content, and therefore saving the property manager a lot of time, reducing manual mistakes and increasing the number of bookings.

We have considered all main elements of corporate booking system that hotel usually use. All of them should be working in interaction and hotel managers always need to look for ways to improve each of channel.

1.2. Peculiarities of implementation of computer booking systems in hospitality industry

Currently, there are several professional developments that deserve attention when choosing an automated hotel management system. We will analyze the basic computer systems of providing hotel chains that are used in the largest hotel chains of the world and Ukraine.

On the basis of the development of the computer science industry, as well as the use of modern traditional means in conjunction with new computer complexes, proposals have been developed to improve the efficiency of hotel management [21].

At the present stage, more than 80% of all sales of tourist products are realized through e-commerce and use computer reservation systems CRS (Computer reservation system), which created the preconditions for the development of global booking systems.

This allowed to improve the quality of service services by reducing the time of customer service, increasing the volume and variety of services offered, and also the opportunity to ensure optimization of downloading airliners, implementing a flexible pricing strategy, applying new management methods, etc.

The high reliability and convenience of these redundant systems has facilitated their rapid and widespread distribution. Today, the global four major reservation systems are: Amadeus, Galileo, Saber and Worldspan. Together, these systems (not by chance they are called the "golden four") account for approximately 500,000 terminals installed in hotels around the world, accounting for about 90% of the market. 10% are occupied by regional reservation systems and systems that are in the merger with one of the above listed. Each GDS, although global, has its own arsenal of distribution [17].

For Amadeus and Galileo – it's primarily Europe, for Saber and Worldspan - America. Interestingly, the Galileo system is used in more than 45,000 agencies in 116 countries of the world. According to 2008 results, Galileo has the strongest positions in the UK, Italy, Greece, Switzerland, Portugal. In general, the share of this system in the European market is 29.8% (second place). Such results Galileo achieved in three years of work in the global market. Currently 89 agencies in Russia and Azerbaijan actively use this system, but do not use it in Ukraine [4]. However, numerous small firms offer their own developments in this direction.

The most popular online reservation is:

1) airline tickets, which gives tourists the opportunity to determine not only the starting and ending point of the airline and its date, to choose an airline, but also to fully plan travel;

2) hotels that give tourists the opportunity to get not only a description in general, but also his services and tariffs for them;

3) cars, which is one of the most popular destinations for booking via the Internet, which is in Ukraine underdeveloped;

3) tours that can be booked through the Network. And recently, clients have the opportunity to independently form a tour of their own taste, directly through

the Internet: to choose time, hotel, way of travel, variant of chartering and additional services. Most of the participants in the tourist market prefer online booking technology, which is based on the instantaneous display of real information on the availability of seats at current rates with the possibility of their reservation. In practice, these two functions are often delimited, because instant booking is possible only after providing financial guarantees of payment. In particular, in 2016, Google launched the Performing Arts project, a virtual tour of visiting well-known theaters with a 360 degree review that creates a presence effect. The Google Cultural Institute allows theater and music fans to visit virtually, including the New York Carnegie Hall concert hall, the Berlin Philharmonic, the British Royal Shakespeare Company, and the Municipal Theater of Sao Paulo. Performing Arts is part of the Cultural Institute project, where you can get acquainted with museum collections, visit online exhibitions and make a virtual trip to the theater.

Thus, real prerequisites for the rapid development of economies in countries where tourism plays an important role (Turkey, Greece, Egypt, etc.). At the same time, scientists faced the problem of assessing the effectiveness of information technology in tourism to address crisis situations that became widespread after the global financial crisis of 2008.

In particular, according to I. Yukhimchuk, today there are a number of problems in the development of the tourist industry in Ukraine, namely: low level development of information and communication infrastructure; absence of tourism profile databases in separate regions of the country; limited information and advertising of tourist products in the interregional, national and international markets; imperfection of the mechanism of information exchange of business entities in the field of tourism and the environment through the virtual network; low level of development of virtual tourist enterprises; absence of a state electronic system of provision of tourism activity subjects by operational information on demand, supply, prices, tariffs. In Ukraine there are 3.8 to 10 million Internet users, which makes up from 8% to 22% of Ukraine's population. And according to

internetworldstats.com, for example, the United States uses the global Internet network of 69.6% of the population of the country, Germany 61.3%, the United Kingdom and France 50.3%, Poland 29.9%, and Russia - 16.5%. In general, 50.9% of EU residents use the World Wide Web. That is why the issue of the development of information technology in tourism is very relevant for Ukrainian tourist firms in the conditions of globalization of the economy [14]. It is advisable, in our opinion, to systematize all kinds of information technologies first of all. In particular, MP Malsky proposes to divide all information systems in tourism into groups.

1. According to the technological topological features on the following classes:

1.1. systems created in the area of local area networks, which provide the activities of units of travel companies located in the same building, without the automation of their external interaction with the use of information channels. The network construction option involves simultaneous access to a central database (or databases, including a description of the tourist product) of several users who work from various automated jobs. Databases are located on the central, rather powerful, network machine - the server, access of users from their automated workplaces is provided by network equipment and network mathematics, which is included in the standard set of network support;

1.2. systems that include the capabilities of the software complexes described in clause 1.1, but in addition to them, the modem connection of the tour operator in a batch mode with sales departments of tourist products or travel agencies is implemented, and in some cases, with service providers located in other regions (regions) ;

1.3. tour operator systems based on the use of existing or newly created global telecommunication networks. In this case, the main files (databases) about the tourist product of a firm are placed in the information centers (nodes) of the global network, and for all users of the network is implemented remote access to them online.

2. Functional feature:

2.1. the main technological systems that ensure the fulfillment of customer orders. In these systems, the operator operates at the expense of access to the main computer reservation systems;

2.2. auxiliary systems that automate the service functions of travel agencies for the formation of documents: accounts, vouchers, tickets and guides, as well as mutual settlements with major computer and transport systems;

2.3. management systems that update information about the activities of firms and provide managers with the information they need to make decisions [8].

O.Ya. Slyptsova and V.Ya. Danilov proposes to divide all information technology in tourism into three classes:

- specialized computer technologies (reservation and reservation systems, travel agency automation programs, hotel automation, mapping programs);

- computer technology of general use: multimedia technologies, graphic editors, text editors and spreadsheets, database management systems, network information technologies, OAZE-technologies.

To date, audiovisual signage can operate in a single complex with various hotel management systems. One click on the button allows you to transfer information to any premises of the hotel where the Digital Signage object is installed: a conference room, a lobby bar, a garden, a spa.

You can manage displays with all content simply through a web browser on your computer or tablet. With Digital Signage Management, hotel networks can be a powerful publishing and access control tool for users. In this case, hotel staff will be able to easily publish templates and content according to individual permissions. Content display can be scheduled for the next month or changed if necessary. Internet feeds are updated automatically: schedules of arrival and departure of planes, weather forecast, international news, exchange rates [5].

Thus, Kyiv Premier Palace Hotel in April 2012 installed three digital light boxes and six screens in elevators, and a year later introduced the system Virtual Concierge Service. Daily displays updates weather information, exchange rates,

promotions in restaurants and bars, as well as broadcast image video ads. Van der Valk hotel has a good experience.

This is a network of hotels and hotels in the Netherlands, Germany, Belgium, Spain, the USA, France and the Caribbean. The Van Der Valk digital signage system has helped reduce the amount of paper costs and maintain nature. Thanks to the use of digital signage, the hotel has created a clean, modern image. A significant achievement is that the new information display system is simple and understandable by the hotel staff to maintain and update it on its own. Outdated information is instantly replaced by a new one without compromising the environment. With the help of the new system, the staff spends much less time coordinating the schedule of conference rooms and hotel events [5];

- computer technologies for financial analysis, planning and forecasting (software for statistical and econometric analysis, GIS technology, expert system envelopes, decision support systems, marketing analysis programs [11].

In particular, we can provide software for the tourism industry companies developed by Parus-West: Parus-Enterprise, Parus-Consultant, Parus-Travel Agency, Parus-Hotel, and Parus-Restaurant "," Sail-medical facility "," Sail-management and marketing "[1].

In our opinion, these information systems in tourism under conditions of strict competition allow to ensure not only their development, but also to provide quality services taking into account the tastes of tourists and their financial condition.

The distinction between classes and types of information technologies used not only in the economy but also in tourism is conditioned by the need to identify the most innovative technologies at the present stage and allows to develop the market of tourist services, therefore the following classification features should be added as follows:

1) by area of activity: global, national and regional information systems;

2) for functional purposes: social, cultural, educational, financial-economic, marketing, etc.;

3) in the direction of automation: automation of processes (personnel management, finance, supply, etc.), automation of information (the formation of customer databases), integration (management of external and internal processes);

4) in the sphere of application: systems of designing tourist objects, systems of organizational management (hotel, restaurant, museum, etc.), systems of control of technological processes, systems of material and technical support.

Thus, the most common automated hotel systems used in world practice are as follows: hotel management system (PMS - Property Management System); Restaurant Management System (Pomt Of Sales); Event Management System (Sales & Catermg); telephone service system (Telephone Management System); system of electronic keys (Key System); system of electronic mini-bars (MIPI bar System); system of interactive television ('Video Services System'); energy saving system (Energy Management System); Credit Card Processing System (CredR Card Authorization System); a system of warehousing and calculation (Food & Beverage), a system of financial accounting (Accountmg System); central reservation system (Central Reservation System); Online reservation system (Web ReservaUon System); Human Resource System; security system (Securrty System).

The hotel industry uses the Property Management System, while catering companies use RMS (Restaurant Management Systems) systems.

The traditional hotel cycle (arrival-accommodation-departure) evolved into a sequence of events, by its nature divided into three stages:

- the first stage before the conclusion of the contract for placing;

- the second stage of the contract for the placement;

- the third stage after the conclusion of the contract for placement.

The hotel cycle covers a period of time from the moment a potential customer is connected by telephone or other means to the hotel, and to pay a hotel account. The cycle begins with events that precede the guest's stay (booking, prepayment, opening an account, etc.), goes into events related to the conclusion of a contract, accommodation (number, food, drinks, etc.), and ends with settlements

with the enterprise (departure, clarification account amount, closing a guest file, etc.).

Table 1.4

Automated hotel management systems

ACS hotel complexes	System analog	Vendors
Hotel management system	Property Management System (PMS)	Micros Fidelio, Lodging Touch LIBICA, Epitome PMS, Amadetis PMS, OPERA, Optima, Cenium, Nimeta, Sheiter,
Restaurant management system	Point Of Sales (POS)	Epitome POS, InfoGenesis POS, Rkeeper, Micros,
Measures management system	Sales & Catering (S&C)	Sky ware Hospitality Solutions Sales and Catering, OPERA Sales & Catering Full Service
Telephone service system	Telephone Management System (TMS)	Alcatel, Ericsson, Siemens, NEC, Definity Meridian, GDX, Bosch, Panasonic
Electronic key system	Key System (KS)	VingCard, Timelox, TESA, CISA, Salto, Onity, Messerschmitt, Saflok, Inhova
Electronic mini-bars system	Mm bar System (MBS)	Fidelio Suite 8, Opera Property Interfaces
Interactive TV system	Video Serrices System (VSS)	General Satellite, GuestLink
Energy saving system	Energy Management System (EMS)	StruxureWare software, Powerstar, Hotelstar
Credit card processing system	Credit Card Authorization system (CCAS)	Mercury Payment Systems, Tsys Acquiring Solutions, Heartland Payment Systems
The system of financial and accounting	Accounting System (AS)	Scala, Navision, 1C
Central Reservation System	Human Resource System (HRS)	Faraon, mySAP HR, ScaiaHR, E-Staff, 1C
Internet reservation system	Security System (SS)	Access Control Systems, 2-WAY 9000 Remote Start

In the conditions of market relations, for the sake of competitiveness, the restructuring of the technical and technological base of management is extremely

important. But it's important not to overestimate the role of information and management technology. It performs for the most part providing functions. The main directions of work are carried out in the area of organizational, social, personnel reorganization of management activities.

Working on paper, having no operational statistics and control, confirming off-line booking and being competitive on the market is not possible today. This truth was understood by almost 50 Ukrainian hotel companies, which completely transferred their activities to computer rails. The remaining placement objects can choose a suitable automation system for the variety of software presented on the market.

We will analyze the basic computer systems of providing hotel chains that are used in the largest hotel chains of the world and Ukraine.

The most common universal product is the world's largest Micros-Fidelio company specializing in building hotel and hotel management systems for over 20 years. Such a system is installed at the enterprises of more than 100 major hotel chains (Sheraton, Hilton, Marriott, Kempinsky, Hyatt, etc.) [3].

The Fidelio Front Office (FFO) system helps to automate the main stages of the hotel's operation: from computer room reservation, check-in, accommodation and guest receipts to rooming, bookkeeping and finance. The advantages of FFO include: ease of operation, due to the rather simple logic of system construction and user-friendliness of the interface, high security, strict demarcation of user access, flexibility of configuration. The FFO system can be successfully used both in hotels belonging to hotel chains, as well as in independent hotels and boarding houses with completely different technology [2].

Among the computer technologies around the world, computer reservation systems for hotel services have become widespread. For the first time, the concept of "Computer Reservation System" (CRS) appeared in Europe and the United States in the 60's of the 20th century, and the first KSBs were created by separate airlines and were intended solely for the needs of their own travel agents. Since airlines ceased to handle the growing flow of passengers over time, the latter led to

the need for automation of this kind of activity. In the future, airlines have joined their efforts to develop and promote KSBs on the market. The result of this integration was the emergence of four, the so-called Global Distribution System (GDS). GDS is an information system that offers distribution networks for the entire tourist trade [3].

In the restaurant business, the combination of information and innovative technologies allows not only to retain the main customers, but also to attract new ones. In particular, the result of a successful combination of innovative solutions and information technology is as follows:

1) creation of an electronic menu that enabled the administration to improve the efficiency of communication between customers and employees. This will speed up the process of adjusting and updating the menu. Customers at the same time can independently pick wine from the wine list for the price, year, region, bouquet, and then to it - a dish from the local menu; calculate the caloric content of those or other dishes; when choosing dishes, immediately see the final order check; in anticipation of the order to play games, read news, wander around the Internet;

2) development of QR-code - two-dimensional bar code - has opened new unlimited possibilities for interaction of companies and consumers on-line. QR abbreviation translates from English as "quick access", and the matrix code itself is able to hold a huge amount of information in the form of text, numbers, URLs, calendars, charts, and images. The speed of QR code recognition is very high, it can be placed on any medium, ranging from cash checks and menus to various signatures. In a bright box you can encode the history of the hotel, origin, age, authorship, unique details of the interior, paintings.

Visitors will be pleased to learn the menu of the establishment with detailed information about each dish: composition and origin of ingredients, stages and methods of treatment, nutrition and caloric content. For the QR code, the restaurant can inform its customers about promotions, lotteries, sweepstakes, activate various loyalty programs, arrange voting, interactive polls and quickly get hotel reviews from customers [6].

In particular, QR codes are introduced for the network of hotels "Fest" ("Kryivka", "Workshop of Chocolate", "Masonic Lounge", "Masoch Cafe", "Jewish Knypa", "House of Legends", "Gas Light", "Near Diana "," Tramway "," Varyati "); establishments of the system of fast food (Kumpel, Celentano, Potato Hut, Yappi, and Point); night clubs "Positiff", "Metro"); as well as hotels "Leopolis", "Georges", "Eurohotel", "Swiss", "Dniester", "Opera", "Ozerny Kray", "Citadel Inn", having their own restaurant objects [13].

For managers of modern enterprises and organizations of the tourism industry, the use of modern information and innovation technologies enables: to control productivity and effectiveness of business processes; increase investment attractiveness of tourist enterprises; to quickly identify "bottlenecks" in the management of processes at tourist enterprises; to improve the quality of service and provision of services; increase the accessibility of tourist services; accelerate the introduction of energy and resource-saving technologies; to develop enterprises of the tourism industry through activation of integration processes between service organizations and tourist enterprises.

Thus, the result of a combination of modern information technology in tourism has made it possible to create such innovations as virtual travel and virtual concierge in hotels. This, in turn, contributed to the emergence of professional travelers who create "notes for tourists" around the world in the form of video clips, written notes, etc.

Today, we consider it necessary to attribute systems that enable the product to be promoted and develop the tourism services market integrated with the economy of the country when it is possible to ensure the profitability of business through the development of a local economy, which will contribute to the formation of economic security by reducing external resource dependence. This includes not only virtual travel, global booking systems, but also e-business, which allows you to significantly reduce the transaction costs of enterprises and tourism industry organizations.

1.3. Practical approaches to improve corporate booking systems in hospitality

With competition in hospitality intensifying every year, hoteliers are constantly on the lookout for better ways to improve profitability. And in today's highly fragmented market, revenue management strategies provide them with an ideal way to add to their bottom-line.

Making projections about customer acquisition costs and other targets is not recommended without having objective information to support the estimations. Managers can begin collecting objective data by evaluating each of the hotel's channels. The most prominent ones usually are OTAs, the direct booking website, corporate relationships and travel agents.

A great way to evaluate booking system performance is by measuring these three metrics –

1. Gross Revenue**:** The total revenue a channel has generated within a specific period.
2. Customer Demographics: The type of travelers attracted by each booking system element.
3. Channel Costs: The total costs associated with running each channel.

Information gathered by evaluating each of the hotel's corporate booking system channels provides revenue managers with a clear picture of the property's channel profit breakdown. This enables managers to make better decisions about which channel to prioritize in the future.[30]

To put it differently, sometimes an apparently profitable scenario may not actually be so. Talking about the direct booking channel – these booking sources are widely considered to be the most lucrative for hotels and indeed, they provide the property with commission-free reservations. Costs involved with the direct booking channel are associated with primarily SEO and SEM, subscription/hosting services – usually fixed costs, unlike OTA bookings where the costs increase as the number of bookings increase. However, most hotels simply cannot compete with OTAs in terms of exposure because of the difference in marketing budgets. As a

result, no matter how much hotels spend on their website, customer acquisition costs on this channel will only be low if the hotel receives a sizeable chunk of their bookings from the brand website. If the number of direct bookings drops too low, customer acquisition costs will skyrocket![36]

So, to have good infrastructure of corporate booking system it is important to remember about direct elements that should be improved by every hotel within their booking system.

Demand generation isn't a one-time task – it's a continuous process that revenue managers will get more comfortable with as they get more experienced. Every hotel is influenced by different factors and by tweaking their revenue management strategy from time to time, hotels can uncover what works best for them. It's doesn't happen overnight, but the long-term stability it builds is worth it. In the hotel market, sales departments often work "with everyone" – the hotel has no clear positioning and its well-established niche in the market. And in this case it is extremely difficult to compete, bargain with customers, and justify the price, their competitive advantages. Highlighting its own market segment and, accordingly, the format of the target audience, the hotel will be able to offer the best price in its segment, to win in the competition for groups and private appeals. In practice, there was an example when a mini-hotel in St. Petersburg, opened, like many other objects of this kind, without a clear focus, becoming "family-friendly" (services for accommodating families with children were added) increased sales by 21%, mainly due to direct bookings. Clear positioning helps hotels to improve corporate booking systems. It shows the ways lodging properties should deal with different elements of system, what should be highlighted and what should be hidden, the ways of improvement.

Marketing is an investment that exactly should lead to an increase in sales and income. It is also important for promotion of hotel services through channels of booking system. First of all, this is advertising on the Internet. Contextual advertising, indirect and direct requests, geo-targeting management, reducing the number of synonyms and inappropriate hits, changing websites to customer

requests, creating landing pages, communicating with potential guests on the website and much more. In practice, there have been cases where a clear online promotion has resulted in a 50% increase in direct bookings. [35]

Strangely enough, hotels often work in the old fashioned way: two or three key travel agents, two or three key corporate partners, one or two online sites and own website – this is all that gives sales steadily over a long period of time. However, there are many other partners and sales channels that can bring new customers and diversify corporate booking system and make it more improved. It is necessary to set the task of the sales department to study the customers of competitors, to study their base of guests in order to find those groups that were not previously paid attention to. And do so not once, but every month, quarter, year. There is experience when a three-star hotel chose a new sales channel - wedding agencies and portals. Signed relevant agency agreements, compiled a package of documents and promotional materials and placed them in the offices of new partners. This led to the booking of new banquets in the first three months after the launch in the amount of more than 1 million hryvnias.

We guess that everyone knows that attracting a new client is three to five times more expensive than retaining an existing one. Therefore, the most obvious way to reduce the cost of attracting customers is to work actively with old guests, turning them into loyal guests. Convert each visit and booking via online resellers to subsequent purchases directly. It is necessary that the guest was pleased and remembered the hotel. The hotel loyalty program is first of all not discounts, and the opportunity to book a room when there are none anywhere, choose the same room, the view from the window you liked during your previous visit, get a bathrobe and slippers in a category that does not have it in the standards or get a room upgrade when you do not expect it. After all, the Pareto principle works in the hotel business: 20% of the guests bring 80% of the income, and the remaining 80% only 20%. All elements of corporate booking system should work for guest's satisfaction. They should capture new clients as well as remain loyal ones. It is

important for hotel the way guests are making bookings, the productivity of each channel.

Let's consider ways to improve direct bookings:

1. Offering Discounts to a Targeted Audience

OTA agreements may prevent hotel from making deals public, but it can offer discounts to a selected audience such as Facebook fans or email list. It's a great way to engage with loyal customers and reward them for showing an interest in property.

2. Creating Attractive Packages Using Add-On Services

Rate parity only applies to offers for the exact room advertised on the OTA. Hotel can add other services with the same room to make packages that are fantastic value for money and attractive to customers. Common add-ons include airport transfers, shuttle service to events or a tourist spot and drink discounts. Accommodation property could even offer gift vouchers for in-hotel services. There is plenty of scope to get creative here!

3. Having an Exciting Loyalty Programme

People who've stayed with hotel should automatically be on a list to receive discounts and offers from it by any element of corporate booking system, especially e-mail would be a good channel for it. Create packages from them based on their interests shown in previous visits. Gift vouchers are another way to make customers feel valued and important and to increase bookings. PMS can help in creating base of clients and every week or so it should be improved. [30]

4. Taking Advantage of Face-To-Face Interaction

At the time of check-in and check-out, there should be given reasons to guests to use hotel's website to book. If they've booked through an OTA, a 10 percent discount should be offered off their next stay if they book direct through your website. To cultivate trust, the front desk should also have a sign that prominently guarantees that the hotel's website will offer the lowest rate.

5. Ensuring a Good Design and User Experience on Website

A website is the most important corporate booking system channel, but often it is also the most ignored tool. It is critical to develop a website that optimizes user experience on all devices. Hotels must make it as clear and hassle-free as possible to book from them, or potential customers will seek out an easier solution. Make sure the call to action button is clear and prominently displayed along with contact details of your accommodation. It should be used a booking engine that seamlessly merges with your website design, is powerful and targeted to increase conversions.

6. Harvesting Online Review Sites

Many times when customers use OTAs, they are attracted to properties in the same price range that have good reviews. These customers are likely to visit hotel's website for more information. This is opportunity to make sure they book via website rather than the OTA.

In order to draw users from sites such as Yelp and TripAdvisor, it is important to comment on all posts – engage with property's audience. Invest in a tool like STAAH's ReviewMinder to monitor and maximize the potential of online reviews. For example, if someone comments on how nice the spa was, a hotel could respond by thanking the customer for their feedback and informing them of a new spa package they're currently offering with bookings through their website. This shows customers you care and are willing to take steps to provide them with more value.

7. Don't Underestimate the Power of OTAs

There are many ways to encourage customers to book direct, but hoteliers shouldn't consider OTAs as the enemy. Quite the contrary, embracing OTA market manager can afford tremendous benefits. So while OTAs will help to increase hotel's reach and fill empty rooms, when balanced with direct bookings it will ensure optimal sales across all channels of corporate booking system and improved RevPAR.

Let's take a look at hotel's website as a part of corporate booking system and the ways of its general improvement, too.

Convenient website interface with a transparent structure, a concise list of services, good quality, a lot of photos and pictures, bright banners with attractive sections for special requests, clear and time-consuming booking form, clear address and personal contacts in large print – such a list is considered to be universal for a successful website aimed at raising sales and attracting guests. Such a site should be updated every day with fresh information about the operation of the complex. After performing these tasks there will be a significant increase in people. It will only be necessary to correctly transfer the counterparties to the guests and thereby get increased sales.

The second important tool for the good performance of such a complex is the professional skills of a top manager and his ability to attract as many audiences as possible to his website. The goal is to get sales. The site should be presented in such a way that everything useful to the online user of this page immediately strikes him. It is also needed to take into account that today the Internet market is quite crowded with various advertising information about the provision of services. Calling banner needs to carefully place to raise sales on the site itself. Even the most promoted and perfect portal can be lost among the competition and left without the attention of users. [57]

Effective methods of attracting customers to portal are:

- Promotion of an online resource in a search engine and improvement of the content itself
- Audience segmentation
- Timely response to reviews
- Contextual advertising to increase sales
- Display advertising, visitor-oriented advertising to increase sales
- Bulk email-mailing letters to increase sales
- Information content of social networks and blogs to increase sales
- Affiliate focus

The list below will help in improvement of portal:

1. The necessary information on the main page

In the first 10 seconds, the guest should learn about the main things about property: location, level of the hotel, basic services, interesting special offers. An Internet user is used to receiving data here and now. And if the search for an answer to the necessary questions was delayed, he, most likely, will leave the site and click on the address of another hotel.

Vivid talking photos, succinctly listed advantages, a brief and capacious description of the hotel - this is what determines the user's momentary decision: go to a more detailed study of the hotel or leave the site.

On the site of each of hotel, it should be installed analytics systems to study the audience. Modern methods allow to trace not only quantitative indicators, but also to understand the user's behavior – what he clicks on, pays attention to what interests him, why he leaves the pages.

2. Clear site structure

From any section should be access to all basic services. For example, a user can get to a page with a description of numbers in 1-2 clicks. He is willing to spend only a minimum of effort to learn something about the hotel. And your goal is to give him the opportunity to quickly find any information.

Lodging property actually have to anticipate the user's desire. All services should be divided into logical tabs and blocks, interesting to different categories of guests.

After the introduction of the new structure of the hotel site, the rate of user withdrawal has decreased by 20%. At the same time, user behavior on the site has become more active, the number of pages viewed has increased, visitors spend more time on the site. This is explained by the fact that it became more convenient for guests to search for the necessary information, they are interested in the details of services and tariffs, moving from one section to another.

3. Action Funnel

What sections should the user visit and what actions should be performed to book a room on the site? Do you know about this? Think how logical the transition from one action to another is organized, for example, is there a noticeable "Book"

button on the "Suite" page. How many steps separate the user before booking, how convenient is it to move from one step to another, does he see your arguments - special offers, bonuses, advantages - at the decision-making stage?

We analyze the user's transitions through the pages of the site and with the help of navigation and tips we build a funnel of action - the paths of users' movements on the site that lead them to the booking form or contact page.

So, on the site of the hotel the section "Special offers" after reconstruction was visited by 90% more unique users, who spent 37% more time in it than each guest before. These figures indicate that the section has become much more accessible, more convenient and more interesting.

4. Telling people what they need.

Make sure that people ask about the hotel by phone, except for requests for free rooms. Is it possible to bring animals, is there a high chair in the room, noise insulation of windows, a vegetarian lunch in a restaurant, a non-smoking floor, is it possible to have a late departure and under what conditions. Customers themselves tell you what information is required.

Specify this data on the site. It is more convenient for your guests to learn about everything from one source, and, entering, only to greet the smiling girl-administrator.

5. Convenient online booking system

Sit down with a stopwatch and try to book your hotel room, for example, for a family holiday for a week. Have you waited more than half a minute, until the list of available rooms for the desired dates appears? Say goodbye to 10% of visitors. Can't see what the desired room looks like in the booking form? Another 10% of users went to other pages to refresh their memory, and did not return. There is no hint about the conditions of the tariff - a few percent of potential guests are missing. If in your form there are more than 4 stages, keep in mind that a rare visitor will take 4 steps, complicated by extensive questions about the guest's personality and intentions. At best, he will call, at worst – irritably leave the site.

Daily hotels lose up to 90% of those who started the reservation and did not complete it. This indicator can be reduced by slightly simplifying the registration form. Although in most cases it can be made much shorter and friendlier: omit unnecessary steps, make some fields optional, and make the interface. [62]

In order to improve whole corporate booking system steps to improve its separated elements should be taken. When we are considering different channels we should remember that each one is as important as other one. But first of all, hotel should concentrate on improvement of those channels that are dependent from it rather than 3rd parties. We always can improve our hotel website, telephone etiquette, e-mail strategy, change Property management system, but not always we are able to make some changes through OTA's or travel agencies.

Hotel should always concentrate on innovations and improvements, especially when it comes to booking system, because it is one of the main tool of revenue management.

Conclusion to the 1st part

Many years ago, travelers didn't have many choices for booking hotel rooms. If you needed a room, you either booked directly through the hotel of your choice or worked with your preferred travel agent. But the development of technologies has changed that.

Today, hotels must strike a balance between making guests to book directly and maintaining a presence on third-party booking sites. The diversity of booking channels and high demand for tourism on international market creates great opportunity for hotels to maintain propriate booking systems. Online and offline booking systems that are used by lodging properties are forming corporate booking system. It can include all booking elements that are used in hospitality industry nowadays such as: brand website, e-mail, voice booking, walk-in, travel agencies, ADSes, GDSes and so on.

For managers of enterprises and organizations of the tourism industry, the use of modern information and innovation technologies are giving opportunity: to control productivity and effectiveness of business processes; increase investment attractiveness of tourist enterprises; to quickly identify "bottlenecks" in the management of processes at tourist enterprises; to improve the quality of service and provision of services; increase the accessibility of tourist services; accelerate the introduction of energy and resource-saving technologies; to develop enterprises of the tourism industry through activation of integration processes between service organizations and tourist enterprises.

In hotels, the speed of new technology is important - when responding to guests, travel agents and tour operators, making requests for room availability, when making a reservation, when associating a reservation with guest registration, charging guests and final billing.

A significant result of the development in recent years has been the rapid growth of computer reservation systems (CRS) and global distribution systems (GDS). Interactive electronic data systems developed at the outset by airlines provide direct access through terminal devices not only to airline computers, but also to hotel computers and other operators to ascertain product availability, reservation and ticketing or confirmations.

It is important for hotels to use every possibility to improve corporate booking system. It is possible if needed attention will be payed to every booking element within the system.

PART 2

PRACTICAL ASPECTS OF CORPORATE BOOKING SYSTEMS IN «OPERA HOTEL»

2.1. Organizational and economic assessment of hotel

System Capital Management is largest diversified group in Ukraine. Its business areas cover metals and mining, energy, machine building, finances, telecommunications, media and other sectors of the economy. SCM has over 100 companies under its control, and Opera Hotel is one of them.

Opera Hotel is a part of Real Estate sector. ESTA Group is an industrial holding consolidating real estate assets of the SCM Group. ESTA Group's business is focused in five key areas: investing in and development of the premium commercial property, property development, consulting, hospitality business, operation and management of commercial property.

Opera hotel is a member of Leading hotels of the world. The Leading Hotels of the World (LHW) is a consortium of around 400 luxury hotels and resorts in over 80 countries. It is headquartered in New York City, and has offices in 25 cities around the world. The consortium is owned by Swiss-based Hotel Representative, A.G.. As of 2011 Andrea Kracht, proprietor of Baur au Lac in Zürich, Switzerland, is the chairman of Hotel Representative, A.G., and Theodore (Ted) Teng is the president and chief executive officer. The mission of LHW as they are claiming is: "Travel to discover is not what we do, it is who we are. It is an essential part of our being. The connections we make and the knowledge that we gain from each experience is born out of our curious nature and desire to evolve as individuals. This belief is what underpins the experiences that we seek as travelers, and what drives the unwavering passion that lives within each of our hoteliers." Leading Hotels of the World started as a reservation service for independent hotels, and later supported sales and marketing, advertising and public

relations, financial services, quality control, and hotel inspections for its member properties. The company does not own hotels; some member hotels are independent, others are part of chains. Since 2016, the company has partnered with WayBlazer to make recommendations about which of its hotels might fit potential customers' desires. WayBlazer uses artificial intelligence based on the Watson's cognitive computing technology to recommend destinations. On lhw.com, travelers can access information about each hotel, including hotel rates and current offers as well as hotel amenities such as a beach, spa services, golf course, etc.

Leaders Club is the loyalty program of The Leading Hotels of the World (LHW).

Leaders Club membership is the base level, and comes with an annual fee of $120 USD. This will get guest the following benefits:

- o One complimentary night at a LHW hotel for every five completed stays
- o Complimentary continental breakfast for two each day
- o One category room upgrade, subject to availability
- o Complimentary internet access
- o Early check-in and late check-out considerations
- o Welcome gift at each LHW hotel
- o Exclusive members-only offers and rates

Unlimited membership is the program's premium tier. A $1200 USD annual fee will get the following benefits:

- o Complimentary one-way airport to hotel transfers in 30 cities
- o Complimentary internet access
- o Early check-in when available
- o Guaranteed late check-out (4 pm)
- o Daily continental breakfast for two
- o Priority status for a one-category room upgrade
- o A free night after four qualifying stays

o   Three complimentary gifted Leaders Club memberships for your family

o   A PriorityPass card which provides access to over 700 airport VIP lounges worldwide

o   Welcome gift at each LHW hotel

o   Exclusive members-only offers and rates

Leaders Club members have access to special rates and offers at LHW hotels across the globe, with up to 20% off the best available rate with every booking. These rates are available exclusively for Leaders Club members and are not available anywhere else. Simply search hotels and rates, then sign-in as a Leaders Club member to view the discounted rates[60].

Leaders Club members get one free night with every 5 stay credits – the fastest earn rate of any hotel loyalty program. Unlimited members even get a free night after four qualifying stays. There is no limit to the number of nights you can earn during your membership year. LHW has tons of really expensive properties, with room rates above 1000 USD per night, so the trick is to book a few paid stays at cheaper, affordable properties and then redeem your free award night at an ultra-expensive property [60].

Leaders Club Unlimited Members enjoy free one-way airport transfers in the following 30 cities: Amsterdam, Bangkok, Barcelona, Berlin, Boston, Dubai, Frankfurt, Istanbul, Honolulu, Houston, Las Vegas, London, Madrid, Miami, Milan, Montreal, Moscow, Munich, New York, Paris, Philadelphia, Rio de Janeiro, Rome, Sao Paulo, Shanghai, Singapore, Toronto, Vienna, Washington D.C., and Zurich. Complimentary one-way airport transfer must be reserved by phone at least 48 hours in advance, and members must have a reservation with a LHW hotel listed within city limits or 30km/20mi of the 30 destinations.

Leaders Club is one of the very few programs that rewards loyalty for stays at luxury hotels. Hotels using the program make efforts to reward their most loyal

guests. In comparison, hotel chains such as Four Seasons, Rosewood, Aman, Banyan Tree, and Mandarin Oriental do not offer a loyalty program.

The program is very easy to understand. You don't collect points (as compared to the other, better known hotel loyalty programs) but you are rewarded with benefits based on your loyalty status.
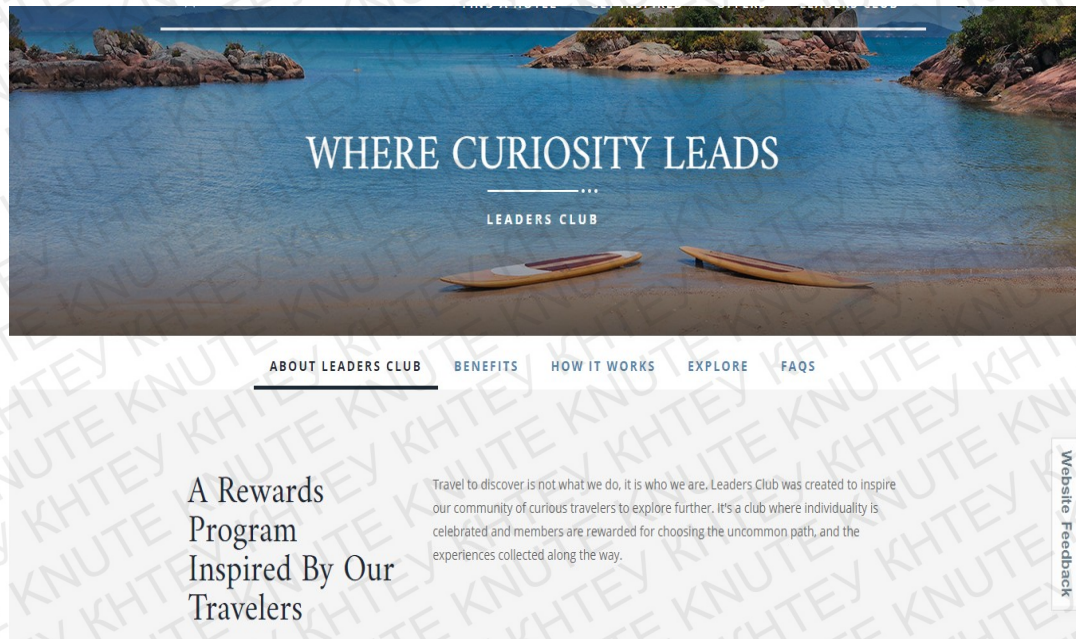
Fig. 2.1 LHW "Leading club" loyalty program

Leaders Club Unlimited Members get a PriorityPass card which provides access to over 700 VIP airport loungesin over 100 countries (regardless of what airline you fly).

Leaders Club members enjoy the exclusive advantages of the Sixt Platinum Card which include up to 15% discount and an upgrade on all offline and internet private customer rates of car rental copany Sixtt, valid at time and place of rent.

Leaders Club members can take advantage of Luggage Free door-to-door service to over 130 countries worldwide.

Leaders Club members can enjoy benefits when traveling by rail in Italy on Italo trains to and from Bologna, Florence, Milan, Naples, Roma, Venice, Verona and other destinations. You will have the opportunity to experience the top Club Executive level at rates up to 25% off, with the added comfort of fine leather seats and free Wi-Fi [60].

When staying for the first time at a LHW property, you may be offered one year complimentary Leaders Club level membership to make you familiar with the program. Not all LHW hotels offer this gift (you're most likely to get it at the very high-end and expensive properties), but Opera hotel does that.

We mentioned this because Opera hotel is also using this loyalty program. As for us it is very progressive for Ukraine. And it is very easy to sign up for it. Front desk agents offer those cards to every guest, so he or she just needs to fulfill some form and card will come to real address of consumer. Workers of Front desk should enroll at least 5 new members of that program in month.

Opera Hotel has perfect location in the heart of Kiev at the crossroads of the city's business, cultural and historical districts, on Bohdan Khmelnytsky street. The 140-room boutique Opera Hotel is within walking distance of the Opera House, St. Sophia and St. Vladimir churches and Kiev's main business and Embassies district.

There are Russian Suite, Italian Suite and French Suite which decorated to reflect world-famous opera compositions from each country, while the Egyptian, American, Moroccan and Japanese suites evoke the distinctive character of each country and culture. Business travellers will appreciate the amenities available throughout hotel in Kiev, including large working desks with portable telephone, multiple AV plugs and a 32-inch flat screen TV.

Hotel has 140 standart and superior rooms. They are equipped with contemporary furnishings and a classic design. The hotel is not characterized by theme rooms. In general, the average area of all hotel rooms, except the presidential suite, ranges from 17 to 25 square meters.[61]

But not all rooms are updated for selling. Around 10 of them are leased out as offices for Shakhtar team, also hotel sells the smallest Standard queen rooms only for corporate clients or groups.

All rooms at the Opera Hotel provide free Wi-Fi, a minibar, and a work desk. Some rooms have a flat-screen TV and a sitting area.

Table 2.1

Opera Hotel room types

Room type	Characteristics of the room type	Room sub-type
Standart rooms	Standard Rooms offer warm and contemporary style accommodation in the heart of Kiev. These rooms are decorated in a warm natural palette complemented by honey toned woods, illuminated by large windows framed by lustrous drapes. Living spaces are characterised by high ceilings, elegant lamps and light fixtures and elegantly upholstered furnishings with spacious adjoining bathrooms.	Standard double room Standard twin room Standart queen room
Superior rooms	More spacious than standard rooms, superior category rooms are also decorated in a soft natural palette featuring honey toned wood panelling, furnishings and writing table with plush carpets throughout. Elegant lamps and light fixtures complement large windows that maximise natural light, and an additional sitting area includes comfortable, luxuriously upholstered sofas.	Superior double room Superior twin room
Junior suites	Spacious suite featuring a seating area with sofa and armchairs and an individual design inspired by opera-producing countries	French suite Moroccan suite
Executive suites	The Executive suites at Opera Hotel, Kiev are the largest and most luxurious accommodation choice. Executive Suites are larger than junior suites, measuring 65 square metres in size. Each suite has its own distinctive décor and unique style.	Egyptian suite Italian suite Japanese suite American suite Russian suite

The Diva SPA & Beauty Salon offers a wide range of health and beauty treatments, including full body wraps and aromatherapy. It works not only for guests of hotel but for visitors and citizens of Kiev daily from 9:00 till 21:00. Hotel Opera also has a sauna, a gym, and a spa tub. It is worth to notice that sauna and gym are for free and all other services of Diva SPA & Beauty Salon are payable.

Visitors and guests of the hotel are available to have nice breakfasts and dinners at the Opera Teatro restaurant. Tables and seats are divided into two sections, each with its own entrance to ensure an atmosphere of intimacy. Fine dining menus inspired by the sun-drenched flavours of the Mediterranean emphasise fresh ingredients and international cooking styles for a refined yet unpretentious culinary experience in Kiev. Wine lovers are sure to find inspiration

in wine collection which has been specially curated from all over the world. Is opened 7 days a week, 6:30 am — 11 pm .

The Lobby Lounge features local and international drinks, snacks and cigars, is also available both for guests and visitors of hotel and is working a bit longer than main restaurant [61].

Every hotel needs an organizational structure to carry out its daily operations. It is used to help divide tasks, specify the job for each department, and delegate authority within and among departments. This structure brings order to every aspect of hotel operation from the front desk and room service to the human resources department. Hotel organizational structure is necessary to ensure maximum profitability from each room, restaurant and bar on a daily basis.

Opera hotel is divided into seven departments: rooms division, Food & Beverage, Sales & Marketing, Accounting, Engineering and Maintenance, Security and Human resources.

Among the structural divisions, the following services can be distinguished:

1. The Rooms Division Department in Opera hotel is composed of five different departments:
   a) Front Office
   b) Reservation (or Back office)
   c) Housekeeping
   d) Uniformed Services
   e) Call center

Let's give a brief description of the different departments decomposing the Rooms Division Department, along with their related main responsibilities:

a) <u>Front Office</u>:

- Sell guestrooms; register guests and design guestrooms
- Coordinate guest services
- Provide information
- Maintain accurate room statistics, and room key inventories
- Maintain guest account statements and complete proper financial settlements

b) <u>Reservation</u>:

- Receive and process reservation requests for future overnight accommodations.

- The Reservation Department has access to the number and types of rooms available, various room rates, and furnishings, along with the various facilities existing in the hotel

c) <u>Housekeeping</u>:

- Inspects rooms before they are available for sale

- Cleans occupied and vacant rooms

- Communicates the status of guestrooms to the Front Office Department

- Cleans and presses the property's linens, towels, and guest clothing (for additional payment, also it is possible for guests to take iron and ironing board)

- Maintains recycled and non-recycled inventory items

d) <u>Uniformed Services</u>:

- Bell Attendants: Ensure baggage service between the lobby area and guestrooms

- Door Attendants: Ensure baggage service and traffic control at hotel entrance

- Valet Parking Attendants: Ensure parking services for guest's automobiles

- Transportation Personnel: Ensure transportation services for guests from and to the hotel (especially transfers from airports, rail stations)

- Concierge: Assists guests by making restaurant reservations, arranging for transportation, and getting tickets for theater, sporting, or any other special events

5. Call center:

- Answers and distributes calls to the appropriate extensions, whether guest, employee, or management extensions

- Places wake-up calls

- Monitors automated systems

- Coordinates emergency communications

2. Food & Beverage Department:

Food and Beverage outlets in Opera hotel have the following forms:

- Quick Service

- Table Service

- Teatro restaurant

- Lounge bar

- Banquets

- Catering Functions ⇒ Wedding, Birthdays…

- Room service

3. Sales & Marketing Department:

Is composed of five different departments:

a) Sales

b) Convention Services

c) Advertising

d) Public Relations

e) Conference services are also part of this department

4. Accounting Division:

The Accounting Division monitors the financial activities of the property. Some of the activities that are undertaken in the Accounting Department are listed below:

a) Pays outstanding invoices

b) Distributes unpaid statements

c) Collects amounts owed

d) Processes payroll

e) Accumulates operating data

f) Compiles financial reports

g) Makes bank deposits

h) Secures cash loans

i) Performs other control and processing functions

5. Engineering and Maintenance Division:

This very department maintains the property's structure and grounds as well as electrical and mechanical equipment.

6. Security Division:

Some of the functions of the security division are listed below:

a) Patrols the property

b) Monitors supervision equipment

c) Ensures safety and security of guests, visitors, and employees

7. Human Resources Division:

Some of the duties of the human resources division are listed below:

a) responsible for external & internal recruitment

b) calculates employees' salaries, compensation, and tax withholding…

c) administrates employees' paperwork, monitors attendance…

d) maintains good relations with Labor Unions

e) ensures employees' safety and working conditions

All departments are cooperating in hotel which makes the work of it easier.

Opera hotel has perfect location in the capital of Ukraine. Rooms are cozy and spacious. Hotel is a part of great consortium with name Leading hotels of the world. The members of it are inspecting Opera every year so it can deliver only high quality service. The work of all departments of hotel is well organized; stuff is trained and working very hard to satisfy guests.

2.2 Assessment of organization of booking systems in hotel

First what we think about when going to trip are bookings. We are making reservations for everything: for flight, car, and tours and of course accommodation. First touch with hotel is starting from booking a room. So, first person with whom guest is communicating is reservation agent.

That is why when we are talking about booking systems we should start with reservation department. Employees from such division are working with different booking channels most of all. Not all hotels have such department but there is one in Opera hotel. It is not big, has only two people and is under control of sales manager. Let's take a look at main duties and responsibilities of reservation agent:

- Processes reservations by mail, telephone, cable, fax or central reservation systems referral.

- Processes reservations from the sales office, other hotel departments, and travel agents.

- Knows the type of rooms available as well as their location and layout.

- Knows the selling status, rates, and benefits of all packages plans.

- Knows the credit policy of the hotel and how to code each reservation.

- Creates and maintains reservation records by date of arrival and alphabetical listing.

- Determines room rates based on the selling tactics of the hotel.

- Prepares letters of confirmation.

- Communicates reservation information to the front desk.

- Processes cancellations and modifications and promptly relays this information to the front desk.

- Understands the hotel's policy on guaranteed reservations and no-shows.

- Processes advance deposits on reservations.

- Tracks future room availabilities on the basis of reservations.

- Helps develop room revenue and occupancy forecasts.

- Prepares expected arrival list for front office use.

- Assists in preregistration activities when appropriate.

- Monitors advances deposit requirements.

- Handles daily correspondence. Responds to inquires and makes reservations as needed.

- Makes sure that files are kept up to date.

- Maintains a clean and neat appearance and work area at all times.

- Promotes goodwill by beings courteous, friendly, and helpful to guests, mangers, and fellow employees.

- Walk around with the client and ensuring that they secure whatever services they are in need of.

- Getting information about areas of interest in order to target more clients in particular seasons.

- Making arrangements for clients travel programs.

- Tracks future room availability on the basis of reservations, and helps develop forecasts for room revenue and occupancy.

- Is aware of all front office procedures and assist with reception duties when required.

- Is fully aware of and adhere to health and safety, fire and bomb threat procedures.

- Willing to undertake any reasonable request made by management in any other areas of the house.

- Opens and closes the availability as and when required of hotel in all the GDS channels, IDS channels and on the hotel website.

- Configuring rates on the hotels property management system.

They are working with such booking channels as OTAs, own website, phone calls, e-mail, some travel agencies and there are such segment as corporate clients.

We guess that organization of corporate booking system starts with Property management system. Hotel is using PMS called Opera Oracle. Reservation department is working with Opera system every day. They are putting reservations from different channels into it, so room availability can be controlled; it also helps to collect costumer data and in further Front desk department is working with those bookings. Such property management system has reservations module. We can divide work with it in 3 parts: new reservations, reservations options and additional reservation features.

Reservation Options offer a range of additional features for managing reservations and guest requests. From within any RESERVATION screen, or with a highlighted record on the RESERVATION SEARCH screen, agent can select options he or she needs. Below we can see how this windows look and what options it has (Fig 2.2)
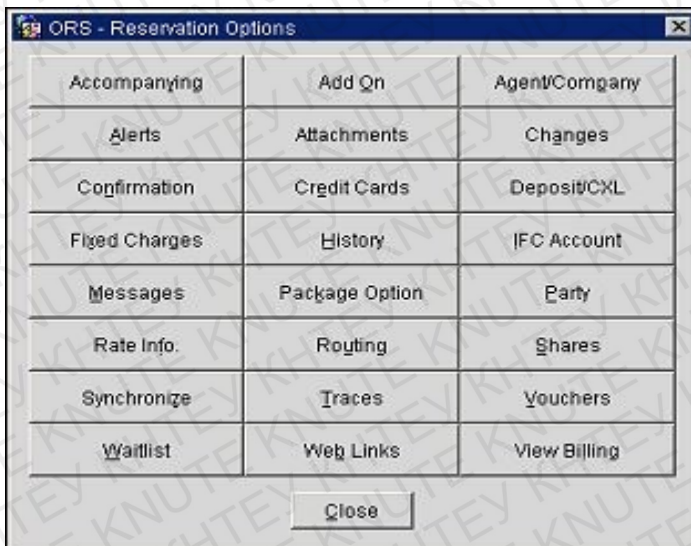
Fig. 2.2 Reservation options in Opera PMS

This screen gives opportunity to work with different aspects of reservations. For example, The Wake Up Calls option allows you to place and manage manual wake up requests from guests in house; traces are internal, interdepartmental messages that serve as reminders for other employees. Traces assist the hotel in taking actions on a special guest requests; the Routing option allows automatic charge routing of any type of charge transactions. Routing applies to reservations at any time (before or after arrival). Most commonly, Routing applies to charges directly billed to a company's AR account with the hotel.

Additional reservation features include:

- Room plan: is useful to organize pre-blocked rooms to maximize hotel availability. In the Room Plan, all in-house and pre-blocked rooms display in a calendar function to view a week at a time.

- The Floor Plan feature is a visual display of all rooms in the hotel in relation to each other, floor by floor. You may also view the current Housekeeping status of every room (i.e. Occupied, Vacant, and Due to Arrive or Due to Depart).

- The Calendar option displays the hotel's general availability by month. This screen most often displays overall hotel availability for weeks at a time, and furnishes information about events and sells strategies for the hotel.

In chapter new reservations agents are creating, editing, and canceling reservations in OPERA PMS. The RESERVATION screen is divided into the following sections:

- Header: contains information about the guest and the guest's company, travel agent, group, and membership affiliations. A button links worker directly to the guest's profile screen where complete guest demographics are stored.
- Details: accommodation information for the guest's stay, including arrival and departure dates, room and rate information, payment method, credit cards, and packages.

We will consider the most important reservation screen field descriptions in Table 2.2.

Opera hotel is using channel manager to organize work of online bookings. Yield Planet's Channel Manager is smart solution for that purpose. It allows hotel to synchronize data between channel manager and hundreds of OTAs, GDSes and own website. A recent study reveals that around 89% of travel reservations are done online, compared to 50% a decade ago. This explains the trend of booking travel online by the costumers. Hotels cannot reach revenue targets by putting rooms on selected sites. They need to increase their presence on channels to attract more travelers. However, managing property across different sites is difficult task and cannot be accomplished manually. Small errors can lead to bigger issues such as overbooking, wrong inventory updates, etc. and that is the reason why channel manager can be in charge.

The whole purpose of adopting a channel manager is to make inventory allocation, distribution, channel connection and inventory updates easier. A channel manager allows hotels to take care of all things from one platform; with one click, they can update the rate and inventory calendar across channels. Not only does this save time, it also reduces the chances of manual errors.

Table 2.2

Reservation fields in PMS Opera

Reservation field	Description
Arrival date	Indicates the arrival date of the guest. Either type the date in this field or use the calendar to select the date – this field defaults from choices made in the rate query screen.
Nights	The number of nights for the guest reservation – this field also defaults from choices made in the rate query screen.
Departure	The departure date auto-populates based on the arrival date and number of nights – this field also defaults from choices made in the rate query screen.
Rm. type	The room type the guest prefers for the reservation that defaults from the choices made in the rate query screen.
Room	This field is the guest's room number. This must populate at check in but may also to pre-block a room during the reservation process.
Rate/fixed rate	The rate charged to the guest each night of the accommodation.
Market	The market defaults based on the Rate Code selection made in the rate query screen – market defines the sales sector the guest belongs and the rate they pay are tracked on reports.
Source	The source tracks how the hotel received this reservation (i.e. Guest Direct, CRS, Internet) – may or may not default based on Rate Code selection
Res.type	The method by which the guest intends to guarantee the reservation (i.e. Credit Card, 6pm Courtesy Hold) for arrival.
Payment	Records the method of payment to guarantee the reservation (i.e. Visa, American Express, Cash).
Comments	Notes on reservations particular to that guest stay. After entering comments, a comments lamp appears at the bottom of the reservation screen. A single click on this lamp displays the comments entered. Clicking on the drop down arrow next to this field displays the comments screen to enter notes.

Since we started to talk about channel manager it will be logically to list with what OTAs hotel Opera is working. They are important part of corporate booking system and it is hard to imagine nowadays any lodging property which is not cooperating with third parties to promote and sell rooms or so.

Online travel agencies Opera hotel is working with are:

-   Booking.com

-   Agoda.com

-   Expedia

-   Bookit.ua

-   Hotel.info

- Priceline.com

- Hotels.com

- Orbitz.com

- Ostrovok.ru

- Prestigia.com

- Amoma.com

- Planetofhotels.com

- Orangesmile.com

Fig. 2.2 Opera hotel position on Booking.com

Most reservations for Opera hotel that are made through OTAs are from Booking.com and Expedia. Booking is focused on European market and Expedia on American.

Booking.com, Priceline.com and Agoda.com are owned by Priceline group and play important role on international market.

All online travel agencies take commission around 15-20%. So, on our opinion, hotel should have strategy to obtain more direct bookings. But still, presence on many ADSs helps hotel to increase the brand awareness and accommodation is easier to reach on internet.

TripAdvisor should be mentioned as well. It is great and influational trip web-site. It's popular all around globe.

Reservation department is also dealing with bookings from Opera's website and Leading hotels of the world website. If guests want to make payment through the website it is also obligatory of booking department to send link for payments. But, they are not responsible for work of site; there is system administrator in hotel that is liable for such things.

Of course, we shouldn't forget about offline booking systems that are important part of corporate booking system. Taking calls and e-mails related to bookings are work of reservation department as well. Corporate clients prefer to make reservations through e-mail. It gives opportunity to track all operations and steps that are taken while reservation is made. Reservation department is not working 24hours a day. It is usually from 8:00 a.m. till 5 p.m. or from 11 a.m. till 8 a.m. and Saturday and Sunday they have day off. So, when they are not working employees from Front office are handling phone calls for Booking division.

As we considered the work of booking department starts with reservation agent. She is handling all main tasks related to reservation processes. The organization of corporate booking system starts with Property management system and connected Channel manager to it. Channel manager is receiving reservations from all ADSes that hotel is working with and agent need to put all data into PMS, so all booking channels can be controlled and no overbooking happens. Work with website and offline elements is important part of organization of corporate booking system as well. To make reservation system work effectively all operations should be done in time and order.

2.3 Assessment of corporate booking systems effectiveness in hotel

In the hotel revenue-management strategy, maintaining a well-working and organized, proactive booking systems is crucial. How accommodation decides to distribute offerings must be regularly and carefully assessed, with the aim of maximizing profit potential always in mind. Evaluating channel acquisition costs, looking beyond OTAs for better revenue opportunities and finding ways to drive more direct bookings are all good practices for monitoring and improving the

health of reservation systems. First and foremost, however, a functional strategy starts with the quality of the people implementing it and the tools they use to drive it forward.

Each channel generates a different average level of revenue for the hotel. But first, we should notice that the online travel agency (or OTA) industry has seen the development of various business models that have changed the way it has historically worked. The model used mostly depends on the market in which the agency is operating and the negotiation between the hotels and OTAs.

The two most popular business models in the OTA industry are the merchant model and the agency model.

Merchant Model: In this model, hotels sell rooms to OTAs in bulk at discounted or wholesale prices. The OTAs then sell them to customers at a markup price. This is the most commonly used model, and it benefits both parties.

Agency Model: This is a commission-based model wherein hotels give OTAs commissions based on business bought. In this model, the hotels list their services, and the OTAs don't have to buy anything up front. This is beneficial for hotels, as it gives them the freedom to price their rooms as per the demand scenario [57].

It was important to give that information, because the model OTA is using influents on average revenue per booking.

The hospitality distribution landscape has changed dramatically in recent years. Where once guests booked directly with hotel companies, what we call "stay brands," now they have many choices when booking travel and hotel accommodation online.

Very often the visitor will begin their travel shopping journey on third party websites as opposed to with "stay brands". We refer to these third parties as "booking brands", such as online travel agencies and metasearch engines.

Although the transaction may not be consummated on one of these booking brand sites, they are essentially stepping stones which ultimately lead to the final action, ie the hotel room purchase.

Each of these stops along the shopping path represents a toll booth where the hotel is paying a fee to either acquire a customer or to maintain a prominent position from which they can influence the travel shoppers' ultimate purchase decision.

So together, the fees that are paid to these toll booths add up to what we refer to as customer acquisition costs or cost per acquisition (CPA). Customer acquisition costs are one of the fastest rising expenses for hotels. However, despite this, many of these costs do not show up on a Profit & Loss (P&L) statement, making them very difficult to track. Moreover, even when they are identified, they are typically allocated across several different departments [58].

The costs that are absent from the P&L are incurred when consumers buy from a wholesale operator or merchant model online travel agent (OTA). In this situation, the customer simply pays the wholesaler or OTA directly, and then the wholesaler or OTA pays an agreed net rate to the hotelier, which is typically the amount posted to a hotel's financial statement.

While that business may not otherwise have come to the hotel, the difference kept by the wholesaler or OTA is the commission and it is a real and substantial expense to the hotel.

Two most important OTAs for Opera hotel are Booking.com and Expedia. Booking is using agency business model and Expedia merchant one.

Let's take a look at net average revenue per booking as for one night stay for standard room. We are taking average price per room as 230$ for 2018.

As we can see from Figure 2.3 the most profitable booking channels are direct. This diagram can change a lot due to corporate and loyal clients. For corporate clients Opera hotel has other tariffs. It depends on company and prices are settled by sales & marketing department.

It is important as well to understand what type of guests are visiting hotel so we can know what booking channel is most relevant for customers.

The different types of guests that may visit a hotel are:

a) Tourists.They travel for sightseeing, recreation, visiting and non-business activities. They want to learn about the customs, the history and the language of every place they visit. They usually travel in groups. We have to provide them with any information that may need about the area, the transportation, any local events that may take place in the surround area etc. and to make them feel at home. They are looking for recreational facilities, food and beverage services and interior design. That kind of guests are usually very price sensitive. They are trying to find accommodation as cheap as possible, so they are searching very long for best price. They are looking for accommodation on OTAs but also visiting brand websites to look out for better offers.
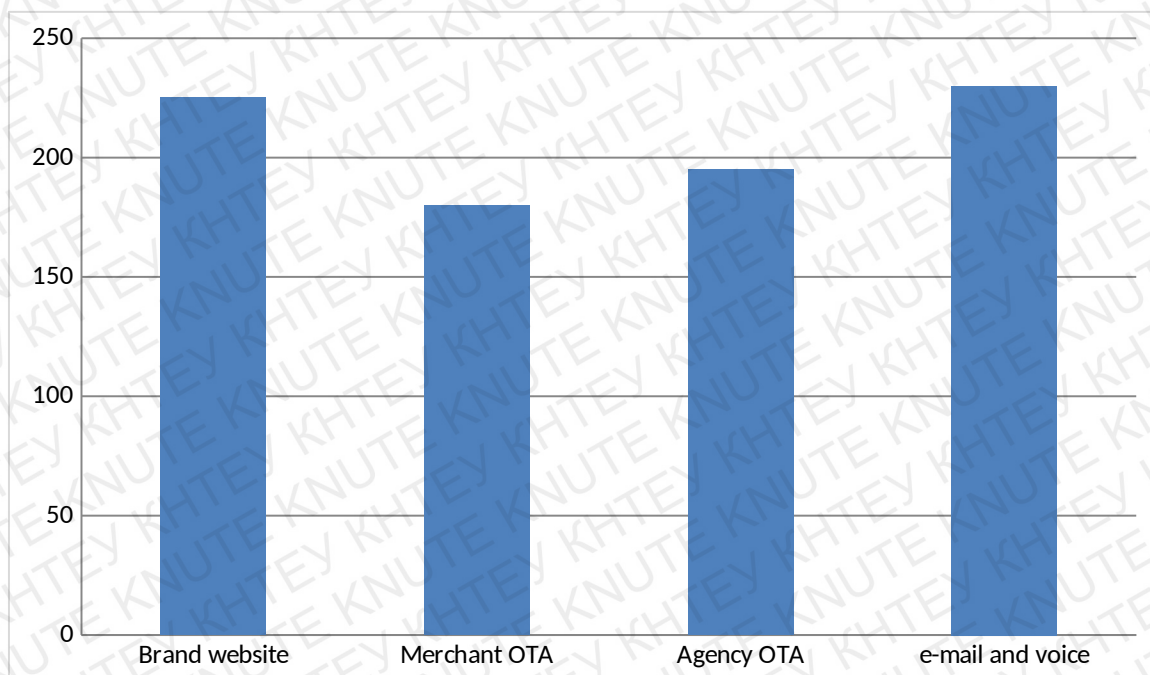
Fig. 2.3 Net average revenue per booking

b) Families. They usually travel on weekends and they want a short break from their everyday routine. They are looking for a quiet place to relax and enjoy their time. They are looking for recreational facilities, food and beverage services and the hotel should offer baby-sitting facilities, special meals for kids and an animation team. They prefer to make bookings on portals where they can buy packages.

c) The elderly. They can't look after themselves as the years pass, so they are

looking for a hotel with pleasant and friendly environment. We have to be kind and patient with them and to look after them without giving them the impression that we behave on them like children. This kind of customers is not every often met in Opera hotel, but they prefer the voice channel.

d) Business travelers. They are almost the most important travel market for many city hotels and this is the reason why the hotels who target this market have designed specific products and services to cover their needs such as a quiet environment. Most of business travelers do not like to stay in hotels because after a hard day they prefer to stay in a quiet place to rest and to relax rather than a noisy room in a hotel. Another thing that they worry about is their messages and how well the hotel can handle this. We have to offer them facilities such as: meeting space, computer services, internet access etc. Business travelers are usually not very price sensitive and often utilize hotel's food (especially room service), beverage and recreational facilities. They considered desirable and profitable market and is an important segment because of its steady level of demand at high room rates.

e) Delegates. Meeting and conventions usually attract hundreds of people and this is the reason why we have to convince the meeting planner to choose our hotel. They are looking for fast service and they don't like to stay in queues. Meeting and conventions have to do with people who attending seminars, trade association shows etc. The length of stay for meetings ranges from 3 to 5 days. We have to provide them a conference center for the meetings, computers services, internet access and when we have a large group some discounts are necessary because in this way we can attract them to visit again our hotel as leisure travelers. We have also to provide them in house banquet and cocktail receptions [65].

Types of guests
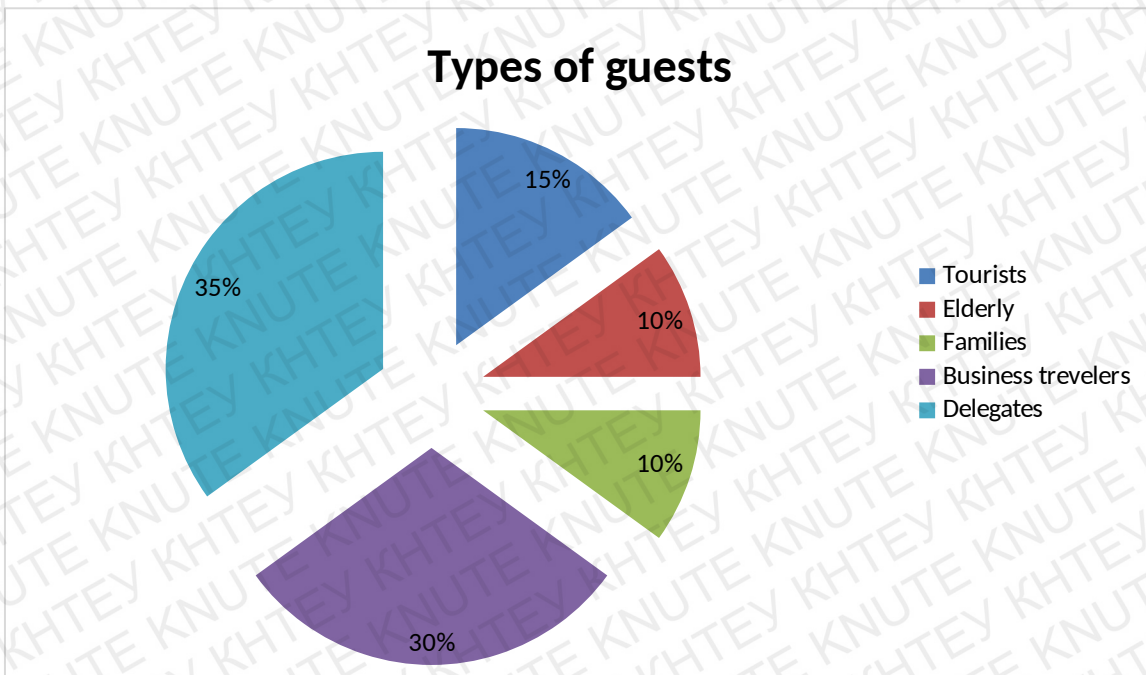
Fig 2.4 Segmentation of guests in Opera hotel in 2017

To understand what channels are effective we should take a look how guests are booking hotel. For example, we are taking dynamics of 2015, 2016 and 2017 years and will consider by which channel reservations were made and how it has changed. A lot of reservations were made by corporate clients by e-mail or phone but that was with already settled tariff.

From figure 2.5 we can see that offline elements as e-mail and voice (phone) are getting less reservations in 2017 compared to 2015 and 2016. OTAs as well are dropping the position of leader in bookings in 2017 comparing with 2015. But we can see positive changes in reservations process from brand web-site. Reservations from other channels as walk-in or tour agencies are as well increasing.

 Three main dynamics should be considered to understand what element of booking system is working properly. They are:

1.Channel – hotels employ a variety of direct and indirect 'Channels to market'. Cost differences exist between the various channels. Hotels seek to minimise these costs where ever possible

2015

2016

E-mail and voice ■ OTAs
Brand web-site ■ Other channels

18%
55%
15%
12%

E-mail and voice ■ Brand web-site
OTAs ■ Other channels

20%
12%
58%
10%

2017

E-mail and voice
Brand web-site
OTAs
Other channels

17%
21%
46%
16%
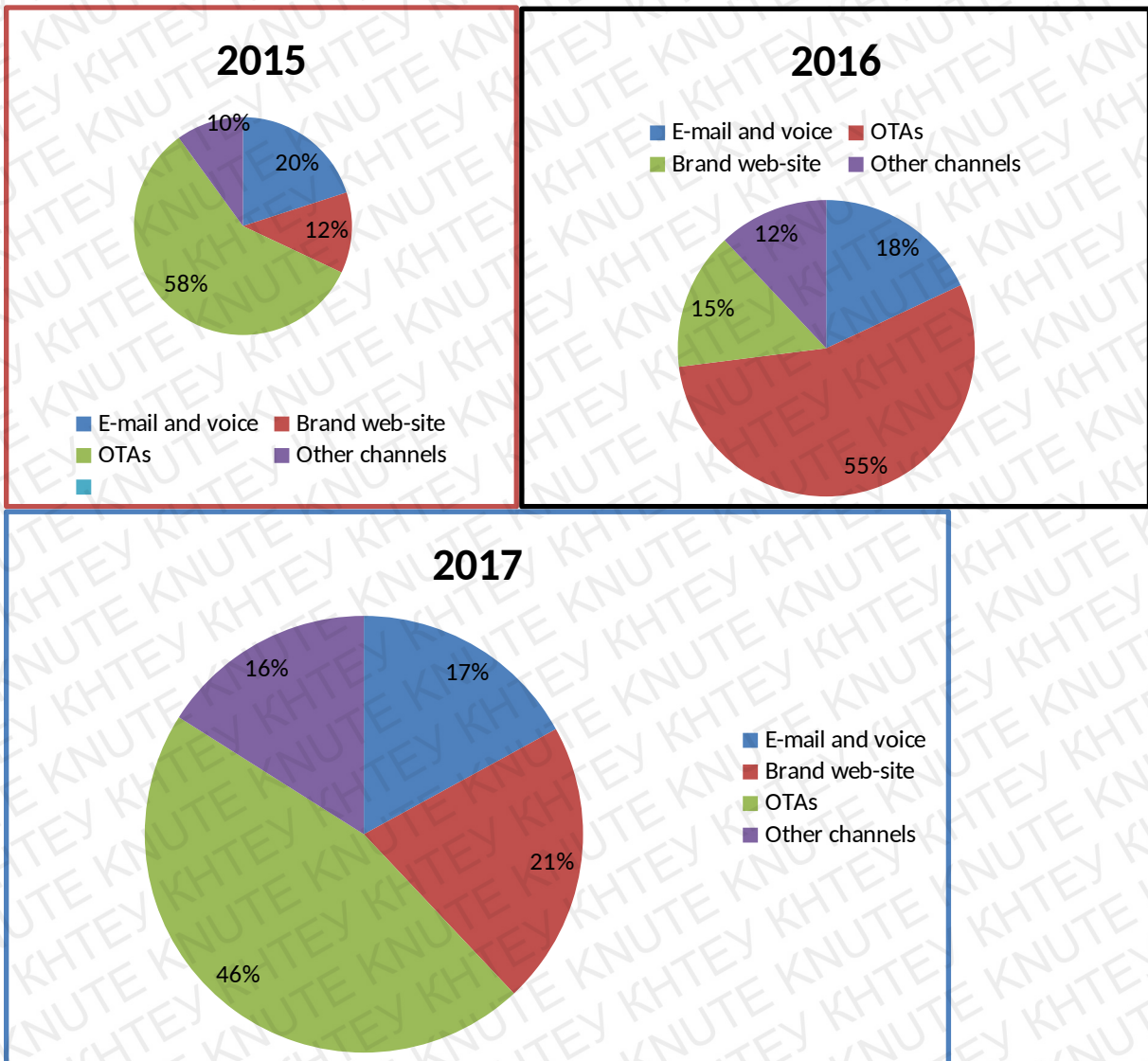
Fig. 2.5 Segmentation of bookings by channel in 2015-2017

2. Customer Behaviour – differing customer types have a strong preference for particular channels.

3. Market dynamics: market developments are having a significant impact on costs:

▪ Online advertising: google and other web search ads are now the main way to drive traffic to websites. 'Ads' are consumer's first touch point. The most effective ads are paid, unbranded but these are expensive and growing costs. They are 'owned' mainly by the major OTA's (Expedia, booking.com) not the hotel chains.

▪ • Technology: intermediaries such as Expedia, edreams, Sabre, Travelport and Amadeus are investing heavily in technological development to enhance the consumer shopping experience and booking needs. Many developments concentrate on 'mobile' – which are expensive and long term investment programmes.

▪ • "New startup" companies continually enter the hospitality distribution space challenging the industry norm, with new and disruptive business models, i.e.: Airbnb.com, onefinestay, TripBam.

The effectiveness of corporate booking system can be viewed in occupancy, because the main aim of good-working system is to sell as many rooms as possible.

To understand if system is working properly we will consider 2015, 2016 and 2017 in Figure 2.6. From it we can see that dynamic is not very strong because difference in percents of occupancy is not changing a lot. We can see tendency that months as February, March and November have lower occupancy in all 3 years than other months. Hotel should try to attract tourist for this season with some offers or with new segment.

So, average occupancy in 2015 is 74,75%, in 2016 – 74,5% and in 2017 – 76,75%. From this we can make conclusion that 2017 has the best occupancy rate among all, what means that corporate booking system is working well.
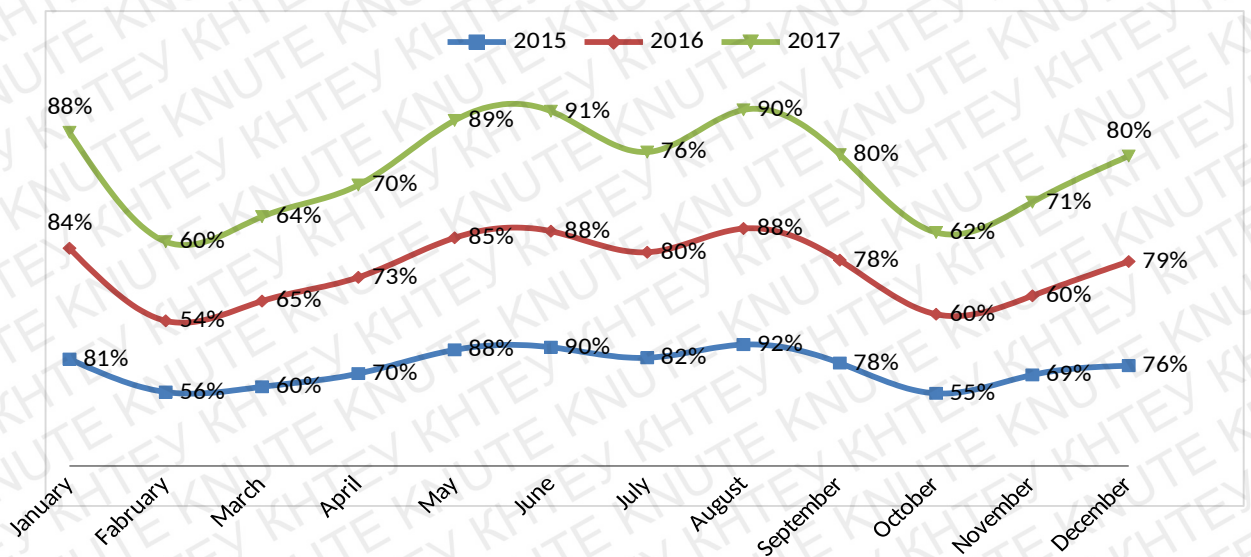
Fig. 2.6 Average occupancy by months

Also this statistic is good, because we are taking average rate for month. But there are days in hotel when occupancy is like 30% and next day – 90-95%. In the result month occupancy is high enough, but occupancy by days shows some lack in corporate booking strategy.

Conclusion to the 2nd part

Corporate booking system should be very important part of revenue strategy of hotel. The efficient work of booking systems leads to full occupancy what in result gives higher income for property.

Occupancy rate is important metric to track the effectiveness of corporate booking system. To know this, hotel must know how many total rooms it has, how many rooms are empty, and how many rooms are booked. Dividing the number of rooms that are occupied by the total rooms that are available helps to determine occupancy rate as a percentage. Hotel Opera is doing that every day and that question is discussed on morning meetings.

When property makes it a habit to do this type of data tracking over time, it can see how well it is doing over the course of the season, track month-over-month performance, and see how hotel marketing and advertising campaigns are affecting occupancy levels.

These days, most guests book online – either through hotel's website or through an online travel agent. Since online travel agencies take a cut of each reservation, hotel should try to increase revenue by increasing the conversion rate on own website.

We considered that 2017 year has the highest metrics in average occupancy and in direct bookings as well.

Accommodation can help drive additional traffic to your website by using a website builder designed specifically for hotels, creating valuable content for travellers, and optimising search engine optimisation.

All hotels, big and small, benefit from recognizing demand present, demand yet to come, and where demand books. Doing so enables setting the right price, for the right guest, at the right time, via the right channel. Hotel should know which information it gives and for whom it should work out to optimize corporate booking system.

PART 3

DIRECTIONS OF CORPORATE BOOKING SYSTEMS IMPROVEMENT IN «OPERA HOTEL»

3.1 Propositions for corporate booking systems improvement in the hotel

We live in a world where customer expectations have grown substantially. Over the last decade, technology has fuelled our desire for immediacy, convenience and instant gratification.

This demand extends beyond the hospitality industry too. With every new app and gadget, our eyes are opened to new possibilities that push the bar of our expectations.

With our mobile devices, we can do and see just about anything. There's no doubt mobile technology has fundamentally changed the way we live our lives. Many of us can't leave the house without one, or go an hour without checking emails, browsing online or sharing on social media.
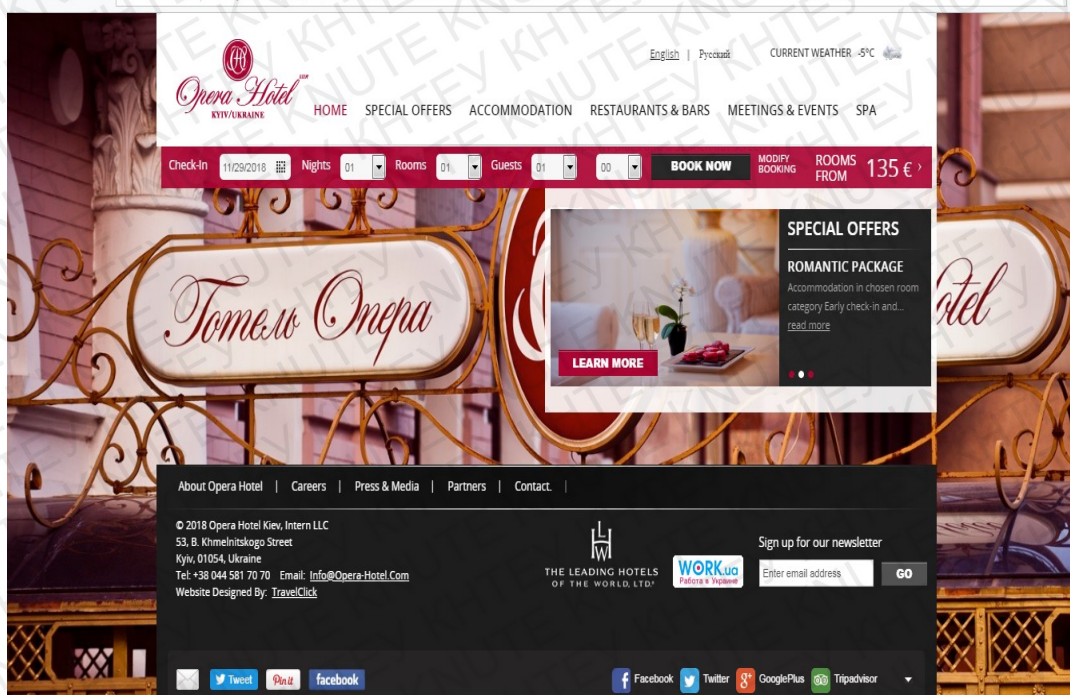
Fig. 3.1 The look of hotel Opera web-site

We've mentioned that hotel website should be the best online element of corporate booking system. So in our opinion hotel's website is the first thing that should be improved.

Every hotel would like to see booking picture in advance, to know that nothing will be cancelled and great if reservation is made from computer or by phone call without rush. But nowadays scenario often looks not like that.

Many guests prefer to look for an accommodation from their smartphone, which means it's important for site to be mobile-friendly. Responsive design of it isn't just critical Google rankings — it's also important for user experience.

We have checked Opera hotel website and found out that it is not optimized for mobile phones. In our opinion that should be changed and we are offering few steps for it.

Website must be responsive: it should include all the same content and information for any device guest accesses it on, but the way it's displayed changes and is based on the size of the device screen. This is the best option for making hotel's website mobile friendly, because the information mobile visitors can access is not limited. Responsive design is good for SEO (search engine optimization) and Google prefers that format for mobile websites.
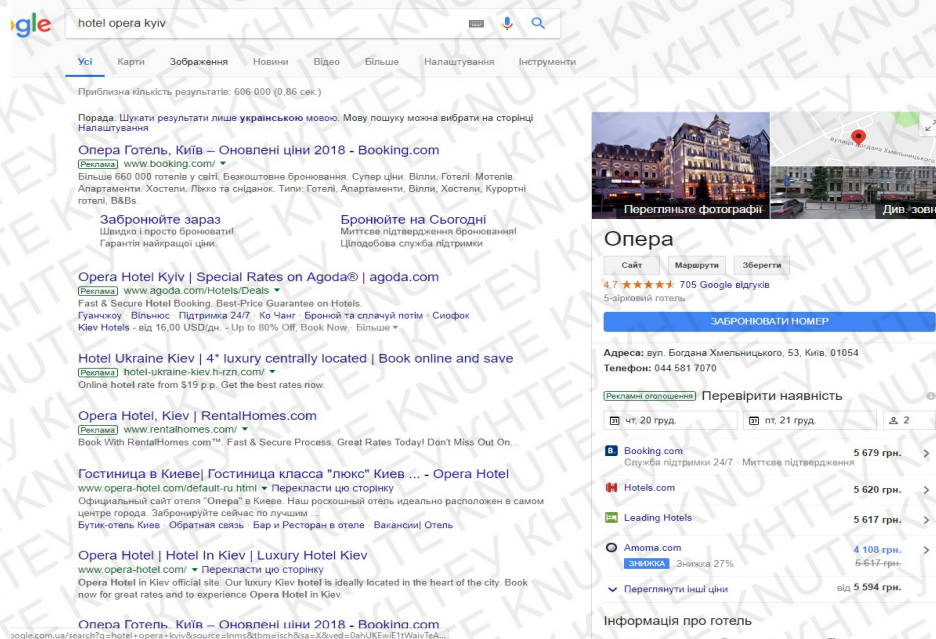
Fig. 3.2 The position of brand web-site on Google searching list

If we take a look at Google search, web-site is only in fifth position.

Information people are looking for should be easier to find: some people who browse the web on their mobile devices don't mind taking some time to browse or read content at the same pace they would on a computer, but others want to find the information they need faster and as easily as possible. Also the FAQs people most often look for when they visit website should be considered. Opera hotel can place them on website. It might not make sense to put all the answers front and center on mobile homepage, but they must be easy to find and navigate to on a mobile device.

Including the Viewport Meta Tag is one of the way to control how website shows up on mobile. If page opens up as the same width on the small screen of phone as it does on desktop, guest going to have to do some awkward scrolling from side to side to read each line of text and see the different sides of the page. The viewport meta tag tells browsers to fit the width of page to the screen of the device type the visitor is coming from.

Buttons should have sizes which will be comfortable to use on mobile phone; it's easy enough to click on a button of just about any size with a mouse, but when someone is trying to "click" with fingers on a small screen, small buttons can be hard to deal with. And that's especially true if there are multiple small buttons close to each other – pressing one while trying to press another will cause real annoyance for visitors. Before buttons are going to be added on website they should be check by someone from stuff of hotel.

Mobile testing must be regularly performed: the best thing hotel can do to make sure website's mobile experience is a good one is to regularly test it out on mobile device. Someone from booking department needs to check website for it to be as much comfortable for visitors as it is possible.

We also offer for Opera's website to include social proof and reviews.

Social proof is a way to convince new visitors that you're awesome by showing evidence of your success with other visitors. Hotel can (and should) tell other people how awesome website is, but words aren't going to mean as much to

visitors as proof that other people like them think Opera is awesome. So it should find a way to work social proof into the design of website to better highlight value to new visitors.

Fig. 3.3 Example of reviews that can be placed on web-site

As we know around 53% of travelers won't book a hotel without reading reviews first. It is good idea to place them on hotel's website. A greater trust value is even placed on a hotel that has the odd bad review that has been resolved amicably online, for everyone to see. Addressing a negative review builds up trust for new bookers to show that you want to make experiences better.

Making pricing as clear as possible on web site is important. There is still a perception that third parties offer cheaper prices, so what can Opera hotel do to give consumers the confidence they need to believe the price on it site is the best on the web? Best Price Guarantees are a good place to start.

We consider e-mail as strong booking tool; it can really help to build strong communication with guests. We would like to suggest for hotel Opera to build strong e-mail campaign.

Hotel shouldn't use the mass broadcasting of spammed emails, and must be focused on personalized, permission-based email delivery.

There should be created data segmentation in the Opera hotel. We offer such an example of how email database could be segmented:

- newsletter/Blog signups
- deals and specials signups
- guests who made a reservation

- guests who made cancelation
- guests who gave e-mail at check- in
- guests who gave e-mail at check-out
- guests who used food & beverage outlets
- guests who used meeting facilities
- guests who used Spa services

Boring and uninteresting content will fail, no matter what medium is used. In the case of email content, hotel should start by thinking about the reason(s) that people subscribed to list. Here are some common reasons people might subscribe to it:

- they want to receive deals and discounts;
- they want to learn about seasonal local events;
- they have brand affinity;
- they are interested in hotel's food and beverage experience;
- they like knowing what Opera hotel are up to.

There are a few ways to figure out what topics most interest email recipients.

Reservation department can test different kinds of content, and see which users reply to different types of e-mails. Workers can also ask them some questions when they sign up. Once their intent is known, hotel can match the segmented users to the right content.

E-mail marketing is not about standing on a pulpit and filling inboxes with marketing fluff. Hotel can never send bad content that does not benefit your guests in some way.

What's in for guests? Why should they open Opera's e-mail, let alone click through to take whatever action it is recommending? Segmentation and intent can help to find out what subscribers want. Responsible employee must be sure that every e-mail from hotel is about guest, and not just about property. What hotel is doing to bring delight to your readers

Fig. 3.4 The best timing for sending e-mails

Hotel should never spam. Here is what spam means according to Wikipedia: "Email spam, also known as junk e-mail, is a type of electronic spam where unsolicited messages are sent by e-mail."

Here is a quick round-up of the most common mistakes. They are easy to fix, but can be detrimental to hotel email marketing campaign if not addressed:

- Not using a permission-based list
- Using a list hotel hasn't used in a while (6-12 months)
- Confusing transactional email addresses with newsletter signups
- Not segmenting lists (by intent, location, purchasing behavior)
- Pumping discounts, not value
- Sending massively broad campaign emails
- Not including call to action or education
- Focusing on photos and ignoring typography
- Going beyond 600 pixels in width
- Not testing on multiple mobile devices and email clients

When we are talking about social media we should definitely mention Instagram. Opera hotel has its own page. But we offer to add there Instagram Stories – a new feature that lets users post a series of photos and videos that play as a slideshow and disappear after 24 hours, they revolutionized online marketing for all brands—hotels included. Only the hotels that stay current with the latest trends will be able to survive in a market that's increasingly adopting the language of younger generations. After all, they're the people the future of hospitality businesses depends on. And they're definitely using Instagram Stories.

This form of marketing is much more casual, simple, and spontaneous than the traditional commercial communication we're used to, while the ephemeral content reveals the most human elements of hotels [58].

Each story is only online for 24 hours, but in that time users can save the videos and images on their phones, to then share them on other social media sites. It's also possible to publish the story somewhere besides Instagram, effectively saving it from disappearing the following day.

Users can't "Like" or leave comments, but they can send the business a private message, making this tool a good channel for connecting with guests and—who knows?—maybe even convincing them to book directly because Instagram also makes it possible to add links that redirect users from stories to booking sites.

We believe that Instagram can become great booking tool and has potential as corporate booking element.

Could be that we haven't offer nothing super innovative or special, but on our opinion improvements mentioned above can help Opera hotel corporate booking system be better.

Those small steps implemented one by one can make a big deal. Hotel must check new trends and follow up what is interesting for guests.

As we noticed it is important to pay attention to social media channels (try to improve ways of communication with guests through it, make them work as revenue tool), to deal with own website every possible moment, because there are so many trends and possibilities to make it better, and they are changing fast. Also,

it is important to remember about, as anyone can think, old-fashioned booking and conversational tool as e-mail. We really believe that it always be in trend.

Only cooperation of all elements of corporate booking system can make it work as strong revenue tool.

3.2 Improvement of corporate booking systems of «Opera Hotel» on international hospitality market

Competition on international hospitality market is growing every year. There are hotel chains that trying to win as many guests as possible by different ways. One of them is to have strong corporate booking system that allows hotels to catch more new customers and remain loyal ones. As we mentioned before effective system drives more bookings and that in turn makes more profits for enterprise. So, managing a corporate booking system in right way is important task for every hotel especially when it comes to international market. Demand among international tourists is higher and they will always look for easier and cheaper way to book accommodation. To have many booking elements in system is required for lodging property but thing is not only in quantity but also in quality of those channels.

For every hotel reputation should be everything.Warren Buffett says well about it: "it takes twenty years to build a reputation and five minutes to ruin it [19].

Reputation management is influational — if hotel is not doing enough to prompt customers for positive feedback, the most of reviews will be from the minority of guests unhappy enough to complain, what is not good for property at all. Hotel should ask guests to share thoughts about their visit while they are still feeling the effects of their trip. Whether a TripAdvisor link or your own feedback form, guests must have a way to tell what they think in a simple, clear, and anonymous manner. Someone can think that it is not important for corporate booking system, but we disagree. Later hotel can put those feedbacks on booking

channels to attract customers and thanks to them hotel find s out about strengths and weaknesses that help to improve work in general.

Opera hotel should send clear and honest, targeted "thank you" emails with feedback form —triggered emails thanking visitors for their stay—as soon as they check out. It should be clear, well-written and honest appreciation emails for compliments all around. Positivity breeds positivity— guests should be treated in a friendly, caring, and respectable manner, and they will be likely to return the gratitude.

Many hotels on international market have realized how important it is to do that.

For example, the Hansar Bangkok offers "secret rates" on future bookings in their "thank you's. With no conditions, the offer shows their customers they care about strengthening guests' allegiance to their brand in an honest and upfront manner.

Those simple but elegantly created e-mails achieve a lot. They help the Hansar manage their reputation, collect customer data, and keep guests coming

We would like to mention such thing as gifts. The gift voucher campaign run by the Jurys Inn Group is efficient and direct. A short message is all it takes to tell subscribers about the voucher and how it can be spent.

It highlights the services most likely to resonate with shoppers; the use of bold, colored font makes these keywords stand out so this most important info can be gleaned at a glance.

The concise format does a great job of pointing the reader to the most important element—the rallying cry; the call-to-action. These e-mails are short, sweet, and put a great gift right in front of their subscribers with all the reasons there could be to buy.

Fig. 3.5 Gift voucher by Jyrus Inn

They are using such vouchers as step to increase bookings, so we guess Opera hotel could do something like that to improve corporate booking system. It will be not direct improvement of some element of system but definitely will increase incoming reservations; that is why we consider it as a part of it.

Hotel gift cards are one of these golden gifts. Most people would be happy to receive a stay in hotel and use of its facilities. Gift cards are flexible: business guests can save on their spending and couples and families can take a break. The cardholder can also redeem them whenever they like (before they expire). They are perfect if someone wants to royally treat the hard-to-buy-for.

Fig 3.4 shows us an example of gift voucher that Opera Hotel can use. They can be in electronic version if they are sended as a compliment for customer or in paper version for gifts from guest to someone. They can be used not only to sell rooms but other facilities as well.Gift cards are also good for restaurant dinner or procedure is Spa. Promoting gift cards during the festive period is an example of a key seasonal hotel marketing technique. Those cards can be promoted by e-mail as Jurys Inn is doing, or by social media, also information about them can be placed on web-site of hotel.

Fig. 3.6 Example of electronic gift voucher for Opera Hotel

It would be a good idea for Opera hotel to promote direct bookings with gift cards. The small Hawaiian hotel chain, Aqua-Aston, offers a free $20 Starbucks gift card if guests book direct. Meanwhile, Hotel Amarano in California offers guests either a $25 credit to use at the hotel's restaurants or to receive a room upgrade. These incentives are not particularly ground-breaking, but against a third-party site offering nothing much more than the standard cheapest tariff it's easy to see how it might improve conversions.

Fig. 3.7 Example of paper Gift voucher for Opera Hotel

Let's take a look at Starwood's app. New app Starwood Preferred Guest (SPG) of hotel chain Starwood Hotels&Resorts Worldwide for iPhone with extended interface is offering travelers customer-oriented service, recommendations, booking services and needed information that helps to enjoy great rest at all brands of company. This app also includes the booking system,

services for comfortable searching of accommodation among any hotels from brand portfolio and the access to social media.

Because of trends in hospitality industry Starwood increased booking income with help of this mobile app more than for 30% in 2016 year compared to 2017.

Opera hotel can't offer any apps to their guest. We guess it would be great benefit to have one that will include reservation option. It will attract many business travelers and millennial generation that is crazy about their smartphones.

We offer to start with easy app fot Opera hotel.

It should include such features:

- User profiles and authorization: forms for users to register and log in, using the email address or rewards number.

- Booking via mobile: one can choose a necessary hotel and even apartment using search by city, GPS location, specific address or landmark. A person can review future reservations, add them to the calendar or cancel later.

- Mobile Requests:customers will be able to chat directly with hotel workers or they can order needed things from a list on their mobile phone.

- Check-in and check-out via mobile: guests can make check-in on their way to the hotel to move in faster, request room upgrades in advance or request a late checkout.

- Special content: travelers get access to hotel services and photos, city guides, local maps etc.

- Push notifications: to send reminders about mobile check-in, mobile check-out, room ready notifications or mobile surveys.

App can have much more features but price for creating it will be much higher.
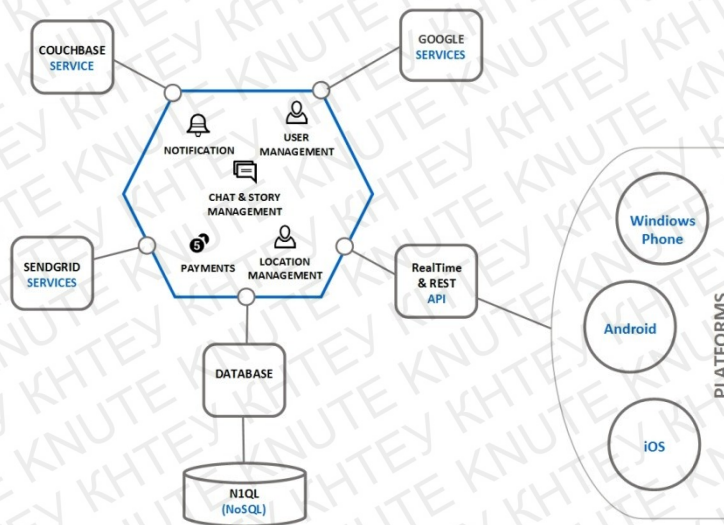
Fig. 3.8 Example of minimal app architecture

We will try to count approximate cost for creating an app for Opera hotel. For counting we are taking one of the cheapest prices for such kinds of work.This app will work for IOS and Android. From Table 3.1 we can see that the cheapest and easiest app will cost 1000$.

Table 3.1

Approximate cost of App for Opera Hotel

Task	Price (in UAH)
1. Common tasks	4000
2. Location development	2500
3. Overview of hotel	3000
4. User development	4000
5. Chat development	5500
6. Notification deveopment	3000
7. Design	6000
Total cost (approx)	28 000

Another thing most people are crazy about is social media. We tried to track the hotel chains with the largest social media presences as measured by those with the most social profiles across Facebook, Twitter, YouTube, Google+, LinkedIn, Instagram, Tumblr, and Pinterest. According to data compiled at the end of 2017, the hotel groups with the largest presence on social media are shown in table 3.1

Table 3.2

Presence of hotel chains on social media

	Hotel chain	Quantity of profiles
1.	Hilton Worldwide	Around 1,850 profiles
2.	InterContinental Hotels Group	Around 1,550 profiles
3.	Marriott International	Around 1,300 profiles
4.	Starwood Hotels and Resorts Worldwide	Around 1,250 profiles
5.	Wyndham Hotel Group	Around 1,230 profiles
6.	Accor	Around 1,200 profiles
7.	Best Western International	Around 1,000 profiles

These hotel chains are all recognized worldwide — their properties are everywhere. But, when we take deeper look into the data, we can find some strong takeaways about their social presence.

Facebook is undoubtedly the most popular social platform for these large hotel groups. On average, about 50% of each hotel group's social profiles are Facebook Pages. Meanwhile, Twitter makes up anywhere from 20-40%. Along with Accor, Starwood Hotels are the least Facebook-focused and have a greater spread on other social networks. They both also have the largest Instagram presence.

Meanwhile, the hotel groups are also using the smaller and more niche social networks. Though most of the groups appear to shy away from Pinterest, Best Western International and Accor do have a number of Pinterest profiles. Starwood and Accor also have a considerable number of LinkedIn profiles and lead the rest of the pack on that network.

Hilton Worldwide has a wide reach on social. The hotel group, with the largest number of social profiles overall, is mainly focused on Facebook, Twitter, and YouTube and has a smaller distribution across other networks than the other hotel groups compared. In terms of Facebook, Hilton has the highest number of profiles in North America, followed by Marriott. When it comes to the number of Facebook check-ins and location tags in North America, the situation is the opposite: as of mid-December 2017, Marriott had received more check-ins and

location tags from fans than Hilton had. It's notable to look at Hilton's presence in Europe as well; while Hilton doesn't rank among the top 5 hotel groups in terms of the size of their social presence in Europe, it leads as the chain with by far the most number of fan check-ins and tags.

Marriott has an effective social media strategy. The #TravelBrilliantly campaign launched by the brand encourages customers to submit their own ideas that can improve the travel experience [56].

Users can vote on their favorite ideas, and Marriott may even implement some of the suggestions. This successful campaign is used widely on Twitter, Instagram, and Facebook, making it a versatile and effective component to Marriott's entire social media strategy. Marriott Hotels & Resorts has increased the number of rewards points it gives members for interacting with the brand on social media to a crazy level of 45,000 points per year possible. The cap was previously 2500. Here's why it's brilliant – not only is Marriott's content is shareable, but also the content about Marriott is sharable.

Marriott's content often does double duty. By including posts from Bill Marriott that are both heartwarming and valuable, Marriott reminds followers in a subtle way that this is still a family company that cares about people.

Marriott has "social media command centers" that interact with guests – especially in the moment. They know when rewards members post on social media and are ready to respond and reward or congratulate. Their strategy is to increase brand awareness when those moments are shared [59].

Conrad Hotels, one of the Hilton brand, is first hotel group to have taken its Instagram to the next logical step: e-commerce. Using the platform Like2Buy, Conrad is able to connect each one of its Instagram photos to a bookable local experience at their hotels as part of their "Stay Inspired" campaign.

It's extremely important for each hotel to cater to the individual characteristics of their location, and social media is a great way to capitalize on this. When it comes to choosing hotels in the modern world, customers are doing

more research than ever. The hotel that provides the most value to the consumer will be the one that wins out.

Opera hotel should pay more attention to it presence on social network. It has only 946 followers on Instagram; very great that it is possible to make reservation directly from Facebook page. We have said that media is very important booking tool nowadays. Now it works not only as way of entertainment but as revenue tool as well. Opera is presented on most popular social media, but not all of them are used efficiently. For example, posts on Twitter have like 1 week break between each other. On our opinion, content on those pages could be more diversified and informative.

Let's look at Freehand hotels as example: they keep community and people centered in their branding. Building their community around great food and local culture, Freehand often uses Instagram to promote events and parties at their hotels, often hosted by other Instagram influencers.

Fig. 3.9 Freehand hotels Instagram example

Another good example of using Instagram is Edition hotels. They have 100k followers and over 3000 posts, Edition Hotels' Instagram account is getting popular. They use the link option very effectively by updating their website link to whatever event or activity they want to highlight. They also use link shorteners to track activity such as how many people clicked on the link and when. This allows them to understand what kind of posts increase engagement

on their Instagram. We strongly recommend Opera hotel to do the same. It should actively manage profile's link. It's the direct connection between hotel Instagram account and wherever it wants followers to go. It may be hotel's website, TripAdvisor profile or some event Opera wants to promote.

In conclusion we need to say that Opera hotel can be very successful on international market if it pays a bit more attention to details.

Conclusion to 3rd part

In the last section we tried to offer for Opera hotel ways to improve its corporate booking system.We realized that our accommodation should pay attention to every booking element in system.

There are few possibilities to improve web-site as:
- to make it mobile-friendly;
- to add FAQ (frequently asked questions);
- to add reviews (not only good), what is really important for travelers nowadays, because as we highlited almost no one will do booking before reading reviews;

We suggested developing gift card in two versions (paper and electronic).

We offered also to create an app which will cost at least 1000$, but on our opinion will have good ROI in future.

Hotel Opera shoud develop it social media strategy as well. Social media now has strong influence on customers. So hotel can reach a lot of new guests through it and maintain loyal ones as well.

It is also important to keep eye on competitors if you want to be successful on international market. Hotel should know about its advantages and disadvanteges, so it can use them in competition.

CONCLUSIONS AND PROPOSALS

Revenue management is an extremely important concept within the hospitality industry, because it allows hotel owners to anticipate demand and

optimise availability and pricing, in order to achieve the best possible financial results. The widely accepted definition is: "Selling the right room, to the right client, at the right moment, for the right price, through the right distribution channel, with the best cost efficiency".

It involves the use of performance data and analytics, which serve to help hotel owners to more accurately predict demand and other consumer behaviours. This, in turn, allows them to make more sensible decisions regarding pricing and distribution, in order to maximise revenue and, therefore, profit.

We mentioned that because corporate booking system plays important role in revenue strategy of hotel. If it is strong hotel has higher profits, more people are getting awere of hotel and its facilities.

In 1st section we have considered that corporate booking system is a set of all booking channels that hotel is using. We took a look at each element of it such as: brand website, OTAs, e-mail, voice (phone), social media, travel agency, GDSes. Also we considered some ways of improvement of corporate booking system elements. In this part the information technologies like CRS (computer reservation system) were viewed.

In 2nd part we considered the positioning of the hotel "Opera" and its booking system in the domestic and international hospitality market. We pointed that hotel is part of strong consortium "Leading hotels of the world" and is owned by SCM Group. Corporate booking system should be very important part of revenue strategy of hotel. The efficient work of booking systems leads to full occupancy what in result gives higher income for property.

We realized that occupancy rate is important key to track the effectiveness of corporate booking system. To know this, hotel should have information how many total rooms it has, how many rooms are empty, and how many rooms are booked. Dividing the number of rooms that are occupied by the total rooms that are available helps to determine occupancy rate as a percentage. We know that

Hotel Opera is doing that every day and that question is discussed on morning meetings.

Property should make it a habit to do this type of data tracking over time, it will help to see how well it is doing over the course of the season, track month-over-month performance, and see how hotel marketing and advertising campaigns are affecting occupancy levels. Hotel Opera is doing all that data collection and is tracking performance level. They have good occupancy level but still some measures can be taken to make this level even higher.

We have considered what type of guests are visiting hotel and what type of booking channels they prefer as well.

We highlighted that these days, most guests book online – either through hotel's website or through an online travel agent. Since online travel agencies take a cut of each reservation, hotel should try to increase revenue by increasing the conversion rate on own website. Accommodation can help drive additional traffic to your website by using a website builder designed specifically for hotels, creating valuable content for travellers, and optimising search engine optimisation.

All hotels benefit from recognizing demand present, demand yet to come, and where demand books. Doing so enables setting the right price, for the right guest, at the right time, via the right channel. Hotel should know which information it gives and for whom it should work to optimize corporate booking system.

In the last section we tried to offer for Opera hotel ways to improve its corporate booking system.We realized that our accommodation should pay attention to every booking element in system.

There are few possibilities to improve web-site as:
- to make it mobile-friendly;
- to add FAQ (frequently asked questions);
- to add reviews (not only good), what is really important for travelers nowadays, because as we highlited almost no one will do booking before reading reviews;

Hotel Opera shoud develop it social media strategy as well. Social media now has strong influence on customers. So hotel can reach a lot of new guests through it and maintain loyal ones as well. Also strong e-mail strategy can force more bookings because a lot of guests still rely on it.

Strong e-mail strategy will help to increase direct bookings as well. Hotel should create plan what, how and to who to send e-mails and it will increase brand awereness, positive impact on guest's minds.

Also we offered to create gift cards and app for hotel. App will cost around 1-2 thousands dollars. But we believe that return on investment will be good.

Gift cards can be created in two variants – electronic and paper. Electronic ones can be used by hotel as compliment for guests.

As result of work we considered that Opera hotel has good corporate booking system, just some details should be implemented and worked out.

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Appendecies

Appendix B

Appendix C

Appendix E

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Trips   Inbox   Profile   Join   Q Search

Travel feed: Kiev   **Hotels**   Things to do   Restaurants   Flights   Vacation Rentals   •••

Europe › Ukraine › Kiev › Kiev Hotels › Opera Hotel   OPERA HOTEL KIEV - Opera Hotel

Opera Hotel

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Check In	Check Out
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Guests
1 room, 2 adults, 0 children

Booking.com	UAH 4,693	**View Deal**
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Prices are the average nightly price provided by our partner...

OPERA HOTEL KIEV

Review of **Opera Hotel**

◎◎◎◎◎ Reviewed January 27, 2016

flyfinnn
London, United Kingdom
☑130 👍107

OPERA HOTEL . A Beautiful Hotel in a Beautiful City I have made another two visits to Opera Hotel since the last time I wrote about my fabulous stays at this very warm and friendly hotel. I do feel that's it home away from home so much so that they put me in the same room I am always receive a very friendly greeting on my arrival; It takes around 5 minutes from the car to the room. I first get the feeling I am at home when the doorman followed by the bellboy, the concierge and reception all saying welcome back Mr. Finn. My reservation is ready to sign always. The welcome is always warm and sincere and due to an excellent management team who believe in a friendly, warm yet professional approach to their guests. I was in Kyiv on this occasions to attend the Lions Club Presidents Dinner, a most prestigious dinner the Lions Club also run a Burns Night in Kyiv which is the biggest outside of Edinburgh, this year will be its 21st year, so if you're in Kyiv and are staying at the Opera Hotel and want a very special evening in the best Scottish Traditions the evening is on 19th March. Look up Burns Night online. This is an exceptional hotel with a truly exceptional restaurant the Teatro uniquely named for the Opera Hotel is within walking distance to the Opera House, St.... More

See all 577 reviews

Overview   Rooms   Reviews   About   Photos   Nearby   Q&A   **Room Tips**

UAH 4,693   **View Deal**
Booking.com ↗

Room Tips

"Quiet area"

"Take a normal room (backside instead of front side, less noise)"

"We were in a room with the round windows you see above the car park. It was very nice."

"I have stayed twice here and my rooms overlooked the back of the hotel I think. Not much to look at but..."

sebastianv262
May 22, 2018

Rotopal
Mar 20, 2018

graemel750
Dec 6, 2017

abpg53
Sep 26, 2017

Read review   **Read review**   **Read review**   **Read review**

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