

Kyiv National University of Trade and Economics
Department of hotel and restaurant business

FINAL QUALIFYING PAPER

on the topic:

«Reputation Management of the 11 Mirrors Design Hotel, Kiev»

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(Margarita H. Boyko)
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Task for a final qualifying paper

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1. Topic of a final qualifying paper: Reputation Management of the 11 Mirrors Design Hotel, Kiev. Approved by the Rector's order from 11.10.2018 № 3670.
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Purpose of research is to analyze the concept and management method of hotel reputation, to highlight the factors of a hotel's reputation, stages of reputation formation, and how they can affect a company's efficiency, profitability, and investigate online reputation of the hotel, and how to build the reputation it needs, and implement it for a particular organization.

The object of research is the process of hotel reputation management.

The subject of research is the theoretical, methodological and practical formation of hotel reputation management in «11 Mirrors Design Hotel», Kyiv.

4. Illustrative material, Figure

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Table 1.2 The internal reputation factors

Table 1.3 The external reputation factors

Table 1.4 Major factors to creating a reputation management strategy

Table 2.1 Statement of financial results for 2017 - 2019 years

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

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		de jure	de facto
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11. Resume of a scientific adviser of a final qualifying paper

Student Olena A. Krechyk performed the final qualifying paper in a due time according to the schedule. According to the content, structure, and design the performed work meets the requirement. The final qualifying paper is performed on the actual theme.

In the first chapter was investigated the theoretical basis of the reputation management system in the hotel industry, the essence of «reputation», its features and effective ways of its management components.

In the second chapter reputation assessment of hotel «11 Mirrors» was analyzed. The analysis level of reputation management realization and how internet effects on hotel's reputation were explored.

The third chapter is dedicated to the propositions for improvement of reputation management in hotel and developing of mobile application of hotel «11 Mirrors» as the instrument of reputation management. The purpose of the final qualification work was achieved and scientific tasks were met the execution. The work is recommended for the defense in the examination committee.

Scientific adviser of a final qualifying paper _____ A.A Mazaraki

12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student Olena A. Krechyk
(last name, initials)

can be admitted to defence in the Examination Board.

Manager of the educational program _____ Nadiia I. Vedmid

Head of the Department _____ Margarita H. Boyko

_____, _____, 2019

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INTRODUCTION

Nowadays, the hospitality industry is one of the largest rapidly growing sectors of the global economy. This is largely due to social, economic and political progress. Over the past few years, tourism has become available to public. Along with the increase in the total number of tourists, tourism infrastructure and its main component, the hotel sector, have undergone significant development.

As the number of tourists continues to grow worldwide, hospitality industry players inevitably face new challenges. Strong competition among competitors and the advent of new technologies, such as online booking platforms, make competition among hospitality players more intense.

In the modern world, the reputation of an enterprise is one of the components of its success. With many definitions of the word «reputation», each leader understands this in his way. It is believed that the constituent elements of such a thing as reputation are not only the external appearance of the organization and its history but also its internal culture, the nature of its relations with society, its philosophy. Today, the reputation of the hotel is an essential factor that plays an important role in the evaluation of the organization, in its perception by customers, employees, and the manager himself. Having thought through every smallest detail and formed a reputation of the company, you can attract new customers, strengthen your competitive position and become a well-known organization.

Almost any other industry is also affected by Reputation Management as a hospitality industry. People around the world and from all age groups conduct online travel research before booking a room. According to TripAdvisor, 93% of people think that reviews are important when deciding which hotel they want to stay in. 53% of respondents will not book a hotel without the opinion of guests about it.

For this reason, it is becoming more and more important for a hotelier to create a professional hotel reputation management that tracks reputation throughout the Internet. The success of the hotel depends on it. The theme of the final qualifying paper is

relevant since the reputation of the hotel is one of the most important tasks of modern hotel management. Being an intangible asset of an enterprise, its reputation contributes to very tangible financial results through increased customer loyalty, the formation of regular customers, and the stability of demand in periods of recession.

Actuality of the final qualifying paper is the reputation of the hotel is an essential factor that plays an important role in the evaluation of the organization, in its perception by customers, employees, and the manager himself. Having thought through every smallest detail and formed a reputation of the company, we can attract new customers, strengthen competitive position and become a well-known organization.

The object of the final qualifying paper is the reputation of the hotel.

The subject of the final qualifying paper is hotel reputation management.

Purpose of the final qualifying paper is to analyze the concept and management methods of hotel reputation.

To achieve this goal, the following tasks were solved:

- analyze literature reviews of reputation management in hotel business;
- describe methodological approaches of reputation management in hotel business;
- describe reputation assessment of hotel «11 Mirrors»;
- analyze the level of reputation management realization;
- develop propositions for improvement of reputation management in hotel.
- improvement of mobile application of hotel «11 Mirrors» as the instrument of reputation management.

The results of the research are shown in digest «Hotel Restaurant and Tourism Business: Focus on international trends in the article «Reputation management in the hotel». (Appendix A)

PART 1

THEORETICAL FOUNDATIONS OF REPUTATION MANAGEMENT IN HOTEL BUSINESS

1.1. Analytic literature review of reputation management in hotel business

The development of digital devices has led to a changing behavior of consumers. People, now, have a multitude of ways to get information about the products and services they want to purchase. They look into a variety of sources, one of which is the experience of travelers, which is very important in the decision-making process before choosing a hotel. Thanks to the electronic system, the information has become more transparent.

The tourism industry is one of the most cited on the Internet. This is not surprising, because tourism is directly related to the experience, and people like to share these same experiences. Reviews publish travelers discuss travel agencies, transport services, booking services, and of course hostels, hotel complexes. Going on a trip, a person wants to be sure that to stay on vacation in a comfortable place with the best conditions, which is why before a trip he is guaranteed to look at reviews about hotels. For the development and profit of the company, its owners must gain the trust of their target audience. Make it possible by creating the desired image for the organization with consumers. It is for the creation of such an image from the public that such concepts as «reputation» and «image» are responsible. Reputation is predominantly in the internal environment of organizations, so it is not possible to influence reputation directly, but only indirectly through brand development and adherence to a proper image. Losing such an important asset is very simple, so companies need to be able to manage their reputation and do it throughout the entire life cycle of a company [1].

These terms are often opposite to each one, so it is necessary to analyze and identify their differences that shown in Table 1.1.

Table 1.1

Difference between reputation and image

Reputation	Image
<ul style="list-style-type: none"> • Reputation is the prevailing, widespread public assessment of a company. 	<ul style="list-style-type: none"> • “Image” is superficial, an easily achieved and easily destroyed image of organization in the eyes of the public.
<ul style="list-style-type: none"> • Reputation is formed naturally and it is impossible to speed up this process, since it reflects the objective characteristics of the company's work. 	<ul style="list-style-type: none"> • Image can be understood as an impression that remains with the public, after receiving information about the organization.
<ul style="list-style-type: none"> • Reputation cannot be created artificially; it reflects the real strengths or weaknesses of a person or organization. 	<ul style="list-style-type: none"> • Image is an image of reality which is reflected in the mass consciousness; copy; certain characteristics of the object, which are reflected in advertising, and program the behavior of people.
<ul style="list-style-type: none"> • Reputation is aimed at “selling” the company. It allows the public to understand what the organization really is and whether it can be trusted. 	<ul style="list-style-type: none"> • Image directed to sell a product by creating vivid images and specific emotions that the consumer wants.
<ul style="list-style-type: none"> • Reputation is a reflection of how the company works, what it really is. 	<ul style="list-style-type: none"> • Image is easy change, as it may not reflect reality.

This is the main division between these concepts. That is why was concluded that the image – is an image that the organization purposefully creates to achieve its goals. It is quickly formed and quickly destroyed, helps to sell the product and creates around it certain emotions and images that the consumer wants to acquire. And reputation is objective, public opinion, which develops over a long time, due to the interaction of the organization and the target audience. If the created and real images are very different, then it will quickly become noticeable and adversely affect the already formed reputation of the organization [2].

Not less important are the hotel reputation factors. They can be internal and external. In Table 1.2 the internal factors that affect a hotel's reputation are considered.

Table 1.2

The internal reputation factors

The name of factors	Characteristic
1. Social responsibility of the company	Communication of the organization with the consumer is mandatory condition for successful business development. It has great value respond quickly to quality conflict`s product, service level, etc.
2. Solvency and financial sustainability of the company	Ability profitable to work for a long time.
3. Quality management and personnel potential.	The most important factors affecting the development and the formation of the business reputation of the company.
4. Corporate culture	Portrays complex composition of significant hypotheses, accepted and shared by team members. It manifests itself in relationships between people in organizations based on shared value orientations, expectations, beliefs, norms and beliefs. Value orientations should be not only proclaimed but also become inseparable part of the inner life as management, and employees of the company [3].

The internal reputation factors include communication of the organization with the consumer and give to the guest quick reviews, high level of goods and services in the hotel. Its include solvency and financial sustainability of the company that gives ability to the organization profitable to work for a long time. The most important factors affecting the development and the formation of the business reputation of the company includes internal reputation factors such as quality management and personnel potential.

Corporate culture one of the internal factors that every organization should have in their internal environment. Corporate culture it is manifests itself in relationships between people in organizations based on shared value orientations, expectations, norms and beliefs. Value orientations should be not only proclaimed, but also become inseparable part of the inner life as management and employees of the company.

In Table 1.3 were analyzed the external factors of reputation management that help managers see the whole picture of a hotel's reputation.

Table 1.3

The external reputation factors

The name of factors	Characteristic
1. Sponsorship	Sponsoring sports, cultural and social events, organizations form strengthen your image and business reputation.
2. The company's position in information environment.	Public and open firms inspire confidence customers and prevent situations with hit in the media groundless or fictional information.
3. Charity.	Charity confirms the company's desire participate in social decision problems of the most vulnerable layers' society financially disadvantaged institutions and territories. Charity is evidence of success and stability of the company. It creates a foundation of positive perception of the organization.
4. The level of service and quality services provided.	Attributed level staff qualifications and skills, their attitude towards an organization that publicly voiced can be included here.
5. Company image.	Company image and attributes positioning it in the market [3].

The hotel and its functionality can be influenced by many external factors. We analyzed the external factors that particularly affect the hotel's reputation. The most important factors are charity, company image, sponsorship, the position in information environment and level of the service and quality services provided. Sponsorship form strengthens your image and business reputation. Charity is evidence of success and stability of the company. It creates a foundation of positive perception of the organization. Company image and attributes positioning it in the market. Also, attributed level staff qualifications and skills, their attitude towards an organization that publicly voiced can be included here. Reputation management is an activity aimed at the

company with the purpose of its organization, change and control over its further functioning in a constantly changing environment.

1.2. Methodological approaches of reputation management in hotel business

Management is “the activity of streamlining the processes occurring in nature, technology and society, eliminating their disorganization and bringing them to a new state, taking into account the trends of their development and environmental change”. For the development and profit of the company, its owners should gain the trust of their target audience. Make it possible by creating the desired image for the organization with consumers. Reputation management is an activity aimed at the company, with the purpose of its organization, change and control over its further functioning in a constantly changing environment.

We can speak about such ways, approaches and goals of hotel reputation management presented in Figure 1.1.

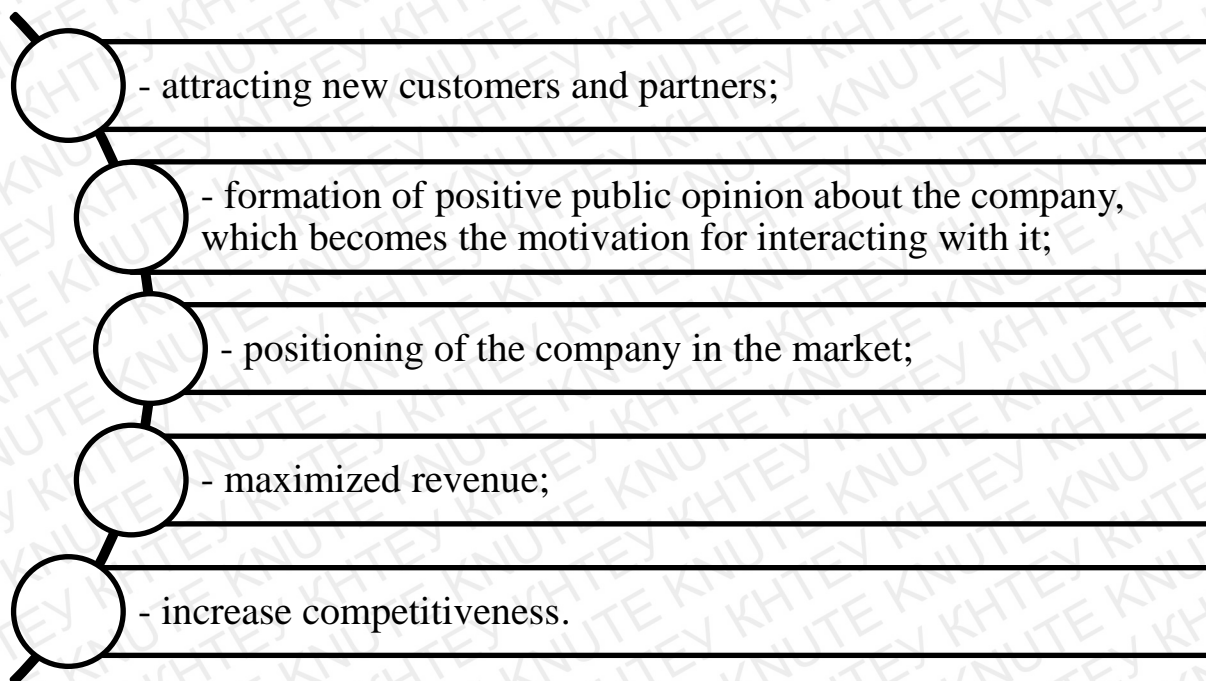


Figure 1.1 Ways, approaches and goals of hotel reputation management

Moreover, we can speak about the existence of three stages of work with reputation: the formation of reputation, its maintenance and protection.

Furthermore, reputation management methods can be divided into several areas of activity shown in Figure 1.2.



Figure 1.2 Reputation management methods divided into areas of activity

Each of these technologies includes specific methods and research that are used by public relations specialists for reputation management.

With the development of information technology, it is becoming increasingly difficult for hotels to work with customers and negative reviews. According to GFK, the decisive factor in the decision to purchase a hotel room are reviews on the Internet. That is why working with reviews is an important part of managing reputation in tourism. The presence of the hotel in the network on sites like Booking.com, Instagram, Facebook, Twitter, and even YouTube are now a necessity for any hotel business. It is because customers leave their feedback, discuss their impressions with friends and even post video reports about their experiences and their travels. It should be noted that it is necessary to work on these sites not only with negative, but also with positive reviews, as this suggests that the hotel is not indifferent to the opinion of its guests, and this in turn is positive affects the reputation. In the hospitality industry, it is unacceptable to ignore any feedback, especially negative ones, and also not prompt response to

customer complaints. This behavior of the hotel shows that the wishes and opinions of the guests are far from the first place for them [4].

In Figure 1.3 we can see actions that effectively manage the hotel's reputation. In the very competitive field of hospitality industry, on reputation directly affects your sales volume. Thus, effective Hotel Reputation Management can help us to obtain a competitive advantage for property in terms of revenue management. On the other side, poor reputation could potentially sum up to serious losses. Disregarding negative comments appearing on first search result pages cost many times as much as putting sufficient resources in qualified Hotel Reputation Management measures. In many cases, business owners spent years to build up a good image of their brand. Oftentimes they are surprised and hit off-guard when experiencing their reputation end up being ruined within a short period. Therefore, the key to success lays is being proactive. Do not wait until negative comments appear and try to clean up the mess when it might probably be too late. To effectively manage the reputation of the hotel, take some actions in order to not have to work with negative reviews in the end.

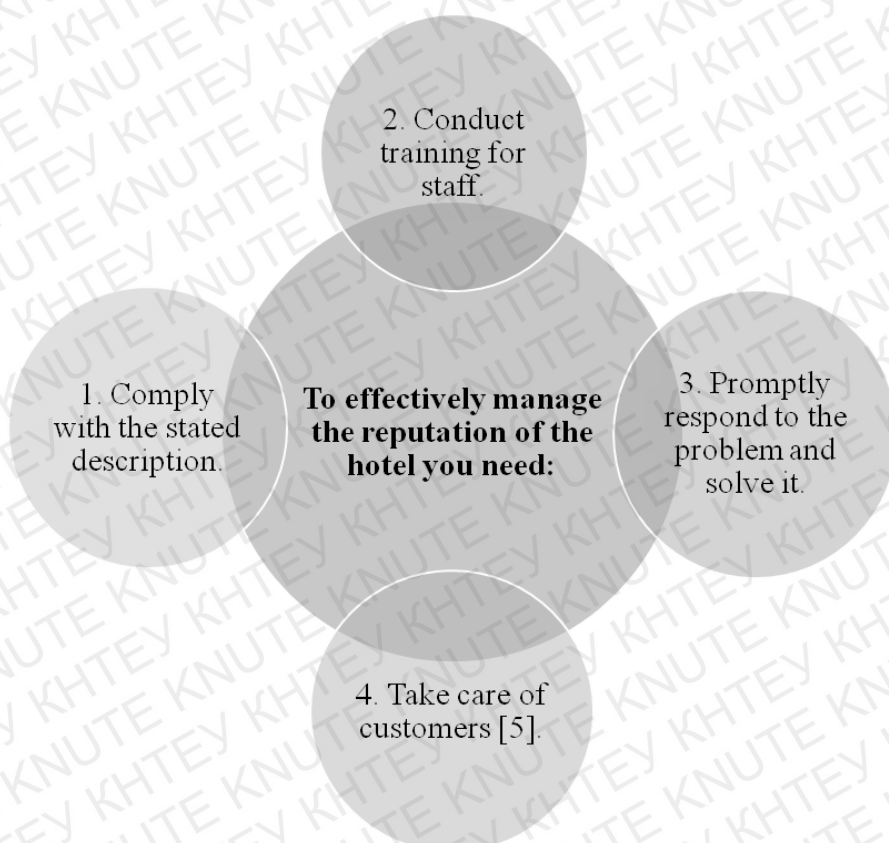


Figure 1.3 Actions to effectively manage the reputation

How effectively manage the reputation of the hotel presented in Figure 1.4.

To effectively manage the reputation of the hotel you need:

- comply with the stated description;
- conduct training for staff;
- promptly respond to the problem and solve it;
- take care of customers.

Figure 1.4 Effective reputation management

Working with guests during their staying at the hotel and after leaving reviews is not the only specifics in managing the reputation of the hotel. In order to be most in demand in the hotel services market, it is also necessary to track feedback on competitors. So you can understand what the guests like, why they chose a competitor, what actions competitors hold and how they stimulate guests to book rooms in their hotel and so on. All this will help to learn the necessary experience, as well as to avoid mistakes that competitors have already committed [5].

Online reputation management is now an important tool in the marketing strategy to know the performance of customer service, public relations, sales and even recruitment [6]. Therefore, hoteliers should not hesitate to invest in the different social media platforms for their online advertising. Electronic Word of Mouth is a strong marketing tool and must not be underestimated [7]. 86% of people between the age of 18 and 34 years old consider that user-generated content is generally a good indicator of the quality of a product or service [8].

Online reviews is also a good tool for hoteliers to benchmark themselves and to determine which department they want to improve in comparison to their competitors. It is also a good source of information for managers to know where guests are satisfied and where the hotel needs improvement or support to ensure that guests' expectations

are satisfied. For example, if a manager notices that three-star hotels need improvement in their service, thanks to clients' feedback, it can offer an opportunity to train their employees, which will lead to a positive impact on key points that are being seen as most negative by most consumers[9].

The power of marketing has changed as well; users have much more influence than before. New strategies have to be found for marketers. B2C engagement and customer service are the key to have a good online reputation [6]. It is important for hoteliers to manage their online reputation effectively because they can better perform their internal and external operations, which allows them to keep track at the individual unit, brand and chain level [10].

TrustYou is a tool to manage reviews on platform such as Booking.com or TripAdvisor. It is an online reputation management system for hotels, destinations and travel websites to improve travel experience. This tool can help to analyze travel reviews and transforms this information into data visualization. It offers different products [11]:

- TrustYou Meta-Review summarizes review content
- TrustYou Messaging: A platform that allows hoteliers to communicate with their guests during their stay
- TrustYou Stars: A platform that gives insights to hoteliers regarding the post-stay feedback of customers and are visible to other travelers as well
- TrustYou Analytics & Radar evaluates all guest feedback across the web to give an insight to hoteliers

Booking.com and TripAdvisor

Booking.com B.V. is part of The Priceline Group which is the world's leading provider of online travel. Booking B.V. owns and manage Booking.com TM, which is the world leader of booking online accommodation. Each day more than 1,200,000 room nights are reserved on the website. Since the beginning of 2014, hoteliers are allowed to answer to comments [12].

TripAdvisor is the world largest review site. Each month 350 millions users visit the website and has 385 million reviews and opinion about 6.6 million accommodation, restaurants and attractions [13].

In Figure 1.5 was investigated review distribution by sites. Booking.com and TripAdvisor.com are more popular in Ukraine than others.

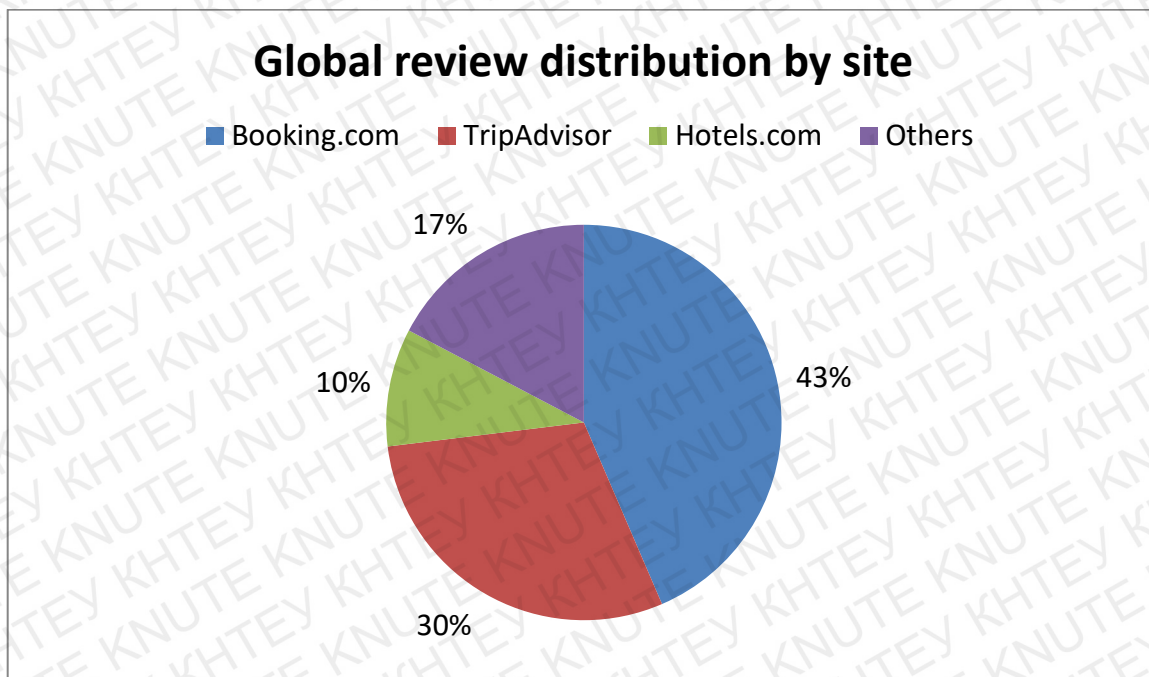


Figure 1.5 Global review distribution by site

Figure 1.5 represents the proportion of comments from Booking.com and TripAdvisor. About 62% of the comments come from Booking.com and TripAdvisor globally. Booking.com and TripAdvisor the most popular sites for booking a room and leave the reviews, which managers may analyze and respond to the guest's reviews to the particular hotel.

In Figure 1.6 is represented reviews distribution by popular sites in Europe for the 2016 year.

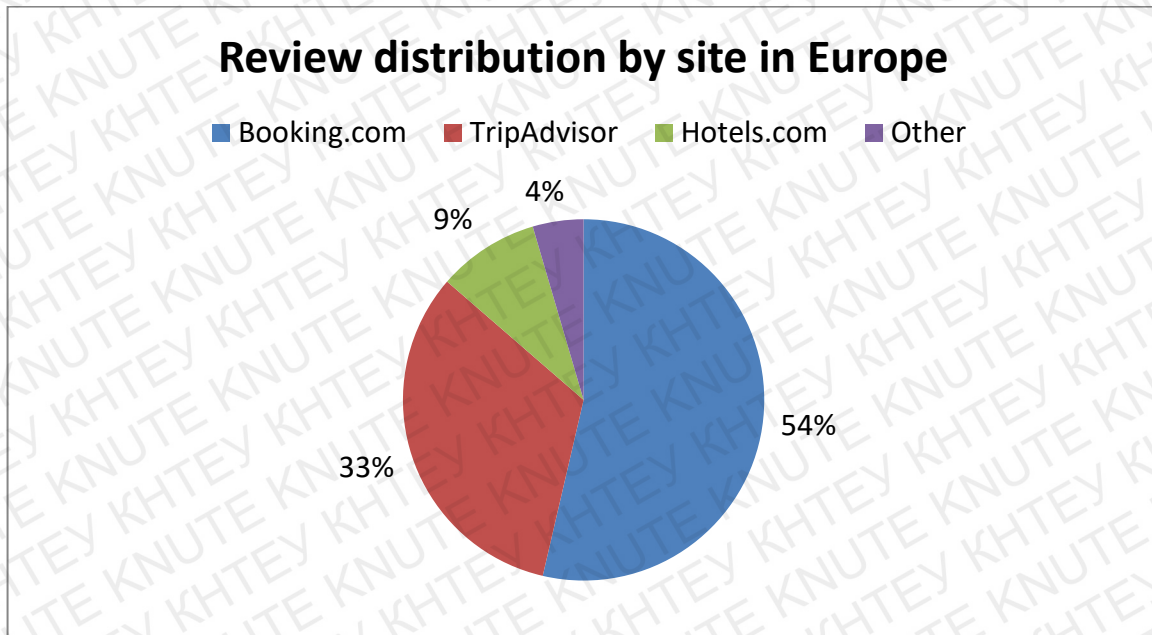


Figure 1.6 Review distribution by site in Europe

Figure 1.6 shows the use of customer review websites in Europe. Booking.com and TripAdvisor represent a bit less than 85% [25].

Besides, consumers appreciate more when hotels answer to negative comments, instead of acknowledging positive ones. Letting clients know, that they are important for the hotel improves the volume and the quality of reviews, and furthermore, when they have the feeling to be listened, it has a favorable effect on review scores and revenue [14]. Moreover, according to Anderson [14] if a hotel increases its review score by one point on a five-point scale (e.g. from 3.3 to 4.3) or if the hotel has a higher reputation than its competitor with the same price, the hotel can increase its price by 11,2% and still maintain the same occupancy or market share. So, on TripAdvisor, Yelp or Booking.com, hoteliers should favor all reviews that have from one to three (one to six for Booking.com) stars and letting apart the four- and five-star reviews, depending on the content and context. On online travel agencies sites, it is less important as management responses are not published and, therefore, have less visibility [16].

If you are a hotelier, your «Circle of Trust» is growing by the minute [17]. Guest feedback is growing. Feedback that was once confined to an in-room survey is now a billboard in the form of online reviews, social media posts, photos for all to see and yes,

there is still traditional word of mouth [15]. Your «Circle of Trust» is now made up of all these people, sharing all these stories, anecdotes and details of their stay. If it's all working well, this circle is a source of referrals and powerful ones at that.

Engaging with guests on social media platforms – before, after and during their stay – also helps to strengthen the bond within your «Circle of Trust». Hotels that respond to online guest reviews, whether positive or negative, average 6% higher review scores than those who don't. Management responses are so important that 68% of people say they would choose a hotel with management responses over a comparable hotel without them. Even negative reviews that have responses have a positive impact with 79% of travelers saying they feel reassured by the seeing the hotel is listening. Your «Circle of Trust» relies on it and is strengthened by it [23].

In Figure 1.7 presented Circle of trust in the hotel industry.

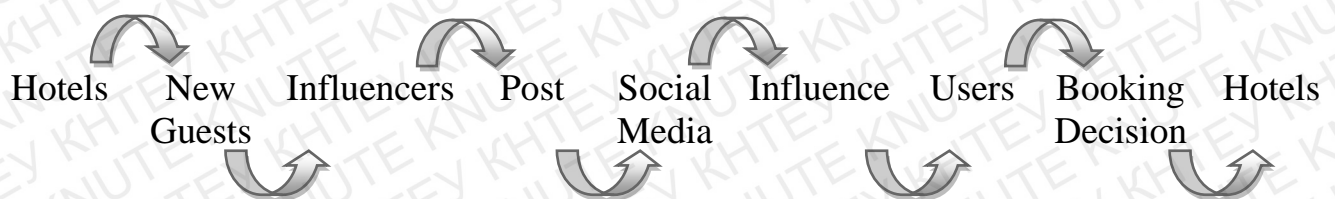


Figure 1.7 Circle of Trust

Online reviews also can make or break the reputation of a hotel. If online review websites can boost hotels, it can also have a negative effect on them. It is an actual issue to recognize whether a comment is a fake, because there are no common standards to qualify them as false. According to the UK Competition and Markets Authority, there are two types of fake reviews being written: the first is describing false and/or negative comments and the other makes false or positive comments.

Consumers' reviews are important as a comparison tool, which influence a consumer's choice about a product or service. Therefore, these tools, with the aim of increasing customer awareness and trust, should not mislead consumers with fake reviews. As more and more people are buying online, it is not an issue to underestimate. Fortunately, guidelines have already been adopted worldwide [24].

The Online Reputation of your business comprises every bit of information a guest can find about your business online. It can be guest reviews left on review sites, social media posts, reviews on booking sites etc. Together, all these sources combined, shape your online reputation — in simpler words, the consumer’s perception of your business. «User Generated Content posted on Facebook, twitter, guest reviews on review sites such as TripAdvisor, reviews written on Booking.com, all of these count as a part of online reputation for your hotel» [25].

There are four major factors that a hotelier has to keep in mind while creating a reputation management strategy shown in Table 1.4.

Table 1.4

Major factors to creating a reputation management strategy

The name of factor	Characteristic
Actively be a part of the conversation	It is impossible to control what is being said about your business but you can actively participate in the conversation to influence and manage your online reputation.
Set goals you can achieve	You should set realistic goals while deciding your online reputation management strategy so you can exceed them and delight the guests.
Respond to reviews in a timely manner	One of the most important aspects of reputation management is making sure you respond to the reviews in a timely manner. Leaving a review unattended sends out negative impressions of your hotel to the potential guests online.
Set someone accountable	One single person should be responsible to overlook and execute the entire plan. With the correct plan, a dedicated team and couple of minutes per day, it is possible to manage your hotel’s online reputation in the correct manner.

Importance of managing online Reputation. There are plenty of review sites and social channels that show hotel recommendation on the first page. These channels have guest reviews from their previous stays. Hotels with good online ratings and reviews perform better in terms of bookings [26]. After analyzing the impact reviews have on travelers' decision-making:

- 83% of respondents indicated that reviews help them pick the right hotel
- 80% read at least 6 – 12 reviews prior to booking
- 53% won't commit to a booking until they read reviews [27].

In addition, there are a few other reasons why online hotel reviews are important for your property shown in Figure 1.8.

Reasons to follow online reviews

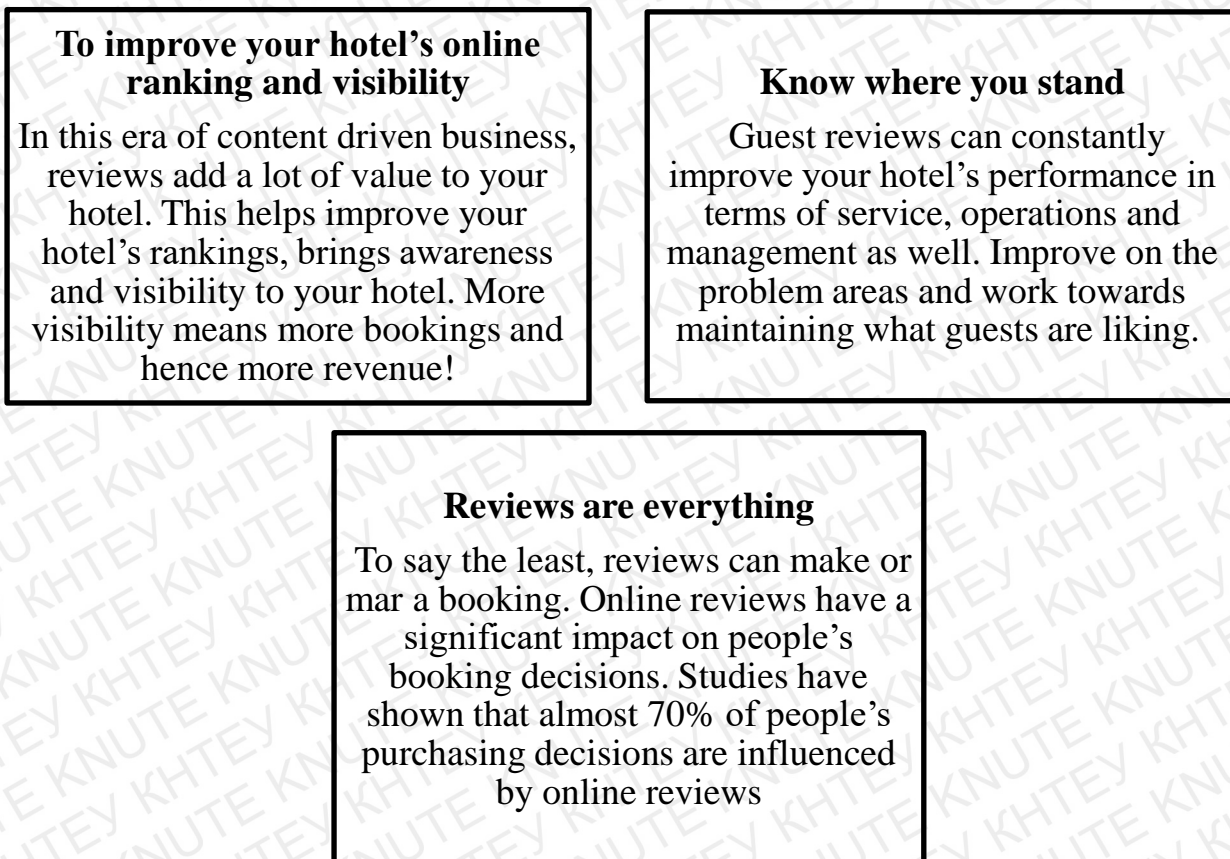


Figure 1.8 Reasons to follow online reviews

What hotel guests say about property in the form of text, photos or videos is the kind of content that is influencing the minds of the potential guests. Also, your performance on review websites have a direct influence on the number of bookings you get. Due to the fact that there is a chance of potential guests being swayed away by third party reviews that are completely uncontrollable by the hotels, the hospitality industry must invest time and resources into managing their reputation online [26].

One of the biggest changes to affect the way people travelers is the online search engine. Previously, when a traveler started to consider where they wanted to go, they would speak to friends and family who may have been to their chosen destination before, looking for advice on hotels to book and places to see. Then there were the guidebooks, magazine and newspaper articles, and travel agents to inform travelers about where the best places were to eat, sleep and be merry [29].

Nowadays practically every phone has something that will give the average traveler a more balanced idea of a city, hotel or restaurant far quicker than any other method could: a Google search. That's why Google and other search engines are one of the first places that 61% of travelers will go to when deciding where they want to go, followed by 42% checking review sites [29].

The reputation of the company, to a greater extent than image, establishes customer acceptance of a decision on the issue cooperation with one form or another. In order to effectively manage the reputation of the hotel, first of all, the specialist needs to pay attention to the online environment, since this is the place where guests share their impressions of living and serving.

It is necessary to conduct regular training with staff in order for employees to be able to effectively cope with conflict situations, and guests feel comfortable during their stay at the hotel. Reputation is formed on the basis of assessments and reliable knowledge (profitable, reliable, good partner, etc.), i.e. involves an analytical and rational approach based on their own experience of interaction.

PART 2
PRACTICAL ASPECTS OF REPUTATION MANAGEMENT IN THE HOTEL
«11 MIRRORS», KYIV

2.1. Reputation assessment of hotel «11 Mirrors»

The reputation is assessed at the hotel «11 Mirrors», which is located in Kyiv, Bogdana Khmel'nitskogo Street 34A. In 2012, 11 Mirrors became the first member of the worldwide Design Hotels™ collection in Eastern Europe. 11 Mirrors is an independent design hotel with an exceptional sense of style, character and an award-winning service. One of the features of the 11 Mirrors hotel is a wide range of hotel services and services that are provided to our guests. The 11 Mirrors Hotel leads the Ukrainian design-hotel market, which is confirmed by international and national awards.

The stunning 11-story property nestling in Kyiv's heart is the concerted vision of boxing legend Klychko and successful real estate developer Oleksenko, both equally passionate about genuine hospitality and relentless attention to individualism. DEOL Partners is a real estate investment, development and management company with a strong focus on the hotel segment. Structure of the DEOL Partners presented in Figure 2.1.

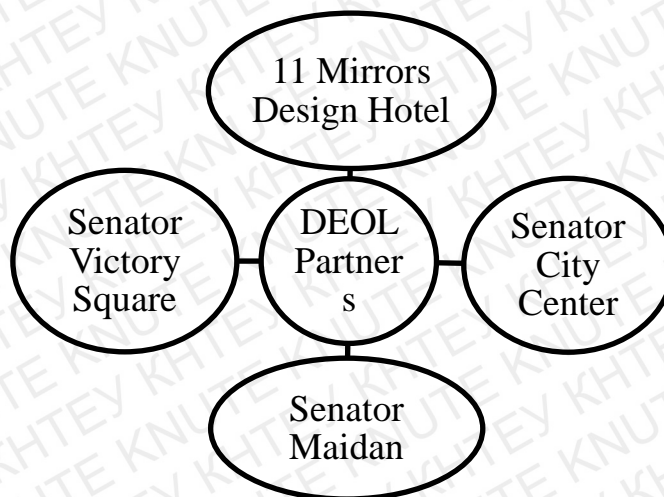


Figure 2.1 DEOL Partners hotels

As the hotel's name suggests, the theme of reflection is apparent throughout the property. «Here every element, feature, detail, and amenity strive to mirror guests' inner selves, their values and their desires,» explains Oleksenko, whose own worldliness played a part in the 11 Mirrors vision. «The brand's concept derives from reflections guests see and emotions they experience during their stay, as well as inspiring the hotel's slogan: Reflecting you.» [36].

11 Mirrors represents the eleven reflections of an accomplished personality [37]. It is reflections, images of the inner self that the guest will see during his stay at the hotel. These are eleven important human values, qualities, aspirations, which are present in a significant amount in each person shown in Figure 2.2.

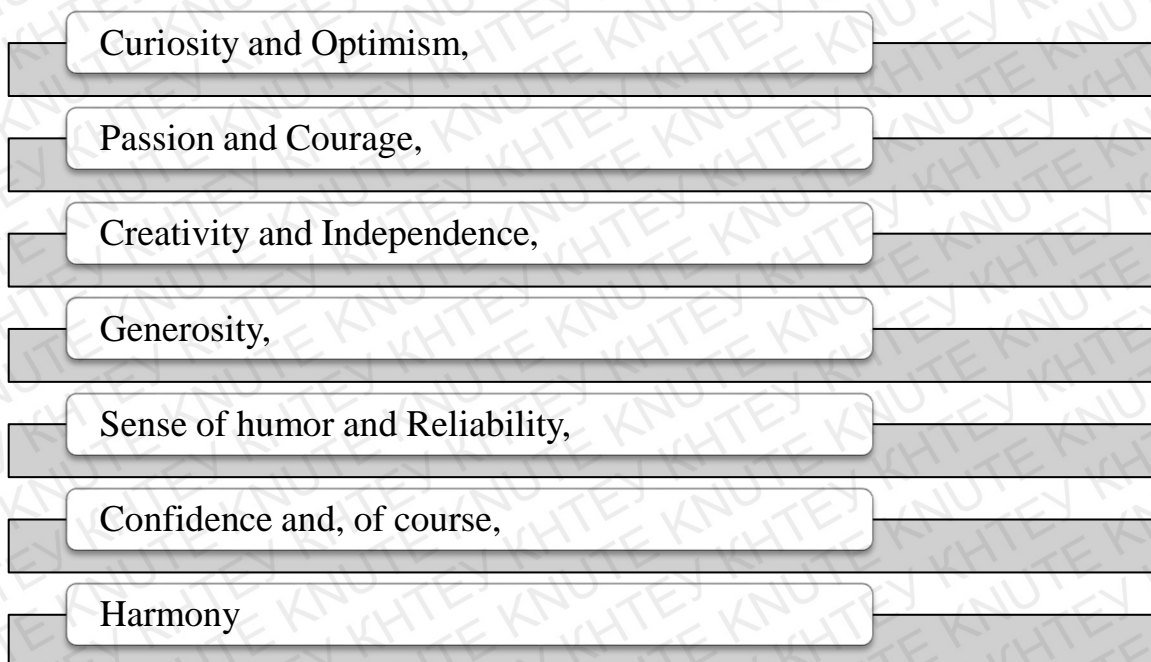


Figure 2.2 «11 reflections» by concept 11 Mirrors

To reveal the full-fledged image of the hotel, and enhance reputation of the hotel, they created the book «11 reflections of a successful personality» – an art book representing creativity and inspiration for the entire hotel concept. The famous American designer and photographer Michael Sterling Eaton created the author's photographs of this book.

Statement of financial results for 2017-2019 years is shown in Table 2.1.

Table 2.1

Statement of financial results for 2017 - 2019 years

Indicator	2017	2018	2019	Absolute change, thousand UAH	Growth rate, %	Absolute change, thousand UAH	Growth rate, %
				2017-2018	2017-2018	2018-2019	2018-2019
Revenue from sales of products and services	32789,50	35224,10	39606,20	2434,6	7,42	4382,1	12,45
VAT	6714,05	6038,42	8548,75	324,37	5,68	2510,33	41,57
Net profit	29542,40	33623,74	36122,55	4081,34	13,82	2498,81	7,43
Cost of sales	17354,10	18024,20	18333,50	670,1	3,86	309,3	1,72
Gross profit	15025,40	18254,58	20042,46	3229,18	21,49	1787,88	9,79
Other operating income	674,45	892,10	947,30	217,65	32,27	55,2	6,19
Administrative expenses	186,70	202,40	210,20	15,7	8,41	7,8	3,85
Selling expenses	154,57	158,10	166,60	3,53	2,28	8,5	5,38
Other operating expenses	3875,80	4523,10	5315,20	647,3	16,70	792,1	17,51
Financial results from operating activities	8245,27	7263,52	9875,54	-981,75	-11,91	2612,02	35,96
Other financial income	5,10	5,8	6,60	0,7	13,73	0,8	13,79
Other income	12,14	13,20	14,90	1,06	8,73	1,7	12,88
Financial expenses	7,40	8,40	11,40	1	13,51	3	35,71
Other expenses	34,80	36,20	39,60	1,4	4,02	3,4	9,39
Financial results before taxation							
Financial results	8186,24	7890,50	9355,68	-295,74	-3,71	1465,18	18,50
Income tax	1473,52	1420,28	1684,02	-53,24	-3,71	263,74	18,50
Profit	6712,72	6470,20	7671,66	-242,52	-3,71	1201,46	18,50

Analyzed financial and economic results we can make a conclusion that 2017 and 2018 years have not the best numbers due to economic and political situation at the city was instance. In 2019 the flow of guest was growth that is why revenue from sales and products and services 12,45% comparing with 2018 7,42% it doubled. The profit for 2019 was raised in 18,5% comparing with 2018 when it was 3,7 %. This is due to the increased load of the hotel and the demand for all types of services provided by the hotel. The main purpose of financial reporting is to provide information on the financial condition, results of operations and changes in the financial condition of the company.

One of the most important indicator of the hotel activity is occupancy that shows the percentage of available rooms or beds being sold for a certain period of time. Occupancy of 11 Mirrors depends on year's season as it positions like business hotel and for families. The major quantities of the guest are coming on business trips or on holidays with family and friends. Table 2.4 is shown us the dynamic of occupancy of the hotel by month from 2017-2019 period. The occupancy of the hotel depends on from season.

Table 2.2

The dynamic of occupancy of the hotel

	2017	2018	2019
January	64	67	70
February	68	72	84
March	71	71	76
April	76	78	82
May	85	87	88
June	89	90	91
July	87	87	88
August	74	82	84
September	70	69	73
October	73	75	74
November	80	80	83
December	83	84	86
Avarage occupancy	76,6%	78,5%	81,6%

Having explored the dynamic of occupancy of the hotel, we can see that in summer and spring occupancy of the hotel reaches 80-90%. In autumn and winter, occupancy reaches 70-80%. Average occupancy for the 2019 81,6% comparing with last years higher. That is mean that hotel image and reputation becoming stronger which increases the flow of guests.

Figure 2.3 shows the dynamic of occupancy of the hotel during last three years.

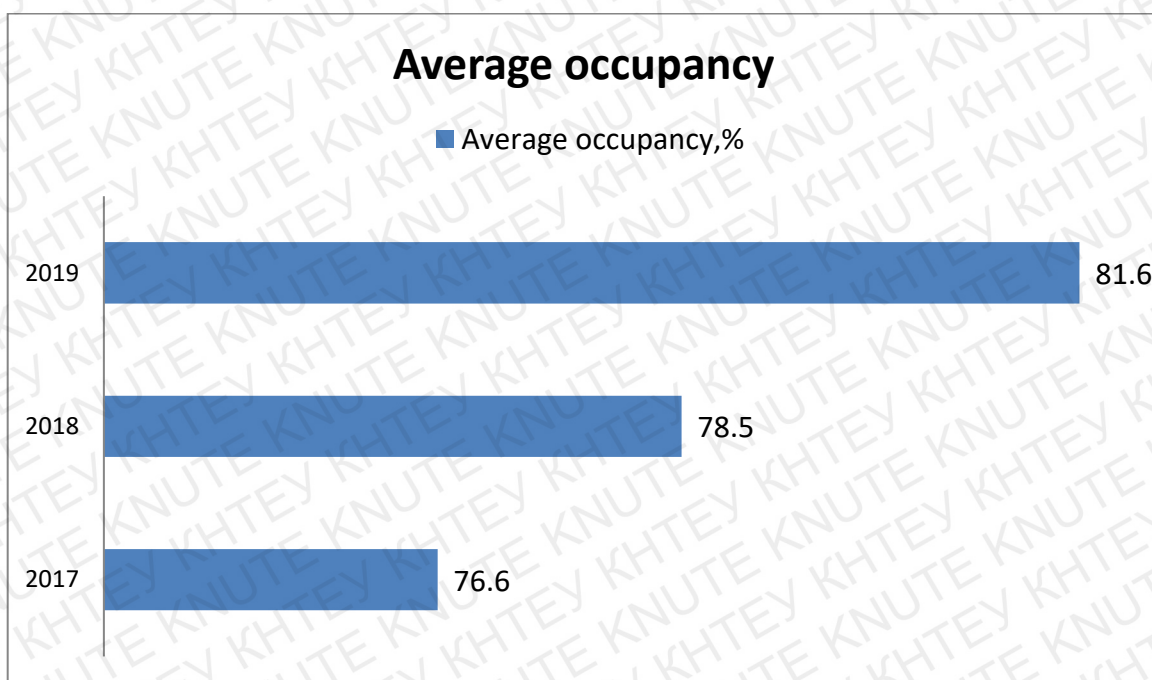


Figure 2.3 Average occupancy

In the hotel 11 Mirrors occupancy is very important. Based on the figure, it can be concluded that the occupancy increase of the hotel has a positive trend, which directly affects the profitability of the company. This is due to the fact that for of existence hotel has earned a good and stable reputation and as a result, constant repeater guests.

11 Mirrors hotel has an average occupancy rate of approximately 75%, with higher rates during peak season. The accommodation offered by 11 Mirrors is designed with comfort, coziness and style in mind.

Let us look at more factors that influence the increase of the hotel's reputation 11 Mirrors. The first but not least it is a website of the hotel. Half of all travelers will book

a vacation or hotel through a smartphone or tablet, which means that your site must be optimized for mobile devices [38]. That is why website should be comfortable and interesting for guests. If your site is difficult to navigate, illogical or just boring, you will quickly lose guests.

“11 Mirrors” design-hotel changed their website 1 year ago. In fact, they updated and added more hotel information and photos on website. A full description of the hotel, the conditions and principles of its functioning contribute to the presence of motivation for the guest to visit the hotel. Information about the hotel has been created diverse – from the history of creation to receiving awards in the field of hospitality. Information describing the hotel attracts guests and creates loyalty. Forty percent of people are visuals who perceive more visual information than plain text. Therefore, the quality of the photograph is of great importance [39]. Hotel “11 Mirrors” on website provides the guest with the most attractive photo of types of rooms, public areas, places for business and leisure. It should be noted that the hotel considered the costs of professional photography primarily as an investment in attracting guests. The design has also changed of their site and it becomes more modern, stylish and easy to use. The site “11 Mirrors” is dominated by noble, never-out-of-date expensive colors – pure white, deep black, mysterious purple, delicate beige.

11 Mirrors is a brand-new product, one that reflects a new vision of Ukraine: cosmopolitan, inspiring, contemporary, urban, broad-minded, and collaborative. The ideological inspirer of 11 Mirrors was Volodymyr Klychko. Volodymyr was directly involved in creating the concept and developing the idea of the hotel. To create a special unique setting, his recommendations as an experienced and demanding traveler were taken into account.

Active discussion of leisure takes place on the pages of forums, blogs and social networks, but in addition to such sites on the Internet, there are many sites designed specifically for posting reviews of hotels and hotels. Now there are hundreds of sources on the Internet that collect information about travelers' experiences. These are, of course, portals like TripAdvisor, Booking.com, and many more.

Despite this, 11 Mirrors hotel also pays great attention to sponsorship. Sponsoring sports, cultural and social events, organizations form to strengthen hotel image and business reputation. One of them Chestnut Run the first and the largest annual sports and charitable event in Ukraine. The Chestnut Run annually reminds media and the community about the kids with congenital heart defects and raises awareness about the treatment options, affecting major media and millions of Ukrainians. DEOL Partners, together with their brands - design hotel “11 Mirrors” and Senator Hotels and Apartments - have been delighted and uplifted to participate in the charity Chestnuts Run last year, which they plan to do this year as well. The 11 Mirrors team launches 30 people who want to give sick children a gift – hope for the future and the opportunity to realize yourself.

In Table 2.3 presented national awards that 11 Mirrors hotel get for all its reputation.

Table 2.3

Awards of 11 Mirrors hotel

Award Category	Award Name
TripAdvisor	Travelers’ Choice Award (Top 25 Hotels, Top 10 Luxury Hotels in Ukraine, Top 25 Hotels for Service in the region) and Certificate of Excellence Awards 2015-2019
World Travel Awards	Ukraine’s Leading Boutique 2015-2019
Trip Expert	Expert’s choice, Best of Kyiv 2015-2018
World Boutique Hotel Awards	World’s Best City Hotel, Europe's Best Hotel 2016
Seven Star Global Luxury Awards	Signum Virtutis 2013
Booking.com	Guest Review Award 2018
Luxury Lifestyle Awards	The Best Luxury Boutique Hotel Kyiv 2019
Global Luxury Hotel & Spa Awards	Best Designed Luxury Hotel in Ukraine 2019

Customer expectations constantly evolve and grow. Consequently, hotel 11 Mirrors have to raise service standards while facing new challenges and new tasks. Therefore, these awards and this world-level recognition is not an accident. Hotel has won this prize thanks to the team's arduous, meticulous work, vast experience and desire to develop, to move forward and to provide the best hotel experience to the guests coming from all over the world. These famous awards testify to a higher level of reputation and to desire of the hotel's team to offer guests an unforgettable stay paired with luxury accommodation and superb hospitality.

11 Mirrors ranks No.1 among Top 25 Hotels and Top 10 Luxury Hotels in Ukraine in 2019. It also makes it onto the list of Top 25 Hotels for Service in the region. For the sixth years running, 11 Mirrors Design Hotel is titled one of Ukraine's leading properties, according to the world's largest travel site TripAdvisor. Kyiv's unparalleled boutique hotel becomes a Travelers' Choice Award Winner as it garners recognition in three categories. Travelers' Choice awards are the highest annual honor TripAdvisor can grant only to the world's most outstanding 1% of hotels and accommodations based on opinions shared by travelers from all over the globe. This award really testifies to first-rate accommodation, quality of services and brilliant performance offered by hotels.

In addition, these awards of the hotel «11 Mirrors» you can see on the website TripAdvisor in section “About hotel” while booking a room. This directly affects the improvement of the hotel's reputation and the flow of guests. The hospitality industry has seen a huge leap in recent years. Customer expectations constantly evolve and grow. Consequently, we have to raise service standards while facing new challenges and new tasks. That is why people from all the world want to visit 11 Mirrors is the first design hotel in Eastern Europe and CIS countries with a contemporary outlook, an artistic touch, charisma and an urban vibe, which reflects guests' lifestyle. It is a comfortable but sophisticated destination for business leaders and independent, creative people who understand the value of their emotional experiences. «11 Mirrors» is distinguished as a brilliant representative of the luxury services industry in Kyiv and based on the

following criteria to improve itself – reputation, expensiveness, credibility, brand awareness, personalization, luxury experience, excellence.

As we can see, social media has an important impact on travel planning and the decision-making process, it is not “just” considered as an additional source of information for those who use them [18]. An astonishing 92% of consumers worldwide said they trust “earned media” (word-of-mouth, friends and family) above all other forms of advertising [19]. Gathering and monitoring reviews is an important part of reputation management. No less and perhaps more important is the hotel’s ability to respond to negative and positive reviews. The more and more often hotel management reacts to reviews, the higher it is rating. The presence in the network of reliable positive reviews from guests of the institution only increases the rating of the institution. To motivate guests to write such reviews, you can offer discounts, bonuses, discounts in exchange for a comment. Some hotels that focus on reputation management build an entire loyalty program to encourage customers to write reviews.

Recommendations from people you know, branded websites, guest reviews posted online it is the best way to the hotel to convince and attract more guests. Reviews and social media absolutely have an impact on booking decisions and ultimately your bottom line. Specific to review sites, higher-ranking hotels earn better visibility, which lends itself to a greater appeal amongst travelers, which in turn results in more heads in beds (and revenue). So you need more reviews [17].

Reviews are a source of information that contributes to the effective management of the entire tourism industry and the competitive advantage of each business [20]. By listening and taking into account comments made by guests, businesses can improve on performance and grow more effectively. Moreover, it encourages consumers to come back thanks to hotels’ attention to details from its reviews, which will only raise the profile of the company and might boost consumers to spend more. Indeed, if a hotel understands what their guests wants and needs are based on the feedback, they can personalize the experience and service for the guest, which will increase the chances for

the consumers to spend more from the beginning of the booking process to their last day in the hotel [21].

Were interviewed people of different ages from 18 to 65+ with question «How do you use customer review sites? » Online reviews are becoming the go-to source of information to help consumers evaluate the leisure decisions they make, and having a big impact on consumer behavior, particularly amongst younger people.

Found out that 60% of customers say they trust online reviews, rising to 71% among 18 to 34 years olds;

- 29% of those aged 18 to 24 say customer reviews are one of the most important factors when making a leisure decision, compared to 18% of those aged 65 and over
- 29% of 25 to 34 year olds look for good reviews to make decisions, compared to 18% across all respondents.

The importance of online reviews is likely to increase over the next decade as these consumers get older and their spending power increases. Younger people are more likely to attach importance to online reviews.

Leaving feedback is becoming more routine across all age groups:

- 45% of customers say they are more likely to leave online feedback than they were 18 months ago
- 52% say one of the most important factors in leaving reviews is – knowing how important they are for others.

This behavior creates a feedback loop that increases both the volume and quality of online reviews.

Many sites that specialize in collecting reviews also allow the hotel to access the extranet, from where the employee can respond to the response, respond to guests or appeal it if the review was left incorrectly. In order, to competently work with reviews, it is recommended to have several templates based on which managers' answers will be formed. Typically, this is a template for responding to positive, neutral, and negative feedback [22].

In Figure 2.4 rating of reviews by hotel's guests on TripAdvisor.com are shown.

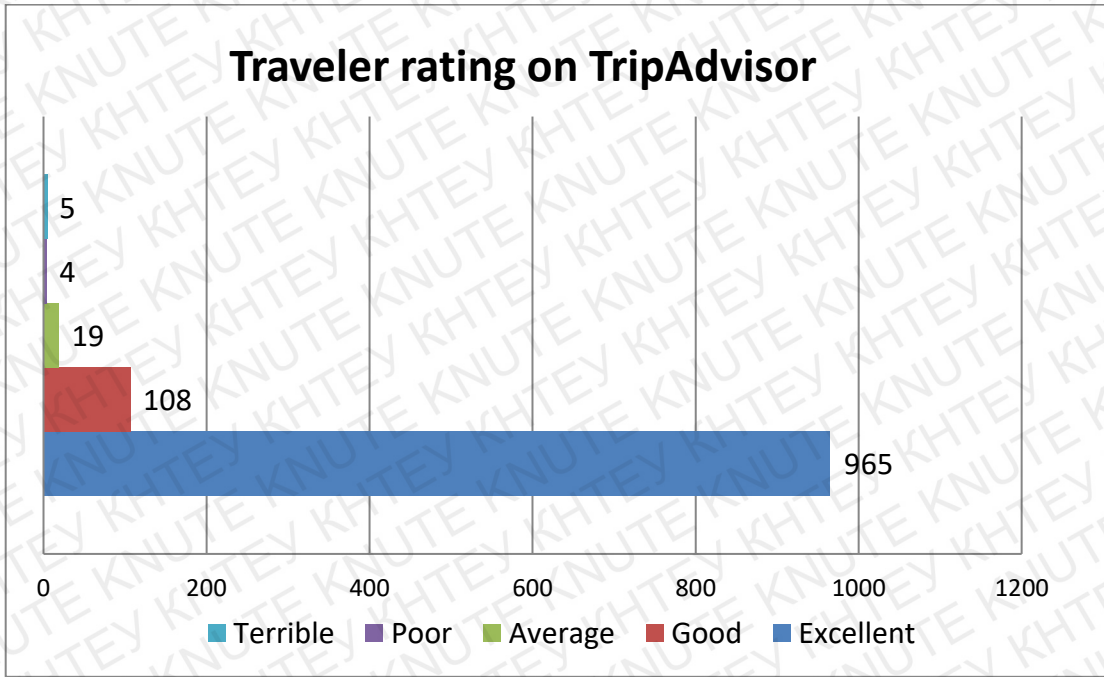


Figure 2.4 Traveler rating on TripAdvisor

Analyzing Figure 2.4 we clearly see that Excellent reviews almost 90% of the all reviews. The terrible and poor reviews for all period on Booking.com consist only 0.5% from all reviews. That is mean that reputation of the hotel is growing and guests want to return to the hotel 11 Mirrors. Figure 2.5 traveler types of guests whom stayed at the 11 Mirrors hotel are considered.

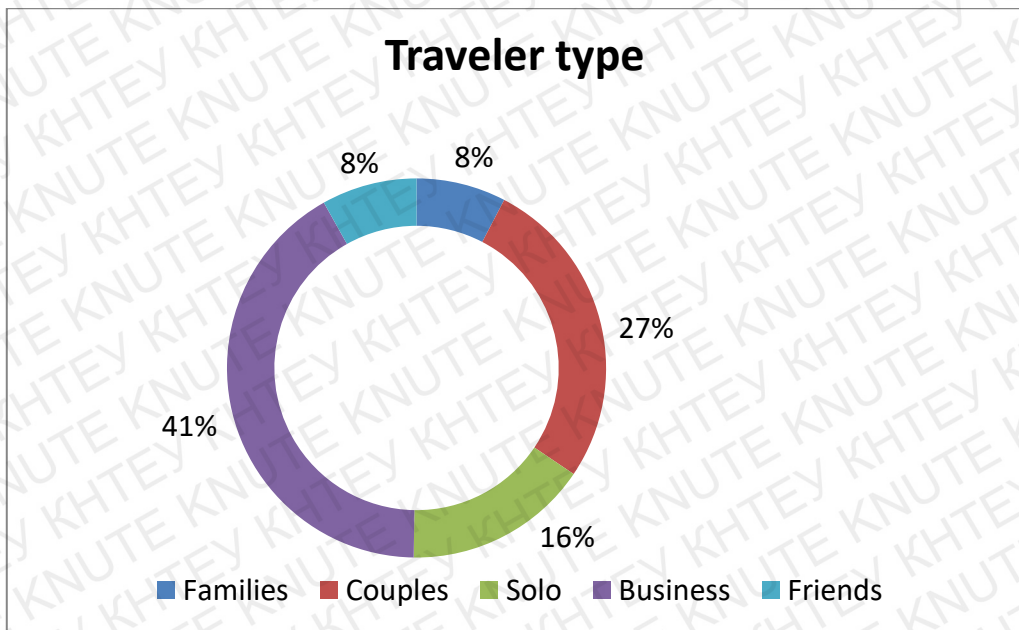


Figure 2.5 Traveler type

Hotel 11 Mirrors are more popular for business – 41%, couples – 27% and solo travelers -16%. The hotel positions itself like business hotel that is why business travelers in such big amount. Travelling in business this is more popular type of the traveling that is why reputation of the hotel always will be on a high level.

Travelers’ segmentation in 11 Mirrors hotel depending on the country and nationality is shown on Figure 2.6.

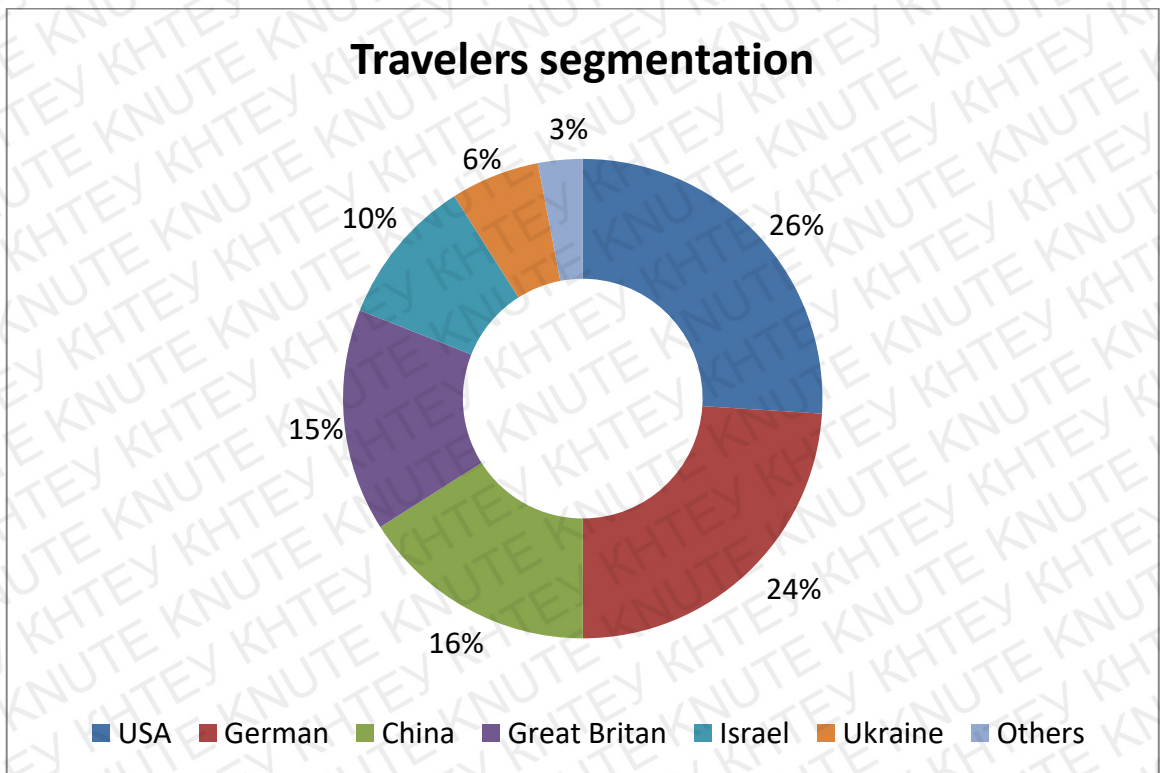


Figure 2.6 Traveler’ segmentation depending on the country and nationality

In the hotel 11 Mirrors 95% of the guest is foreigners from different countries all over the world. The guests who usually stay in the hotel from the USA – 26%, Germany – 24%, China – 16% and Great Britain – 15%. Hotel 11 Mirrors gives good service for the foreign guests that is why it is popular abroad that enhances the reputation of the hotel.

Figure 2.7 reviews from guests on Booking.com who stayed at the hotel are shown.

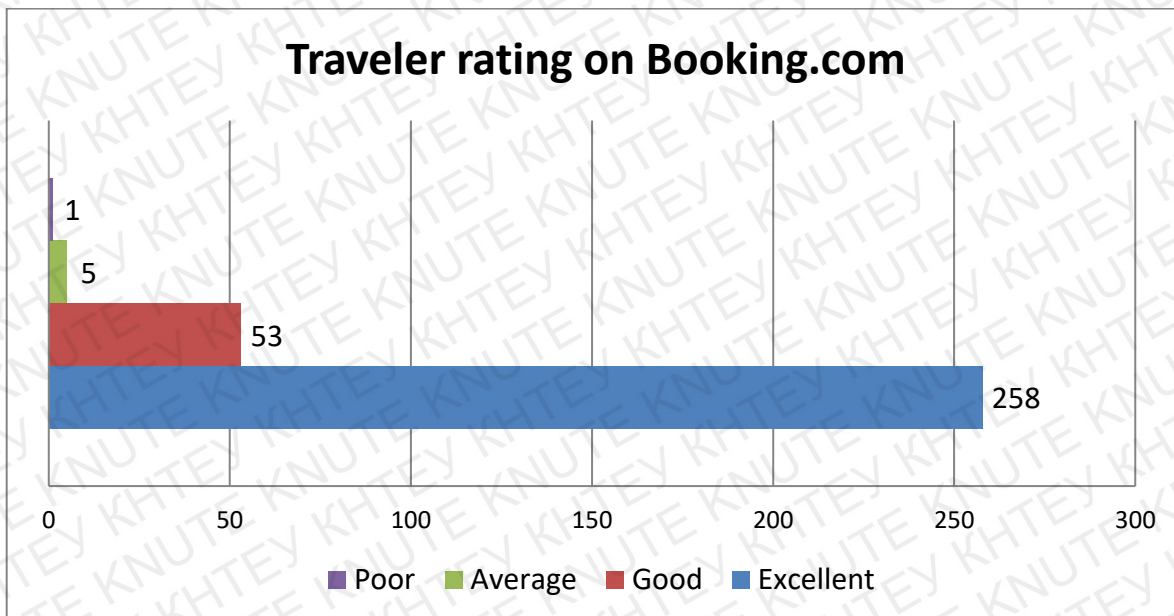


Figure 2.7 Traveler rating on Booking.com

Having analyzed the traveler rating on Booking.com, the score is Excellent have 93% of all reviews, and the score Poor have only 0.4%. Terrible reviews on Booking.com weren't found. Amount of excellent reviews are influential on online reputation management in good way, but hotel also should pay attention to negative feedback.

Compared to Booking.com, TripAdvisor has three times more reviews, but the picture is almost the same. Therefore, it can be concluded that Hotel 11 Mirrors is popular with business travelers and couples looking for a stylish, comfortable and well-functioning hotel where any of their wishes will be fulfilled in minutes. After analyzing all the reviews from the remaining guests on sites TripAdvisor and Booking.com, where most of them are Excellent, it is safe to say that the hotel justifies the expectations of the guests.

The hotel staff spends most of their time not polishing professional skills, but guests of a design hotel. Of course, without learning the basic values, communication style, image, processes, and systems it could not do. Accordingly, only the right and professional staff can provide and create such an atmosphere.

2.2. The level of reputation management realization

The hotel 11 Mirrors has been improving its reputation since its opening to the present day. Every day the hotel evolved, improved, grew and changed with the hotel staff and guests. Over five years, many factors have affected the hotel's reputation. After analyzing all the factors we can highlight such as, the hotel website a couple of years ago changed and became more stylish and comfortable, which completely characterizes the design hotel 11 Mirrors.

Let's see now what types of hotel reviews we may get. We are sure you and your staff make all possible efforts to maintain a good reputation, but there are good days and bad days. There are times when guests do not like the service, food, rooms or there might be other complaints in spite of your best attempts. On the other hand, guests might appreciate your endeavors and give reviews out of will and joy [30].

The good review from the guest is one way to leave a good hotel experience. Responding to good reviews might seem like a pointless task – they already like you so why engage? But taking the time to respond to even the most glowing review has great benefits. Not only does it encourage loyalty and turn those guests into brand ambassadors who recommend your hotel to others, but it also leaves a positive impression on other prospective guests scrolling through your reviews.

Example of good review: “Staff is the best! Location is key! I have stayed here 5 times now and enjoy it more and more every time I come. The staff make the experience by being super helpful, they speak very good English and know where to recommend based on any type of requirement for places to see, eat and do. I'm not easily impressed but I can safely say I am proud to recommend this place”.

Having considered example of good review it is important to give a feedback to the guest. Guest said that he stayed at the 11 Mirrors - 5 times, that means that hotel provides great service, have professional personnel that is why with this review reputation will enhance flow of the guest.

Neutral reviews arise when guests are satisfied with one of your facility, but are not happy with another aspect [31]. These guests do not wish to complain strongly, but at the same time wish to bring their experience to everyone's notice [30].

Example of neutral review: «The rooms look old now, they started to charge separately for breakfast, the nearby gym they work with opens too late at 9am, the restricted welcome drink is not good. Friendliness of the staff has gone down. This was in the last two years my favorite hotel in Kyiv (stayed there at least 6 times) but I do not think I will be back for the reasons above».

This example shows that guest liked hotel in the past but now everything change, and he doesn't like it. In this case, manager who is a responsible for feedback should explain to the guest that price policy in the hotel was also changed and breakfast is no longer included in the rate because of opening 11 Mirrors Rooftop Restaurant & a World Class Bar and say that issue with the staff it is more coincident than ordinary behavior of employees. These types of guests need more attention, because it may directly effects on reputation of the hotel 11 Mirrors.

Negative Hotel Reviews is like a lesson for the hotel to understand what to work on in the future [33]. In general, you want to show prospective that your hotel reads, internalizes, and responds to reviews.

Example of negative review: “Wonderful marketing as only design hotel in Kyiv. The website and pictures are slick and exciting. The reality of the hotel is quite different. Front desk staff poorly trained to serve a luxury traveler. The hotel is expensive, and they were unfortunately rude, misinformed and not trained to solve guest issues; No concierge and hotel manager unable to solve guest issues;

There is only one elevator for at least 11 floors. Very long waits; the hotel is expensive for Kyiv and particularly for the lack of service and amenities.”

Analyzing this review manager should research the issue before you respond so that you are aware of as many details of the guest's stay as possible and also appreciate a lot of guest honesty by sharing his experience on the site. Hotel's team should accept

guest's negative experience and to be thankful by leaving the review and give some present from the hotel for this.

In Figure 2.8 were analyzed different types of reviews in the hotel 11 Mirrors in the chronological period from 2016 to 2018 year.

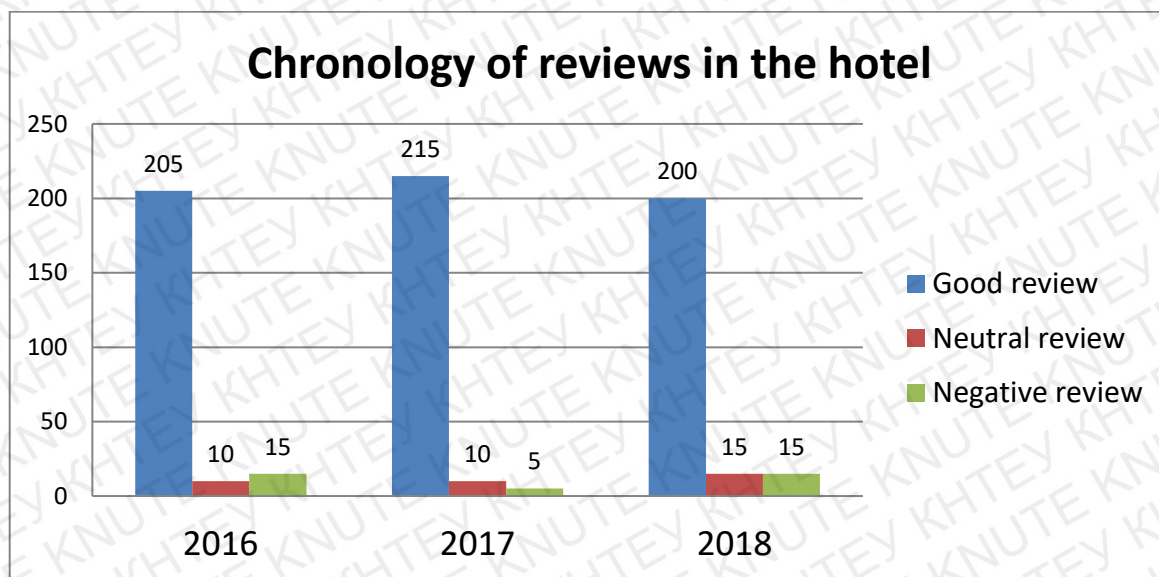


Figure 2.8 Chronology of reviews in the hotel

After studying the reviews on the TripAdvisor, we can see that hotel 11 Mirrors keeps its reputation high and responds to all reviews in the same equal. Good reviews in 2017 – 215 reviews comparing with last year — 205 reviews increased and negative reviews become lower in few points. In 2018 – 200 good reviews decreased because of lower flow of the guests by economic and political reasons. That is why negative and neutral reviews in 2018 became more comparing with last years but in such little amount.

In the Figure 2.9 were analyzed reviews on the hotel for 2018 year. This figure presents different types of reviews that guest leave on the TripAdvisor. The standard recommended by hospitality professionals is considered to be 25% of responses to positive reviews and 100% of responses to negative ones. In order, competently works with reviews, hoteliers recommend having several templates, based on which managers' answers will be formed.

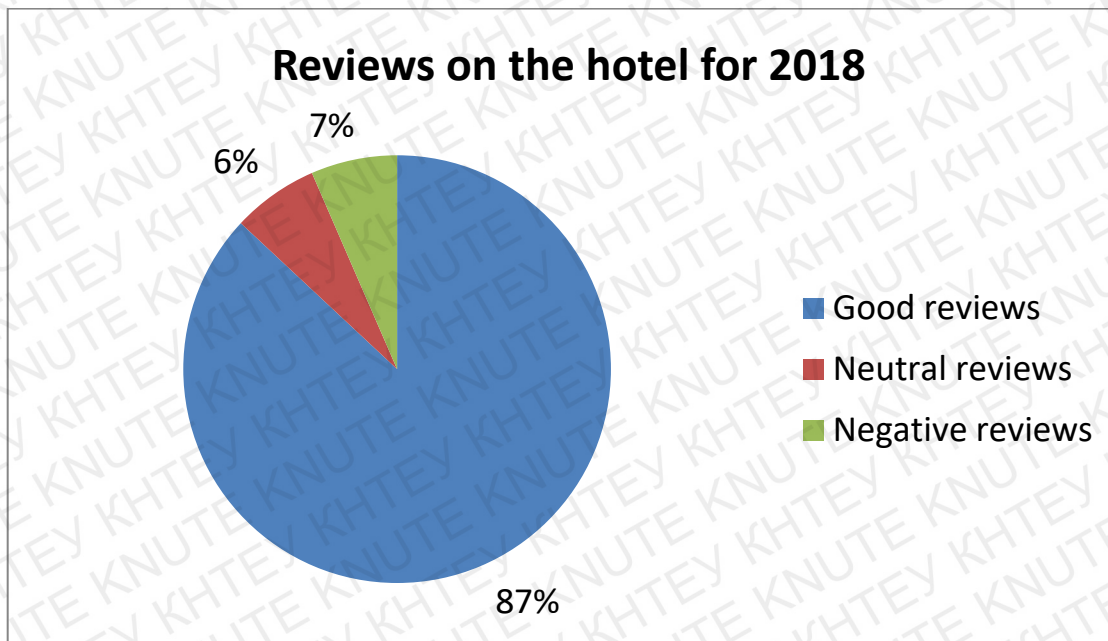


Figure 2.9 Reviews on the hotel for 2018

This figure will help to the hotel understand percentage of reviews on TripAdvisor and analyze guest satisfaction level. Good reviews — 87% of all amount of the reviews for 2018. In this case, when guests monitoring the reviews on the site they will book the room in the hotel 11 Mirrors and it's directly effects on the online reputation management.

Many hoteliers wonder what the secret of such a result is at the Hotel 11 Mirrors, but the answer is simple. Quick response to guest reviews. The standard recommended by hospitality professionals is considered to be 25% of responses to positive reviews and 100% of responses to negative ones. In order, competently works with reviews, hoteliers recommend having several templates, based on which managers' answers will be formed. Typically, this is a template for responding to positive, neutral, and negative feedback. After analyzing the responses of managers to guest reviews, we can say that this hotel does not adhere to such patterns. A quick and each time original response to a guest review distinguish the management team of Hotel 11 Mirrors. Each guest wants a personal approach, attitude to himself. Each guest wants to be heard, and he is known that if a problem arises it will be quickly eliminated. Therefore, the hotel's analysis is unique in its attitude to guests and their reviews.

PART 3.

DIRECTIONS OF IMPROVEMENT OF REPUTATION MANAGEMENT IN THE HOTEL «11 MIRRORS», KYIV

3.1. Propositions for improvement of reputation management in the hotel

Having analyzed the hotel «11 Mirrors», we can conclude that the reputation of the hotel is at a high level that you need to maintain and look for ways to enhance it to be closer to the guest. Hotels around the world seek to get closer to their guests because loyal guests know the hotel better and therefore usually use a large number of services. The loyal customer base is a huge resource; however, the hoteliers do not have the tools to manage it. Therefore, my suggestion for improving the reputation management of a hotel is a mobile application. Indeed, thanks to the application, the marketing department will be able to find out the interests and desires of just a loyal audience will be able to gather guests for the event, talk about the special offer and receive feedback.

Global hospitality market leaders have entire departments that design and manage applications. Taking into account the trend of the Internet of things, the spread of mobile and wearable devices, as well as updating marketing tools, the mobile application is now a competitive advantage, and will soon be a mandatory hotel service like online booking or free WI-FI [41].

Studying the needs of hoteliers and guests, every day we work on new features and capabilities. Moreover if initially, the mobile application could be just information in a convenient presentation, now it is:

- Menu;
- City map;
- Personalized messenger;
- Reservation channel;
- Loyalty card;
- Key;

- Temperature controller and many others.

App developers have conducted Google, TripAdvisor, Booking.com research, presenting shocking numbers to us.

1. 99 percent of people choose a hotel on the Internet – 65percent of them are from a smartphone.
2. 95percent of guests will come to you with a telephone 85percent of them will use your Wi-Fi.

Nowadays, there are more people with smartphones than with a car. We cannot say that this app will be the one instrument for guests to reserve a room in the hotel. Of course, for many people more easy way to use TripAdvisor for this, but the mobile application will be one more way to contact the hotel and it will be much more convenient and fast.

Let us find out, why this is effective. Travel and Tourism are among the largest moneymaking industries around the world, which as for now are irreplaceable. As we move into the future, the distance and time spent traveling from one point to another is becoming shorter and lesser. Nowadays, the customers are more demanding on standards and expectations, as well as with the ways to get in touch with a hotel and get a quick response. A hotel app development provides the solution for these tasks.

Hotel apps can help with many factors starting from the improvement in the quality of service and in employee productivity, to ordering room service from the hotel menu. An app opens up so many possibilities, which includes a constant connection to the customers and saving time and costs on call centers or concierge service.

With the development of a hotel app for your business, you will not only improve the service and quality within your hotel, you can also provide a worldwide convenient service for potential customers.

Offering an improved convenient service and most importantly a remarkable speed of providing an enhanced experience when searching and booking the accommodation via the hotel-booking module. Such a service provides detailed important information about the location, level, and rating of the hotel.

It also decreases the risk of booking accommodation, which doesn't correspond to the wishes of a tourist. It helps bridge the gap between advertisers and customers, creating a more personal connection. The hotel app also provides an easy means of payments [43]. Figure 3.1 shows the main benefits of creating a mobile app for hotel «11 Mirrors».

The main benefits of creating a mobile app for hotel "11 Mirrors":

- The mobile application sells numbers directly, without commissions to intermediaries.
- Sales service: excursions, rental, transfer, taxi, minibar, dinner, breakfast, lunch, TV, souvenirs.
- Advertises, informs, guides the guest with a catalog of services, event posters, and an interactive map.
- Turns a one-time customer into a regular guest. Accrues bonuses in the loyalty program wishes happy birthday and holidays.
- It captivates. Unlock the door; turn on the air conditioning from the phone.
- Solves problems. Instantly. Guest Relation's online chat department responds to guest complaints.
- Gets feedback. Interviews guests after departure, through geolocation, controls the attendance of events.
- Through the application, the guest will be able to select a room on the floor plans of the hotel and book it. Registration, opening the door to the room, extract - may also be in the application.

Figure 3.1 Benefits of creating a mobile application

The hotel application is very suitable for regular hotel guests. Therefore, guests will download the application because they stay for a long time. They do not delete the application, knowing that they will return to the hotel. Figure 3.2 presented possible types of hotel icons of a mobile application that include corporate colors and stylish design inherent in the «Design Hotel Eleven Mirrors» respectively.



Figure 3.2 Design of hotel's icon of mobile app

In this figure presented icons which made in white and black colors. The icon in white color was created by using colors from the new website of the hotel «11 Mirrors». The number “11” created in purple color that one of the corporate colors of the hotel. The interior of «11 Mirrors» is dominated by noble, never-out-of-date expensive colors - deep black, mysterious purple, rich burgundy, and delicate beige. That is why it will be advisable to use these colors.

The benefit of creating this app that guests can download the application to open the door with a smartphone. To leave the child in the children's room and watch him in the video for a romantic dinner. To pay the bill and order a towel, soak in the bathroom. To instead of the cardboard "do not disturb" click once in the application.

In addition, a big advantage of creating a mobile app is an easy way to use loyalty cards. «11 Mirrors» - one of the selected Design Hotels member hotels - has been participating in the SPG program since January 2017. This means that 11 Mirrors guests in Kyiv are able to enjoy various unique benefits and privileges, if they are already SPG members, or if they wish to join the loyalty program directly through the hotel.

«11 Mirrors» is the first and only hotel in Ukraine to join world-renowned elite bonus programs such as SPG, as well as Marriott Rewards and Ritz-Carlton Rewards.

Starwood Preferred Guest® (SPG) is a multi-brand loyalty program that allows its members to enjoy special privileges, as well as earn and redeem points in more than

1,300 high-end hotels and resorts in eleven different brands in nearly 100 countries. SPG gives you the most elite benefits in the industry, including the option of earning Gold or Platinum lifetime status [44].

Hotel app cost depends on many factors: complexity, functional capabilities, design, corporate identity, and many other things like the location of the hotel app development company, and the technical difficulties that may arise [42].



Figure 3.3 Price of creating mobile application

From 19 thousand UAH or 800 hundred USD to 1 million UAH or 47 thousand USD for two versions - for Apple and Android. The price depends on the timing and functionality.

The hotel can significantly increase the number of regular customers with whom it will always be at a distance of 1 click by simply posting a link to download the application on your website or social network [41].

Summing up, in the 21-st century a mobile application is an excellent hotel marketing tool. If the hotel replaces the old promotion methods with new ones, then the marketing strategy of Hotel 11 Mirrors will become simple and transparent and reputation will reach a new level. The Internet will be used to attract new guests, communication and a mobile application for residents and regular guests. Besides, after

installing the application, it will always be on the screen, and this increases the chances that the guest will visit more often.

3.2. Improvement of mobile application of hotel «11 Mirrors» as the instrument of reputation management

Every year, the hotel business is becoming more and more competitive, and any hotel to distinguish himself at least something among others and attract the attention of a guest needs to use the latest marketing technologies, technical innovations and mobile applications. Today, all guests use different devices at once and expect interaction with hotels from a phone, a tablet, and a desktop computer.

Hotel «11 Mirrors» has its own website optimized for smartphones, with which they can also provide a mobile application. Why do this? First, it will be a constant business card of the hotel right on the phone of a loyal client, which he most likely will not throw out, like an unnecessary piece of paper. In addition, so that the client does not erase the application, you can make it so that booking through the application is cheaper than through the site. Moreover, it is better if it is cheaper, and with a gift: a transfer or breakfast. Then the hotel still has the opportunity to receive free advertising on word of mouth or on social networks. For the convenience of the guest, in the application, it will be easy to check availability and book rooms, read reviews, see hotel services and hotel photos [46]. Thanks to application notifications, the hotel can promote its services unobtrusively and delicately.

Why should owners develop a mobile app for a hotel?

- More room reservations! Users of smartphones and tablets become your guests;
- Increase customer loyalty. Mobile visitors feel that hotel care of them;
- Moreover, the most important reputation improvement. The mobile application is a sign of high status.

With the mobile app, we can enhance and improve the internal and external reputation of the hotel «11 Mirrors». Table 3.1 shown how mobile application affects on internal reputation.

Table 3.1

Mobile application affects on internal reputation

Reputation factors	Characteristic
1. Social responsibility of the company	Communication of the organization with the consumer is a mandatory condition for successful business development. The reason for creating a mobile application is a quick response to reviews, easier to contact the guest directly if there is a problem or question, the guest can easily communicate directly with the hotel team and quickly resolve issues in terms of room service, banquet, forgotten toothbrush without calling at the reception. All he needs - is his phone.
2. Solvency and financial sustainability of the company	With the help of a well-made mobile application, the hotel will not only provide quality and fast service but also earn money on it in a certain time. As more guests download the program, they will be able to use bonuses and loyalty cards, receive notifications and other elements of the application and advertising. Moreover, the application will provide the hotel with the ability to work profitably for a long time.
3. Quality management and personnel potential.	The most important factors affecting the development and the formation of the business reputation of the company are personnel potential and quality management. Implementing mobile app can actually assist hotel staff in maintaining quickly rendered, high-quality levels of service guests have come to expect, without losing the personal touch. For hotel personnel, this automation reduces the volume of simple queries directed at human staff and tying up the front desk phone. It also cuts down the manpower waste associated with missed reservations and appointments. Chatbots in mobile app and on messengers are poised to efficiently manage the continuous stream of routine guest requests, freeing up human staff to focus on providing the unique and personal touch extras that truly enhance the guest experience.

Continuation of table 3.1

Reputation factors	Characteristic
4. Corporate culture	Corporate culture manifests itself in relationships between people in a hotel based on shared value orientations, expectations, beliefs, norms, and beliefs. Value orientations should be not only proclaimed but also become an inseparable part of the inner life as management, and employees of the hotel. Creating a mobile app will illustrate the corporate culture of the hotel as an object with a unique positioning for the market, attractive to customers. The “11 different” principle is based on the “Be different” principle in hotel «11 Mirrors», which means being different from others, providing services, and leading the modern lifestyle like their guests who are in each aspect of their lives as individuality. Mobile app will have principle Be different- be modern.

Table 3.2 shown how mobile application affects on external reputation and important aspects of creative and implementation a mobile application to the hotel

“11 Mirrors”.

Table 3.2

Mobile application affects on external reputation

Reputation factors	Characteristic
1. Sponsorship.	«11 Mirrors» hotel also pays great attention to sponsorship. Sponsoring sports, cultural and social events, organizations form to strengthen hotel image and business reputation. One of them Chestnut Run the first and the largest annual sports and charitable event in Ukraine. Design hotel «11 Mirrors» have been delighted to participate in the charity Chestnuts Run last year, which they plan to do this year as well. This application will help other organizations who looking for sponsor, contact very fast with the hotel's team and discuss propositions.

Continuation of table 3.2

Reputation factors	Characteristic
2. The company's position in information environment.	The mobile application will give the guest confidence in the truth and openness of the hotel, because the site will be created by the hotel managing company, which will always update new information and news of the hotel, which will make it easier to book a room at a real price without overpaying on other sites, such as TripAdvisor. And also one of the founders of the hotel is Volodymyr Klychko, who is a public man with a good reputation to whom many people trust.
3. Charity.	Charity is evidence of the success and stability of the company. It creates a foundation for a positive perception of the organization. Hotel «11 Mirrors» has partnered with several charities such as the Sky Art Foundation, which supports Ukrainian artists, the Dutch-Ukrainian Charitable Foundation TulSun, and a charity that develops civil society in Ukraine through youth education projects, the Klychko Foundation. With the mobile application, guests and hotel staff will be able to participate in the charity. You will go to the relevant page in the application where you will easily contact companies and make sure the existence of the fund and if you wish to transfer funds to their accounts.
4. The level of service and quality services provided.	The level of service and quality services provided by the hotel can be measured by the skill level and skills of the staff. Hotel «11 Mirrors» conducts training to its employees approximately every six months. With the opening of the rooftop restaurant, hotel executives have ordered the sewing of a new formal uniform to the restaurant staff for better service. The mobile application will allow guests to evaluate the level of service, leave feedback on the service and wishes. This kind of feedback will allow the hotel to understand its mistakes and will increase the level of staff's qualification to a new level every year.
5. Company image.	The image of the hotel is important. Own mobile application forms a positive image of the hotel and increases guest loyalty.

A mobile application is a good way to emphasize the status and reputation of a hotel (the tool is used rarely in Ukraine and does not apply to cheap ones). In addition, the hotelier knows a little more about guests who use the mobile version [45]. For example, the hotel team will see when a tourist has arrived in the city and will be able to promptly to offer him to stay at 11 Mirror's Hotel.

Hotel, in order to attract more guests, will use one of the most popular trends in the hotel industry - this is a quick chat in the hotel's mobile application. This is a great business tool to improve customer service. Instant messaging helps the guest decide on a reservation. That is why it allows you not to open the mail program to write a letter to the hotel. According to statistics, more than 90% of people use chat for operational communication with the hotel. Instant messaging in the application will add a humane approach to online communication, which causes confidence in the hotel. Especially the availability of chat is convenient when selecting a hotel from a smartphone [46].

As another channel for communicating with guests and enhancing the reputation of the Hotel 11 Mirrors, creating a chatbot. With the help of a chatbot, the guest will have the opportunity to have round-the-clock and quick access to services and information about hotel products.

Chatbot will help you to order any service in the room: from a toothbrush to cleaning and delivering food to your room, booking restaurant and other hotel services. At any time, the guest can go online chatting via chat with the operator.

The chatbot will support 3 languages: Ukrainian, Russian, English and will be available in the mobile application, on the hotel's website and in popular instant messengers such as Facebook Messenger, Viber, and Telegram [47].

In Table 3.3 presented advantages of mbile application for the guests of the hotel «11 Mirrors». What they will get if download the mobile application of the hotel and use this app on a primary basis. Every person wants to save their time that is why a mobile application will be a great device for the guests.

Table 3.3

Advantages of mobile application for the guest

Instant Access	Placing the icon on the home screen ensures access to the app with just a single click.
Adaptive Interface	Can be adapted for all types of smartphones and tablets.
Book Services 24/7	The ability to submit an application via a mobile phone anytime, anywhere.
Only Relevant Information	The whole range of services with detailed descriptions.
Online Payment	A quick and easy way of paying for services.
Messages about Forthcoming Events and Promotions	Push-notifications will tell people about promotions and special offers.
User-Friendly	Clear, familiar, and convenient navigation.
Security	Secure data links and SSL certificates. Your personal data is properly protected.

Analyzing this table we can see that guests will get: Instant access; Adaptive interface; Book services 24/7; Only relevant information; Online payment; Messages about forthcoming events and promotions; User-friendly; Security.

The face of any hotel is the staff. Guests, when entering any hotel, pay attention not only to the interior but also to the employees. The staff of the hotel «11 Mirrors» are administrators, hotel managers, housekeepers, waiter, security guard, and others.

Hotel managers of the «11 Mirrors» hotel know that there is a direct relationship between content employees and happy guests. Disrespectful behavior of the staff could cause guests never return. Therefore, managers make an effort to train and develop hotel staff. The following training will help to prevent that from happening:

- Help employees develop skill sets, identify talent and hone their skills
- Build up a positive work environment to keep motivational levels high
- Communicate. Talk with the team, ask about career goals, and set targets
- Work with HR on areas of employee retention, employee engagement

- Be the kind of role model they would want to emulate.

Not only hotel managers have to hire the right people for the job, they have to devise ways to keep them around and build a positive reputation for the business.

One main reason for the high turnover in hospitality is that workers can get to a stage where they feel stuck. The potential to learn new skills or advance to a higher position and pay rate is limited. High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one. This indicator affects the reputation of the hotel among its employees and prospective employees.

The personnel turnover calculated by the formula (Form. 3.1):

$$S_{t.o.} = \frac{A_f}{A_t} \quad (3.1)$$

Where $S_{t.o.}$ - personnel turnover;

A_f - amount of fired employees;

A_t - total amount of employee in current period.

Calculation of average personnel turnover in hotel «11 Mirrors» is shown in the Table 3.4.

Table 3.4

Calculation of average staff turnover in 11 Mirrors Design Hotel

Department	2018			2019			Growth of total employees, % 2018-2019
	A t.	A f	S t. o.	A t.	A f .	S t. o.	
FO department	13	3	0,23	10	3	0,3	-23%
Housekeeping	16	2	0,13	20	2	0,1	20%
Security department	8	1	0,13	8	0	0	0%

Continuation of table 3.4

F&B department	41	16	0,39	54	18	0,33	31,7%
Total amount	78	22	0,28	92	23	0,25	17,9%
Average staff turnover	0,28		0,25				-10,7%

Having analyzed the data for average staff turnover, it can be concluded that in 2019, the percentage of amount of fired employees has decreased compared to 2018. The highest personnel turnover was in the F&B department – 0,33 and FO department – 0,3. The lower staff turnover in Housekeeping – 0,1 and Security department – 0. Despite that, the F&B department has high staff turnover it also has the highest growth of total employees – 31,7%. That means the hotel should try to keep its employees better motivational methods so that in the future there is no high personnel turnover.

That is why the proposal is to implement the main methods of the motivation program as an instrument of reputation management of the hotel «11 Mirrors» through the staff is shown in Table 3.5

The main motivational tools:

- Training;
- Motivational meetings;
- Corporate meetings;
- Professional education;
- Salary increase;
- Social package, insurance;
- Percentage of sales;
- Improvement of the technical equipment;
- Vouchers for holidays in sanatorium, Christmas gift for the holidays for employees' children.

Building a culture of motivation is a great way to keep your employees happy at work. Employees should feel motivated by their projects, compensation, and benefits. Job performance is said to be a function of ability multiplied by motivation.

Table 3.5

Implementation the method of the motivation program

Motivation tool	Time for implementation	Approximate costs, UAH
1. Training.	Every 5 month	15000
2. Motivational meetings.	Every 2 month	13000
3. Corporate meetings.	Every 6 month	17000
4. Professional education.	Every 6 month	24000
5. Salary increase.	12 month	74500
6. Social package, insurance.	12 month	14000
7. Percentage of sales.	Every month (depend of the department)	Depends of the revenue
8. Improvement of the technical equipment.	Every 5 month	26000
9. Vouchers for holidays in sanatorium, Christmas gift for the holidays for employees' children.	1 per year	12000
Total		195500

This example of implementing the methods of the motivation program for employees gives the opportunity to improve their professional skills:

- for Front Office, F&B, Housekeeping and Security department study about hotel business standards in English;
- to learn how to deal with and avoid conflicts;
- to study basic principles of first aid;
- to understand the importance of communication between different departments;
- to learn how to manage hotels effectively.

The employees of Front Office and Food&Beverage departments directly contact with guests that is why they should be especially attentive to the training and to professional education. To improve their skill they should have special training programs, which consist of:

- 160 hours (40 lessons, 4 hours each);
- duration of the course: 4-5 months;
- the cost of education: 5280UAH.

Figure 3.4 is shown a framework of human resource development roles in the hotel «11 Mirrors».

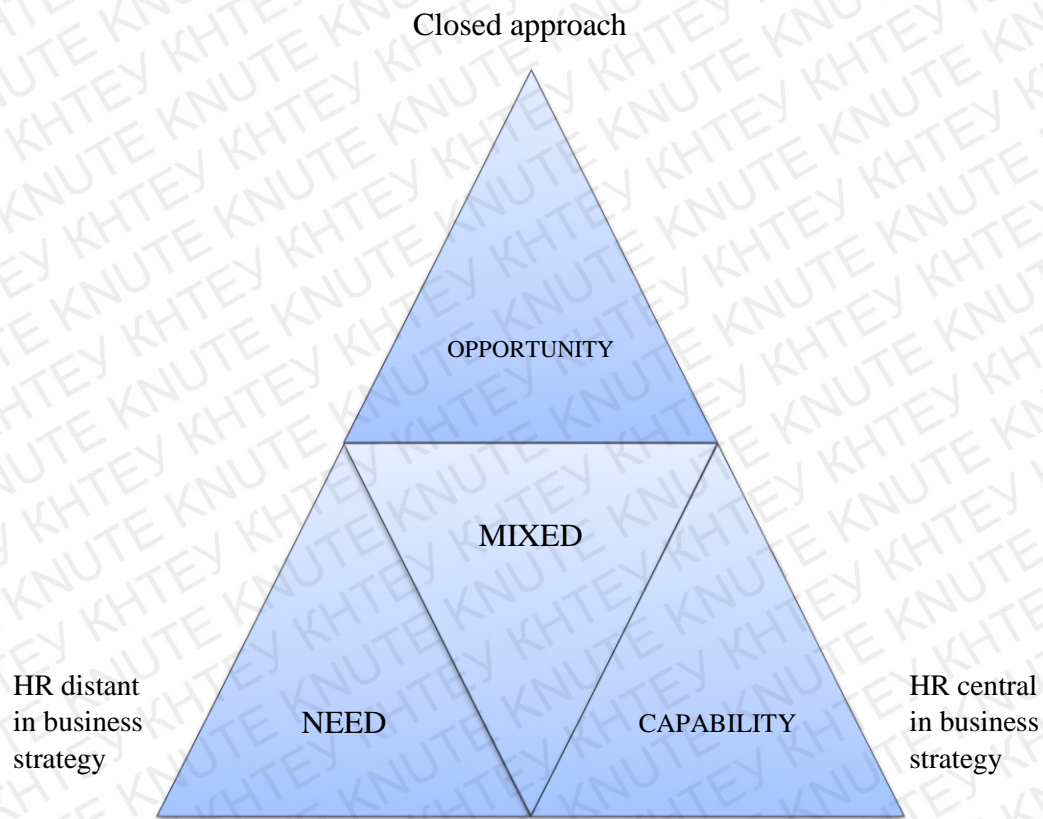


Figure 3.4 A framework of human resource development roles in hotel «11 Mirrors»

The hotel using of employee's development roles can affect them directly. The employees of the hotel want to satisfy their needs by working in the hotel. That is why they are doing their job on a professional level. They have the opportunity to improve their professional skills through training, professional education motivation meetings. In

addition, they have the capability to get a bigger salary, promotion and to training in the hotel «11 Mirrors». Mixed needs, opportunity and capability can help the hotel retain the right people and grow profits.

High-impact training and development programs do not just happen. Instead, they are the results of a careful planning and alignment process. The following steps can help to create a business training plan is shown in Figure 3.5.

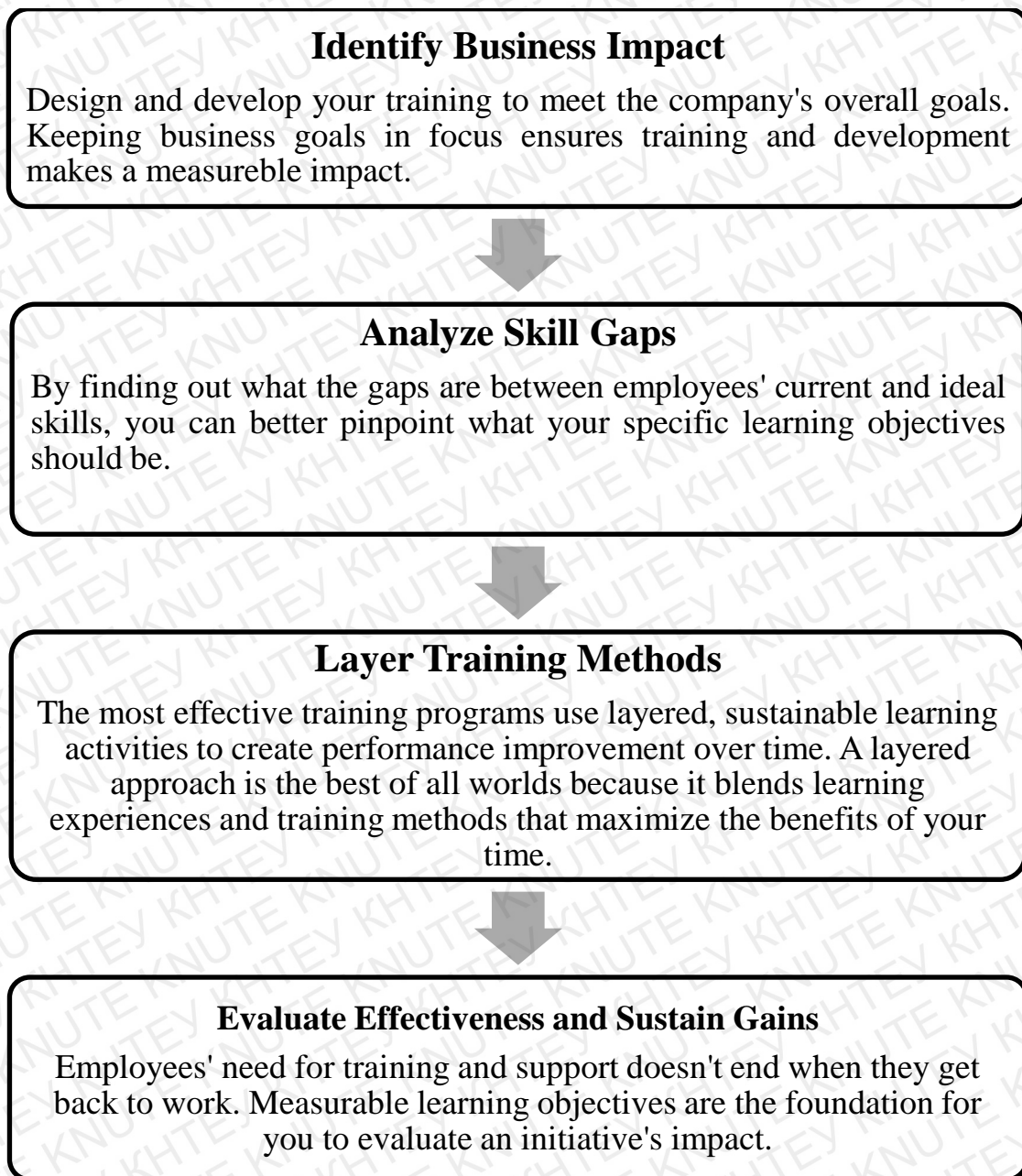


Figure 3.5 Steps of creating business training plan

Analyzing the steps of creating a business-training plan can define benefits the employees increase job satisfaction and recognition is an important part. During the training, employees will be introduced to what is the work is about, how to do, what kind of role does the job play in the whole business, it helps them to understand their work better and also love what they do by understanding the work. After systemized training, employees will understand what important role their jobs play, and with the information, knowledge, and experiences obtained during the training, they will be more confident with their work, so that better services will be provided that help to increase the reputation of the hotel.

An analysis of Skills Gaps can affect a hotel's reputation and can be divided into three categories - motivation, skills and critical thinking, as shown in Figure 3.6.

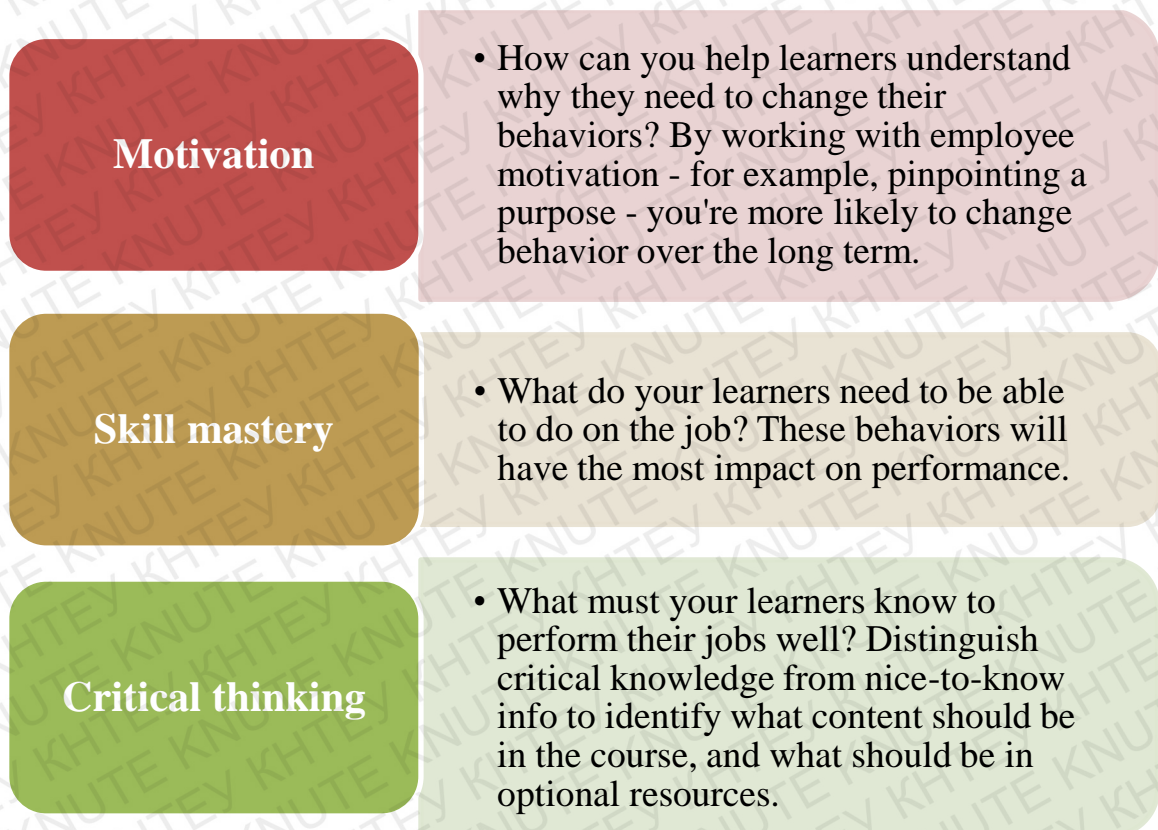


Figure 3.6 Group of skill gaps, which have affect on the reputation

Analyzing the group of skill gaps first of them can affect the reputation by Motivation employees that helps to understand why they should change their behavior. The second one helps the employees find out what they should do on the job, in what

specialty they well at and what skills they should have for this. This skill gap calls Skill Mastery. The last gap, critical thinking helps the employees understand what they should know to perform their jobs and how to distinguish critical knowledge from nice-to-know info.

«11 Mirrors Design Hotel» has strong introduction trainings for the stuff coming. To start your operational work in a company you should complete a training course with the HR manager and pass some tests. But employees in other departments have no chance to catch the point of operating process in other departments. So, another proposal –is to establish cross-training for all the operational staff at each department after 2 months of working in the company.

Benefits for employees from this kind of training:

- improve professional skills to employees;
- high involvement of the staff to operational process;
- to learn why communication between departments is important;
- to learn how other departments work;
- better understanding of hotel operation and effectiveness;
- provides a good service for the guests.

The implementation algorithm of cross-training as a tool of reputation management of the hotel is shown in Table 3.5.

Table 3.6

Algorithm of cross-trainings

Department	Period	Description
Your constant department	2 month	Learning functional description. Making good communication with colleagues.
Stewarding	3 days	Washing dishes, cleaning at the kitchen.
F&B	2 weeks	1st week practicing as a waiter. 2nd week working as an assistant

		of bartender.
Operational work at your position for 1 month		
Department	Period	Description
Laundry	4 days	Washing clothes, ironing. Being aware of the equipment.
HSK	3 days	Cleaning of the public areas and rooms with the mind.
Operational work at your position for 2 month		
FO	1 week	Working at the Reception Desk as a trainee.
Reservation	1 week	Practicing as a reservation assistant.
Operational work at your position for 2 month		
Sales and marketing	1 week	Working as an assistant of Sales manage.

Analyzing of improvement cross-training for all the operational staff at each department after 2 months of working in the hotel concludes that it is a great opportunity to employees improve their professional skills in different departments, the involvement of the staff to operational process of the hotel and provide good services to the guests. Coming back to your department with practical knowledge about the hotel's operational processes. The idea of introducing cross-training is based on the fact that every employee after two months of work undergoes training courses and works in all departments of the hotel to improve professional skills in other departments. One more benefit of implementing cross-training in the hotel is the interchangeability of staff in critical situations to provide the guest with quality service immediately. The guest is satisfied when the hotel's team receives information and services quickly and efficiently. The hotel will work as a complete system that can enhance the reputation of the hotel «11 Mirrors».

CONCLUSIONS AND PROPOSALS

Summing up, we can conclude that the specifics of the hotel business is dependent on the desires and needs of the target audience - tourists. The reputation of the company, to a greater extent than image, establishes customer acceptance of a decision (“for” or “against”) on the issue of cooperation with one form or another. In order to effectively manage the reputation of the hotel, first of all, the specialist needs to pay attention to the online environment, since this is the place where guests share their impressions of living and serving. It is necessary to conduct regular training with staff in order for employees to be able to effectively cope with conflict situations, and guests feel comfortable during their stay at the hotel. Reputation is formed on the basis of assessments and reliable knowledge (profitable, reliable, good partner, etc.), i.e. involves an analytical and rational approach based on their own experience of interaction.

Hotel reputation management has evolved from a possible addition to a hotel’s revenue strategy to an essential element for maintaining competitiveness. Gathering feedback and distributing it intelligently will increase your visibility across social media, review portals and booking platforms, as well as driving traffic to your own site. Once initiated, hotel reputation management becomes a self-sustaining system. In terms of online marketing, this is one of, if not the, most effective strategies you can employ to persuade travelers to book. Investing in a hotel reputation management solution leaves you, the hotelier, more time to concentrate on offering your guests the best possible experience, an experience that they are likely to review.

The second section examines the reputation management of the «11 Mirrors» hotel. Hotel reputation is one of the most important reasons why a guest can choose the hotel. Therefore, the reputation of the analyzing hotel is well followed, using different ways to enhance its reputation. The main ones are website update, using new colors and designs. By participating in the nominations for Best Design Hotel in Ukraine, Best Hotel by TripAdvisor Reviews and many others, Hotel 11 Mirrors enhances its

reputation and attracts more guests. Moreover, with the help of guest reviews and quick feedbacks on TripAdvisor and Booking.com, guests are more loyal to the hotel and want to come back.

In the 21-st century, a mobile application is an excellent hotel marketing tool. If the hotel replaces the old promotion methods with new ones, then the marketing strategy of the hotel «11 Mirrors» will become simple and transparent and reputation will reach a new level. The Internet will be used to attract new guests, communication and a mobile application for residents and regular guests. Besides, after installing the application, it will always be on the screen, and this increases the chances that the guest will visit more often. The modern rhythm of life requires the speed of decision-making. Such a tool for reputation management as a mobile application for hotels is just developing. Guests who download and use the hotel's mobile app are more satisfied and more loyal to these hotels, although only 19% of all guests currently download the hotel app. In the Ukrainian market, there is only one network hotel Premier Hotels and Resources that use a mobile application. Therefore, this is a good opportunity for the reputation of the hotel «11 Mirrors» to create a mobile application.

The face of any hotel is the staff. Guests, when entering any hotel, pay attention not only to the interior but also to the employees. One main reason for the high turnover in hospitality is that workers can get to a stage where they feel stuck. The potential to learn new skills or advance to a higher position and pay rate is limited. High turnover often means that employees are dissatisfied with their jobs, especially when it is relatively easy to find a new one. This indicator affects the reputation of the hotel among its employees and prospective employees.

That is why the proposal is to implement the main methods of the motivation program as an instrument of reputation management of the hotel «11 Mirrors» through the staff.

«11 Mirrors Design Hotel» has strong introduction trainings for the stuff coming. So, another proposal –is to establish cross-training for all the operational staff at each department after 2 months of working in the company.

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APPENDECIES



Figure 1.9 Design of hotel's icon of mobile app

Table 1.2

Statement of financial results for 2017 - 2019 years

Indicator	2017	2018	2019	Absolute change, thousand UAH	Growth rate, %	Absolute change, thousand UAH	Growth rate, %
				2017-2018	2017-2018	2018-2019	2018-2019
Revenue from sales of products and services	32789,50	35224,10	39606,20	2434,6	7,42	4382,1	12,45
VAT	6714,05	6038,42	8548,75	324,37	5,68	2510,33	41,57
Net profit	29542,40	33623,74	36122,55	4081,34	13,82	2498,81	7,43
Cost of sales	17354,10	18024,20	18333,50	670,1	3,86	309,3	1,72
Gross profit	15025,40	18254,58	20042,46	3229,18	21,49	1787,88	9,79
Other operating income	674,45	892,10	947,30	217,65	32,27	55,2	6,19
Administrative expenses	186,70	202,40	210,20	15,7	8,41	7,8	3,85

Continuation of table 1.2

Selling expenses	154,57	158,10	166,60	3,53	2,28	8,5	5,38
Other operating expenses	3875,80	4523,10	5315,20	647,3	16,70	792,1	17,51
Financial results from operating activities	8245,27	7263,52	9875,54	-981,75	-11,91	2612,02	35,96
Other financial income	5,10	5,8	6,60	0,7	13,73	0,8	13,79
Other income	12,14	13,20	14,90	1,06	8,73	1,7	12,88
Financial expenses	7,40	8,40	11,40	1	13,51	3	35,71
Other expenses	34,80	36,20	39,60	1,4	4,02	3,4	9,39
Financial results before taxation							
Financial results	8186,24	7890,50	9355,68	-295,74	-3,71	1465,18	18,50
Income tax	1473,52	1420,28	1684,02	-53,24	-3,71	263,74	18,50
Profit	6712,72	6470,20	7671,66	-242,52	-3,71	1201,46	18,50

Table 1.3

The dynamic of occupancy of the hotel

	2017	2018	2019
January	64	67	70
February	68	72	84
March	71	71	76
April	76	78	82
May	85	87	88
June	89	90	91
July	87	87	88
August	74	82	84
September	70	69	73
October	73	75	74
November	80	80	83
December	83	84	86
Avarage occypancy	76,6%	78,5%	81,6%