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Hotel and Restaurant Business Department

FINAL QUALIFYING PAPER

on the topic:

**«MARKETING STRATEGY OF «NUMBER 21»
HOTEL, KYIV»**

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

CONTENT

INTRODUCTION

PART 1. THEORETICAL FOUNDATIONS OF COMPETITIVENESS IN HOSPITALITY

1.1. The essence of marketing strategy

1.2. Hotel marketing strategies to increase hotel competitiveness

PART 2. ANALYSIS COMPETITIVENESS OF THE HOTEL «NUMBER 21», KYIV

2.1. General characteristics of the hotel «NUMBER 21»

2.2. Marketing strategy analysis of hotel activity

2.3. Analysis of alternatives and the choice of strategy

PART 3. DEVELOPMENT OF WAYS TO IMPROVE THE MARKETING STRATEGY OF THE HOTEL «NUMBER 21», KIEV

3.1. Evaluation of marketing alternatives and strategy development

3.2. Implementation of marketing strategy

CONCLUSIONS AND PROPOSALS

REFERENCES

APPENDICES

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		de jure	de facto
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10. The task received by the student

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11. Resume of a scientific adviser of a final qualifying paper

Student Maryna S. Serheiko completed the final selection document in due time according to the schedule. In terms of content, structure and design, the executed works meet the requirement. The final qualification document is a topic of its own. The work consists of an introduction, three sections, conclusions and proposals, a list of sources and applications used.

The first section explores the theoretical foundations of the overall hotel marketing strategy system, identifies the essence of a "marketing strategy".

The second section analyzes the state of the hotel business at the moment, proposes measures to improve the marketing strategy of hotel «Number 21» and strengthen its position in a competitive environment.

The third section is devoted to developing a new marketing strategy for hotel «Number 21» and enhancing the competitiveness of the hotel, as well as analyzing and predicting the results of innovations.

Based on the results obtained, a program of measures for the implementation of new proposals for improving the marketing strategy of hotel «Number 21» in Kiev was substantiated. Graduation qualification work is a completed scientific work, performed independently, recommended for defense in the examination board.

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

12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student _____ Maryna S. Serheiko
(last name, initials)

can be admitted to defence in the Examination Board.

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Head of the Department _____ Margarita H. Boyko

« _____ » _____ 2019

CONTENT

INTRODUCTION.....	7
PART 1. THEORETICAL FOUNDATIONS OF COMPETITIVENESS IN HOSPITALITY.....	11
1.1.The essence of marketing strategy	11
1.2. Hotel marketing strategies to increase hotel competitiveness	17
PART 2. ANALYSIS COMPETITIVENESS OF THE HOTEL «NUMBER 21», KYIV	25
2.1.General characteristics of the hotel «NUMBER 21».....	25
2.2. Marketing strategy analysis of hotel activity.....	32
2.3. Analysis of alternatives and the choice of strategy.....	39
PART 3. DEVELOPMENT OF WAYS TO IMPROVE THE MARKETING STRATEGY OF THE HOTEL «NUMBER 21», KIEV	43
3.1. Evaluation of marketing alternatives and strategy development	43
3.2. Implementation of marketing strategy	49
CONCLUSIONS AND PROPOSALS.....	57
REFERENCES.....	59
APPENDICES.....	60

INTRODUCTION

The development of a market economy in Ukraine has led to a rapid increase in dynamism and market differentiation. New customer inquiries, new markets, new products are emerging. The marketing strategy must certainly respond to these changes. The competitiveness of enterprises and their sustainable development are largely driven by the effectiveness of their chosen marketing strategy. The marketing strategy determines in which markets to work, with which consumer, commodity, price and communication policy. Marketing strategy is an essential functional part of the overall strategy of the enterprise and serves as a guiding and integrating role in the complex efforts of the enterprise in the market [23].

The current state of economic development for the stable development of the enterprise requires the introduction of new products, development and development of new markets and activities. This is particularly striking in a dynamic industry such as the hospitality industry. In this context, the role of marketing strategy of the activity of the enterprises of the branch is increasing, in order to gain advantages in the market and maintain its competitiveness.

Marketing strategy - the basis of the enterprise's activities in specific market conditions, which determines the ways of marketing to expand the target markets and achieve effective results.

The strategy of promotion and sale of hotel services is one of the most important parts of the overall marketing strategy of the hotel complex. Elements of a marketing strategy for the promotion and sale of hotel services should be closely linked to the overall purpose and objectives of the hotel complex, consistent with the internal standards adopted in the hotel complex, which should be aimed at maximum satisfaction of the needs of visitors [22].

Marketing strategy - marketing activities of the company for the sustainable promotion of their products to the market, including the definition of objectives, analysis, marketing planning, monitoring.

Marketing strategy - rational, logical construction, guided by which organizational unit expects to solve its marketing tasks. It includes specific strategies for target markets, marketing mix, and marketing costs.

The actuality of formation marketing strategies - one of the most important and complex stages of the marketing process. Carrying out marketing analyzes for further development of goals, working out of strategies, leads to the best results. This is a rather complicated thing in the conditions of constant change of factors of external and internal marketing environment, accumulation and consideration of data of all results on the activities of the enterprise, it is important to conduct on a dynamic basis [24].

Compliance with the basic requirements for marketing analysis (accuracy, consistency, systemic execution) allows you to have the necessary information at any time of the time to control or correct the marketing strategy [12].

In modern conditions, every enterprise in the hotel industry is interested in the effective management of its marketing activities. In particular, he needs to know how to analyze market opportunities, select the necessary target markets, develop an effective marketing mix and successfully manage the marketing efforts. Thus, the essence of strategic marketing is the search for solutions aimed at satisfying the needs of consumers and gaining advantages over them from competitors through special market measures.

The first forms of marketing (pricing and advertising) can be found at the beginning of the formation and development of commodity-money relations. Information on the promotion of goods is found both in ancient Egypt and in the states of the Inter-Rivers.

Strategic marketing, as a separate field of research, appeared in the 1970s and was based on the previous strategic management. Marketing strategy emphasizes the role of marketing as a link between the organization and its customers.

Scientific innovation. The issue of theory and practice, including the functioning of the hotel and the development of a marketing strategy to improve the functioning of the enterprise, was constantly studied by such scientists as F. Kotler, J. Trout, D. Aaker, I. Ansoff, M. Porter, N. Kudenko, G. Assel, I. Britchenko, Zh. Lamben, G. McDonald,

R. Fathutdinov, A. Weissman, O. Herman, A. Grigor, J. Day, A. Dligach, O. Dolmatov, O. Kendyukhov, J. O'Shaughnessy, V. Korshunov, V. Kucher, V. Ortinskaya [25]. Paying tribute to the scientific works of these authors, it is worth writing about e-commerce in hotel services, since it is as constantly changing and developing as our modern digital world.

At the same time, insufficient attention has been paid to the issues of evaluating the effectiveness of an enterprise's marketing strategy in the scientific literature, although it is precisely the criteria for evaluating the effectiveness that underlie the development and implementation of a marketing strategy. The effectiveness of a marketing strategy acts as a necessary condition for its formation and adjustment [25].

The purpose of the final qualifying paper is to determine the theoretical and methodological bases for assessing the effectiveness of marketing strategy formation in the hotel «Number 21 by DBI».

According to the purpose of the final qualifying paper, the following goals should be met during the course:

- to investigate the development of marketing strategy;
- to define principles of formation of marketing strategy;
- determine the evaluation of the effectiveness of the marketing strategy;
- to show directions of rational use of marketing;
- to determine the methodological basis of brand value evaluation [13].

The object of study is the marketing potential of the hotel «Number 21 by DBI».

The subject of the research is the hotel's marketing strategy.

The theoretical basis of the research methodology is a systematic approach to the study of the hotel marketing strategy and the results of domestic and foreign scientists.

Methods of research. In this final qualifying paper, various methods and methods of scientific research are used: statistical observations - to study individual indicators, analysis and synthesis - to structure definitions, comparison, grouping, typing - for a comparative analysis of hotel development indicators. Computer technologies are also used to identify hotel development trends and systematize the information received.

Practical value. The results of the analysis of the hotel «Number 21» are proposed to be used in the daily work of the enterprise, including research and suggestions for improvement, in order to make the marketing strategy more effective for achieving better results.

The dynamic development Ukrainian hotel industry and the world, a clear understanding of the consumer of their desires and passions, high level of service, high level of competition have led to the realization that the service should be the best and different from others. Therefore, a well-developed marketing strategy for the promotion of the hotel is an important step towards the success of the company.

Today, there is a serious co-competitive struggle between hotels for conquering part of the hotel business market [26]. Analysis of the role of the brand in the formation of the marketing strategy of the enterprise and, accordingly, justification of the criteria and the development of methods for assessing the effectiveness of the marketing strategy is an important, relevant, scientific and practical task (Appendix A).

PART 1

THEORETICAL FOUNDATIONS OF THE HOTEL MARKETING STRATEGY

1.1. The essence of marketing strategy

Marketing strategy - a concept that has not yet received in any domestic or foreign scientific literature a clear definition, which would be followed by more than one of the marketers [28].

The issues of determining the essence of marketing strategy are devoted to the works of G. Assel, A. Weisman, J. Dey, M. Dmitruk, O. Dolmatov, V. Korshunov, F. Kotler, N. Kudenko, Zh. Lambena, G. Mc Donald, G. Mintzberg, J. O'Shaughnessy, J. Trout, R. Fathutdinov, J. Etkinson, A. Mennon and others [30].

Marketing strategy is the most important tool for ensuring the competitiveness of an enterprise in today's economic environment. As V. Korshunov rightly points out, the need for strategic planning of marketing activity at Ukrainian enterprises in the modern period is conditioned by the development of scientific and technological progress, increasing the degree of risk in business activity, the multiplicity of factors that determine its success or failure, processes of differentiation and diversification of commodity classification. organizational structure of management, the need to concentrate efforts on the most important tasks and the development of promising areas[29]. According to A. Starostina's theoretical background, modern marketing is, first and foremost, a theory and practice of managerial decision-making regarding the formation of a market-product strategy [18].

The methodology of planning an enterprise development marketing strategy should include identifying the problem based on marketing research, analysis and evaluation of external and internal environment, defining the goals of the enterprise in the long term, the formation of a global criterion for the choice of base strategy and local criteria for industries, the development of alternative ways the main goal and the

choice of the best of them by industry, taking into account the current market constraints [19].

The question of definition of the term "marketing strategy" has attracted the attention of a large galaxy of representatives of both domestic and foreign economic science.

As follows from the works of O. Vihansky, P. Dickson, M. Kruglov, N. Kudenko, V. Nemtsov, and L. Dovgan, the formation and implementation of marketing strategy is the basis of strategic management of the company in market conditions. The analysis of works shows that it is from the definition of marketing strategy that the process of strategic planning begins at the enterprise.

M. Vachevsky, who notes that "marketing strategy - plans to achieve marketing goals."

As A. Pankrukhin emphasizes, "a marketing strategy is the embodiment of a set of dominant principles, specific marketing goals for a long period and appropriate decisions on the choice and aggregation of the means (tools) of organization and realization on the market oriented for these goals of business activity."

The opinion of marketing practitioners on the concept of "marketing strategy" is more in line with the positions of scientists. So O. Borodina, Head of Marketing Research at Vitmark Ukraine (Jaffa TM) believes that marketing strategy is a holistic set of actions (research, promotional, advertising, etc.) whose ultimate goal is to achieve the market success of the company proposal (no matter what the company offers - products or services).

According to T. Popova, CEO of MEX advertising agency, marketing strategy is a comprehensive program of actions to promote products / services in the market. The main task of the marketing strategy, in her opinion, is to determine the direction of development of a particular brand company in order to best meet the needs of the consumer and maximize profits for the founders [31].

As E. Romat points out, marketing strategy is first and foremost an instrument and element of strategic marketing planning. It is a specific marketing program that aims to achieve a specific marketing objective. Secondly, the implementation of the

marketing strategy involves the definition of a specific target market (segment), which will be targeted activities of this marketing program. Third, it involves the formation of a specific marketing mix (or marketing mix) [32]. It can be said that the marketing strategy is implemented simultaneously in product, price, marketing and communication strategies. Finally, the marketing strategy includes elements that describe the timing of the activities included in the program and the formation of a marketing budget.

From the above material it is logical to think that the essence of a marketing strategy is, first and foremost, a program of action to achieve strategic marketing goals.

In addition, the analysis of existing opinions on the formulation of the concept of "marketing strategy of the enterprise" allows you to identify the basic principle of this strategy: the achievement of a stable position on the market in a competitive environment. The company must have the right set of marketing tools that respond to changing consumer requests and acting more efficiently than competitors [33].

The primary function of marketing by F. Kotler is to meet the needs of consumers through the use of sustainable competitive advantages, which, accordingly, should reflect the meaningful aspect of the marketing strategy. It is the competitive advantages that determine the marketing capabilities of the company. The scale and completeness of the use of competitive advantages, as O. Stepanov rightly points out, depends on the performance of the enterprise, which, as Kirsner shows, is the basis for the development of any business. None of the methods of successful marketing described in the well-known work of R. Krendell can be implemented without creating sustainable competitive advantages.

The main purpose of the marketing strategy, according to N. Kudenko, is to reconcile the marketing goals of the company with its capabilities, consumer requirements, to use the weak positions of competitors and their competitive advantages. According to researchers D. Fahi and A. Smith, a stable competitive advantage can lead to the best levels of performance.

Thus, the competitive advantage of an enterprise is the factor that provides it with victory over competitors in the target market. Forming a competitive advantage is

at the heart of a marketing strategy that helps an enterprise achieve growth and profitability higher than the market average.

Bruce Henderson, founder of the Boston Advisory Group, emphasized the importance of achieving competitive advantage in the market: “The market can be viewed from different perspectives, and the product can be used in different ways. Whenever conditions in the markets for interchangeable goods change, comparative advantages change. Many businessmen do not understand that a key element of the strategy is the choice of the competitor to be surpassed, as well as the choice of the market segment and those characteristics of the product that distinguish it from the competitor's product”.

The greater potential of strategy-related benefits comes from the internal aspects of the firm's operations. Marketing strategy identifies those competing advantages that are within the remit of marketing functions. Interaction of the firm with consumers, distribution channels serving these consumers is the basic direction of marketing analysis for revealing of competitive advantages.

Very often marketing benefits can be compounded by in-house benefits. However, the function of marketing is to direct the resources of the firm to meet the needs of consumers, as well as to develop long-term relationships with them.

According to S. Poznyak, “technology of formation of a strategy of competition, focused on the use of strengths of activity of the enterprise taking into account activity of competitors and features of market development, is an important tool of formation of strategic competitive advantages. The purpose of the strategy is to determine the principles and rules for achieving advantages over competitors in the target market segments, in the elements of marketing”. Successful strategic planning of an enterprise's activity in the market depends on information on the development of the market situation and business activities of competitors, their actions and intentions, potential.

In almost any business, you can achieve sustainable competitive advantage. The resilience of firms' advantages is determined by the ease with which competitors can outperform them. For example, it is difficult for a well-known firm to gain competitive advantage over another well-known firm through low costs. For these firms, financial

costs are based on a careful assessment of the potential risks and returns on their strategic investments.

Achieving competitive advantage through pricing seems difficult. Competitors will instantly learn about price changes. They are able to easily respond to these changes by competing for short-term benefits.

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D. Robstein emphasized the strategic importance of competitive advantage such as brand loyalty: «Companies that have achieved brand loyalty can use it as a method of competition; loyal consumers are able to reject competitors' offers - a high degree of brand loyalty serves as a barrier to introducing competitors to the market». The economic effect of the benefits based on brand loyalty is confirmed by the fact that firms are willing to pay a large amount for the acquisition of trademarks of other firms.

Development of marketing strategy, as follows from the works of D. Aaker,

G. Azov, V. Biloshapki and G. Zagorii, I. Britchenko, A. Weisman, O. Vihansky, N. Kudenko, includes four main stages:

1. Analysis of the external environment and internal capabilities of the enterprise.
2. Defining marketing goals.
3. Develop a marketing strategy.
4. Evaluation of alternative marketing strategies [17].

In order to formulate the content of an enterprise's marketing strategy, marketing goals serve as direct determinants.

A.N. Romanov, Yu.Yu. Korlyugov, S.A. Dyes distinguish four main marketing goals:

- a) meeting the needs of consumers;
- b) achieving superiority over competitors;
- c) gaining market share;
- d) ensuring sales growth [10].

In operational marketing planning, tactical programs for the short term are specified by detailing the planned activities.

Thus, summarizing the experience analyzed, it is possible to formulate a refined definition of marketing strategy: marketing strategy - a long-term program of marketing activity of the firm in the target markets to achieve strategic marketing goals, which determines the principle decisions to create sustainable competitive advantages.

If the definition of the essence of the marketing strategy of the enterprise by different researchers was within the scope of a certain concept (a program of marketing activities to achieve marketing goals), then the study of existing thoughts on determining the specific content of the marketing strategy reveals a much more diverse range of positions on the subject.

F. Kotler, while revealing the content of the marketing strategy, notes that "it consists of separate strategies for the target markets." At the same time, the author draws on the elements of marketing strategy positioning, marketing complex and levels of spending on marketing activities. In addition, according to F. Kotler, "the marketing strategy should specify the market segments in which the company plans to focus" [1].

Obviously, in F. Kotler's interpretation, the content of the marketing strategy involves some repetition. Yes, positioning is an integral part of the strategy for the target market based on the essence of the marketing strategy itself [2].

Therefore, we can conclude that the fundamental study of the writings of the researchers mentioned above, allows us to understand the essence of such an important concept as the marketing strategy of the enterprise.

1.2. Hotel marketing strategies to increase hotel competitiveness

In the scientific literature, you can find many definitions of strategy, understood as the art of conducting large operations involving them preparation, organization and use of available means so that in actual conditions achieve your goal [16].

As Bruce D. Henderson said: a strategy is a search for an action plan to develop and consolidate a company's competitive advantages.

The transition to a market economy is objectively accompanied by the gradual creation of a competitive environment in all sectors of the economy, and the hotel industry is no exception. This circumstance, in turn, necessitates the introduction of adequate changes to the system and methods of managing enterprises in the hospitality industry, regardless of their size and profile.

The problem of analysis and competitiveness assessment is devoted to the work of such economists as D.A. Milgrom, M. MacDonald, Michael E. Porter; Skobkin S.S., Rogachev A.F. etc. However, the questions of the application of a particular direction at the hotel industry in the unstable economy of Ukraine remain unexplored [3].

The hotel industry today is an industry with a growing level of competition in the hotel services market. Despite the difficult formation of market relations in Ukraine in recent years, many hotels have opened. New enterprises are being created, but after some time some of them cannot withstand competition and go out of business. Competition is a strong incentive to improve hotel performance [9].

Any successful business strategy is based on competitive organization benefits. Competitive advantage may become unique her strength, allowing her to stand out

among competitors due to special competence. The competitive advantage of a hotel company is market position giving him superiority over competitors in hotel industry, allowing to overcome the forces of competition through the efficient use of their available resources. Competitive advantages are created by unique material and intangible assets that allow you to win in a competitive fight.

External competitive advantages include legislation that regulates norms and standards, which the hotel must comply with; competitiveness of the region, infrastructure of the region is an important aspect that affects hotel competitiveness; strength of competition, also quantity of competing entities.

The entire hotel is an internal competitive advantage. In general, starting from the location, the state of the material and technical base, the level of quality of service, a wide range of the services provided, the relatively low level of prices, staff, and, ending with a loyalty program, brand name, advertising, food quality.

The hotel management strategy is the concept of survival of enterprises in a market economy, it depends on the prerequisites inherent in any enterprise, in particular:

- planning of what the company wants to achieve in the future;
- the main source of problems is outside the enterprise;
- enterprises should be able to see in a timely manner; problems that may arise and provide a mechanism for resolving them;
- the potential of enterprises should be tuned to real;
- opportunities and strategic objectives, so that through development goals and their timely correction, to provide the necessary positions in the service market;
- ongoing management is a continuation of specification strategic management and should be carried out as part of the strategy.

Analysis of competitors and the development of specific actions in relation to the main rivals are often more useful than even significant growth in this market segment. The system of marketing research of competitors opens up a number of possibilities for a hotel company:

- more fully assess the prospects for market success, knowing about competitors' activities;

- easier to determine landmarks;
- respond faster to competitors.

Hotel Development Strategy:

- develop a strategy to neutralize the strengths of competitors;
- increase efficiency and competitiveness in general;
- provide information about competitors to its employees, increasing the motivation of their activities;
- improve the work of staff;
- it is better to protect the position of the company in the market.

Analysis results show: where are the strengths and weaknesses competitors, what competitors prefer and how fast can expect competition from competitors.

The marketing complex should certainly be reflected in the content of the marketing strategy. According to N. Kudenko, the initial elements of a marketing strategy are strategic decisions on the marketing mix, ie a complex of marketing components, which includes four components - product, price, sales and promotion (Fig. 1.1, Fig. 1.2).

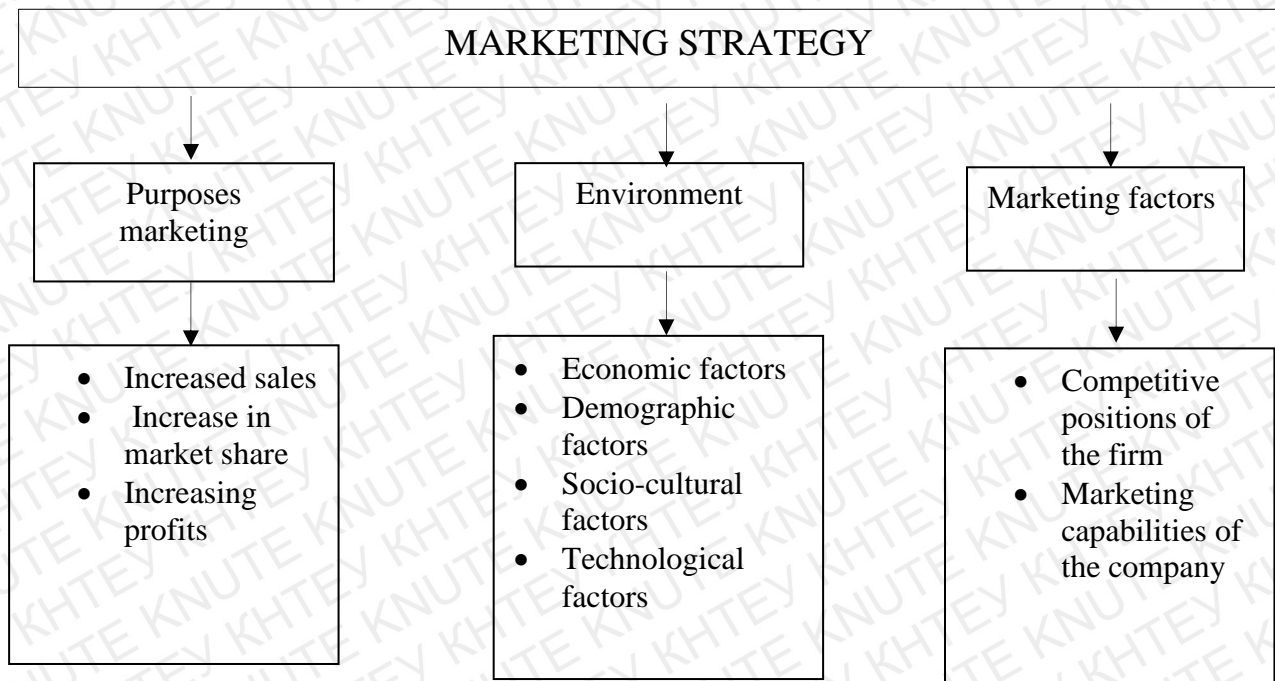


Fig. 1.1. Elements of marketing strategy

A marketing strategy has three elements:

- 1) purposes marketing, which implies an increase in sales, market share and profit, which is very important in the formation of the company at the initial stage;
- 2) environment, which includes many important factors that affect the operation of the enterprise directly (economic, demographic, socio-cultural and technological factors);
- 3) marketing factors - these factors are used to study the competitive position of the enterprise and the marketing capabilities of the company for a more flexible analysis.

To develop the right marketing strategy for the enterprise, we need to analyze the elements of the marketing mix in order to best satisfy customers. Otherwise, the marketing mix is understood as a set of variables in the general success formula that are constantly monitored by marketing.

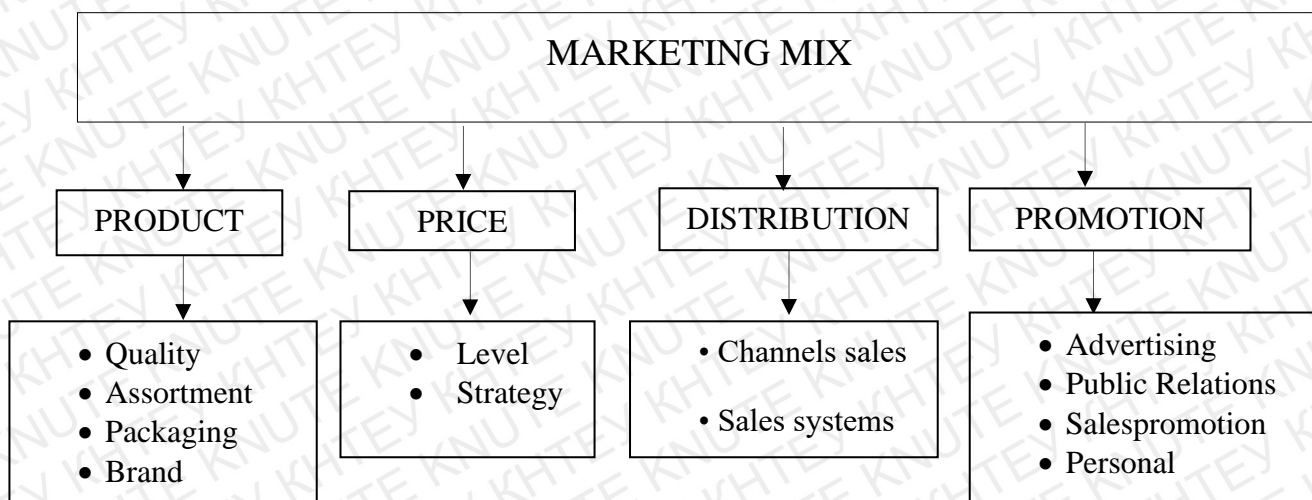


Fig. 1.2. Elements of marketing mix

The product in the mix marketing system is characterized by quality, assortment, packaging and brand. Price as a component is the level and strategy of the enterprise. Distribution is a sales system and sales channels. Promotion is characterized as advertising, public relations, sales promotion, personal. Strategic marketing focuses the company on economic opportunities adapted to its resources and providing potential for

growth and profitability. The objective of strategic marketing is to clarify the company's mission, develop goals, formulate a development strategy and ensure a balanced structure of the company's product portfolio.

The role of the product, as a key element of the marketing strategy, is very clearly traced from the analysis of the traditional understanding of the strategic marketing process as a method of implementing the marketing strategy described by J.-J. Lamben (Fig. 1.3).

Marketing strategy is closely related to determining the composition, elements and goals of the market. Given these characteristics, the main directions are highlighted and basic programs are formed related to the promotion of products. Marketing management, in turn, implies the development of a marketing policy with its subsequent implementation.

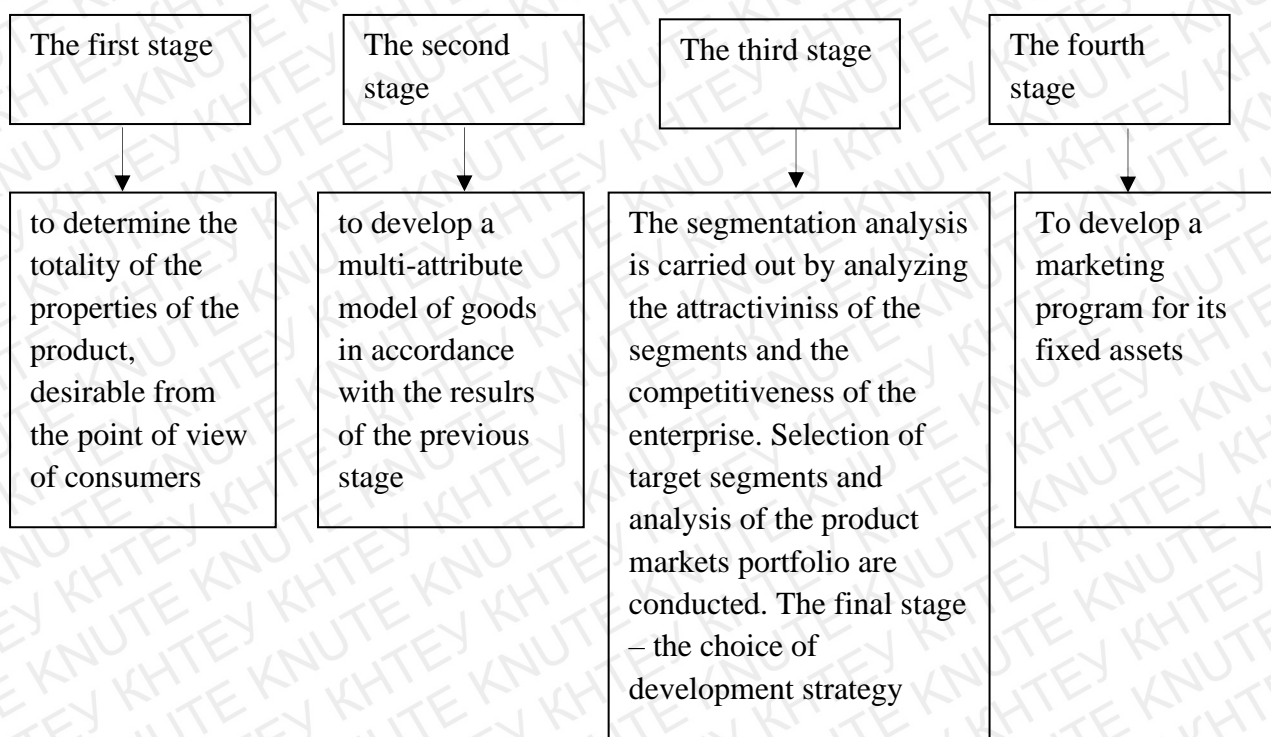


Fig. 1.3. Four stages the marketing strategy described by J.-J. Lamben [15]

Researcher M. Dmitruk when considering the social importance of strategic marketing as a method of marketing strategy, the product is also given the role of the main strategic element as a means of meeting needs.

Accordingly, marketing strategy is seen as an effective way of solving the problem of improving the competitiveness of goods. In the traditional sense, the competitiveness of a product is a decisive factor in the commercial success of an enterprise in a developed competitive market, which means the conformity of the product to market conditions, specific requirements of consumers not only in terms of quality, technical, economic, aesthetic characteristics, but also in terms of commercial and other conditions of its implementation (price, terms of delivery, distribution channels, service, advertising). In addition, an important part of the competitiveness of a product is the level of consumer costs during its operation - the cost of consumption.

All types of products in a particular product category provide the basic consumer benefit in a virtually homogeneous way, because competition and the speed of dissemination of scientific and technological innovations offset the differences in technology. Therefore, in a large number of markets, the choice of the buyer is determined not by the product itself by design or the basic benefit, but by the way in which that benefit is provided, that is, customer satisfaction is provided by the necessary and added attributes. Trademark here serves only as a means of identifying a product, one of its attributes.

The price level is certainly a strategic issue that determines a firm's competitive advantage. However, pricing is a key element in pricing strategy. The same applies to distribution channels, which are elements of marketing systems.

Based on the concept of the product as a central element of the marketing strategy, price is also considered as one of its attributes.

Depending on the specifics of the product, decisions are made regarding the promotion policy: advertising itself, public relations activities, sales promotion and personal sales, which are thoroughly described.

A somewhat different content of the marketing strategy is presented in S. Garkovenko, which contains:

- market segmentation - selection of individual consumer groups;
- choice of target markets - definition of target segments, to which the firm will focus its activity;

- positioning of goods on the market - determining the place of goods among the products of competitors;
- identification of target competitors;
- determination of competitive advantages [15].

The positioning of goods in S. Garkovenko's work was presented within the concept that considers the product as a central element of the marketing strategy. Based on the specifics of the goods are determined by competing products, competitive advantages are evaluated [4].

In general, summarizing the results of the analysis of the available opinions on the content of the marketing strategy of the company, it can be argued that it includes product strategy, pricing strategy, distribution and promotion strategies.

Moreover, the dominant nature is the commodity strategy, and all others act as supporting elements. The main reason for this approach is to consider the product as the main means of meeting the needs of consumers.

The company's product strategy includes defining the consumer characteristics of the product and its positioning in the market, developing an assortment and means of marketing support at different stages of the life cycle.

The pricing strategy is based on the demand for products and the sensitivity of buyers to fluctuations in prices, production costs and sales of products and prices of competitors. The value of the price in the complex marketing is due primarily to the fact that it can bring the value of the product to consumers, to provide economic and psychological perception of the product to potential consumers. It sets rules for when and how to change prices. According to the pricing goals, the marketing service should choose the most effective pricing strategy: single or differentiated change strategy, high or low price strategy, stable or volatile price strategy, preferential or discriminatory pricing strategy, and adjust prices using various discounts and surcharges.

The distribution strategy involves deciding on communication strategies in distribution channels and managing distribution channels.

The promotion strategy includes the main areas of use of the main means of communication, such as advertising, personal sale, sales promotion, public relations

activities, direct marketing. Measures that are part of a promotion strategy should contribute to the achievement of strategic marketing goals [6].

The components listed above should cover the main cause and effect relationships of possible events and decisions that are taken to ensure the effective implementation of the enterprise marketing strategy [21].

The main approach should be to balance the requirements of the external, relative to the hotel, marketing environment, as well as the available and predicted internal capabilities, finding ways to balance it, identifying factors that can affect the necessary changes in the marketing environment.

PART 2

MANAGEMENT OF PRACTICAL ASPECTS OF THE MARKETING STRATEGY OF HOTEL «NUMBER 21», KYIV

2.1. General characteristics of the hotel «NUMBER 21»

Implementing a marketing strategy takes a long time to analyze the hotel's capabilities, the factors that influence the internal and external environment on the effective functioning of the enterprise. Analysis of the implementation of the marketing strategy will be carried out on the example of the hotel «Number 21 by DBI».

Hotel «Number 21» is located in the historical coastal center of Kiev, in the Podil district. The hotel building is an architectural treasure, built in 1830. Nearby are many of the most famous sights of the Ukrainian capital, shops and restaurants [35].

The hotel is the newest brand in the portfolio of DBI Hotels and Resorts. DBI or DB International is a full-service hotel operator offering comprehensive hotel management solutions to small and medium-sized hotel owners in Ukraine and other Central and Eastern European countries. The company is headquartered in Switzerland. DBI Team - Specialists from USA, Switzerland, other European countries and Ukrainians who have already gained experience in hotel business in the USA and Europe. Then the company's plans were to provide management services for private hotels existing in Ukraine and the CIS countries with rooms from 20 rooms.

The hotel with rooms offers stylish design solutions for a comfortable stay. «Number 21» consists of 17 rooms. These are the categories:

- 3 Classic Double room;
- 9 Smart Double room;
- 4 Deluxe room;
- 1 Suite room.

All rooms feature:

- branded bedding;
- brand quality cosmetics;

- comfortable furniture;
- stylish interior design;
- 24/7 the fastest free wi-fi;
- satellite television;
- a wonderful view of the ancient Sagaidachnogo street or the possibility of living in a quiet room overlooking the parking lot;
- the opportunity to enjoy amazing dishes and drinks from the restaurant.

Almost all the most popular destinations in the center of Kiev are within walking distance. Closest landmarks: Poshtova Ploshcha Metro Station (150 m), Saint Andrew's Church (400 m), St. Michael's Golden-Domed Monastery (450 m), Andriyivsky Descent (500 m), Illinsky Business Centre (550 m), Kontraktova Square (600 m), Mikhail Bulgakov Museum (650 m), National University of Kiev-Mohyla Academy (650 m), People's Friendship Arch (750 m).

Hotel «Number 21» is a lifestyle hotel. This is a hotel that is focused on the segment of business people who come for business and work, and tourists who like to be in the center of events, appreciate simplicity, quality and good service.

Most popular landmarks: Saint Sophia Cathedral (1 km), Maidan Nezalezhnosti Metro Station (1.3 km), Khreshchatyk (1.3 km), St. Volodymyr's Cathedral (2 km), Olympic Stadium (2.9 km), Kiev Train Station (3.2 km), Kiev Pechersk Lavra (3.7 km).

Airports: Zhuliany Airport (10 km), Boryspil International Airport (35 km).

The hotel has «The Kitchen 21» - a restaurant of modern Indian cuisine, which offers guests an excellent a-la carte breakfast with selected items on classic European and Ukrainian cuisine. The main menu is a part of authentic and piquant India. The restaurant's calling card is the preparation of dishes using the freshest products brought to order from India. The dishes are varied and to the taste of any guest. Hotel guests can take a unique opportunity to visit this restaurant and feel the unique spirit of Indian dishes, as well as order them in your room.

In order to better understand the target segment of the guests of the hotel «Number 21», below are 2 diagrams. One of them shows the geographical aspect, the second - the purpose of arrival at this hotel.

The traditional tools used to segment hotel clients are based on demographic and hotel usage characteristics. Therefore, according to the data provided by the hotel itself, we show this in Fig. 2.1, 2.2.

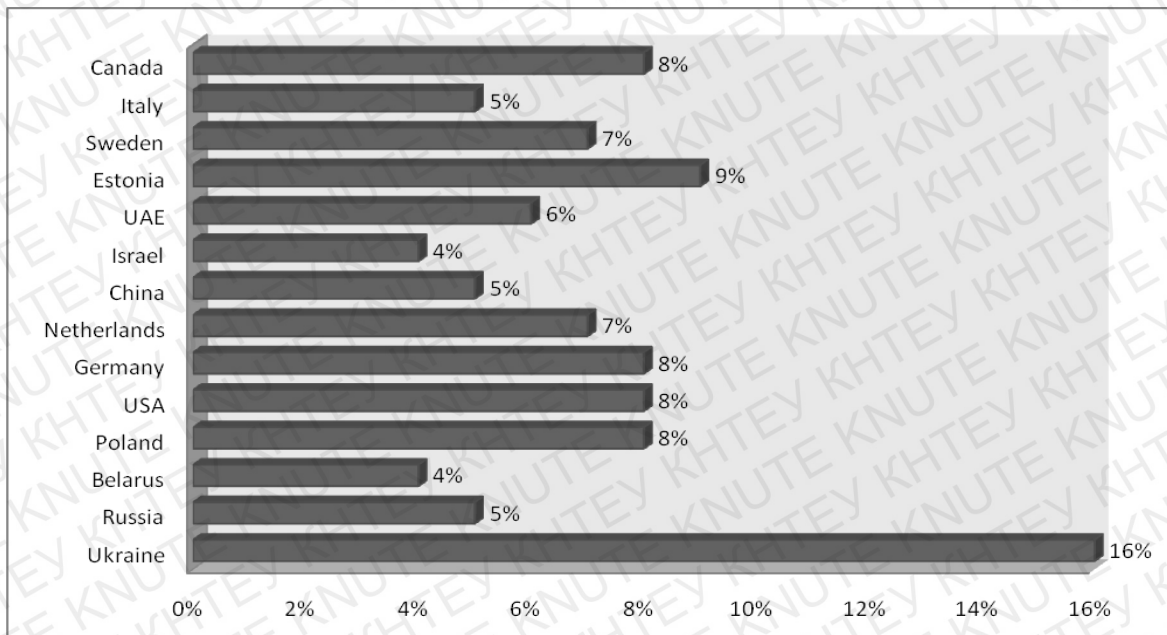


Fig. 2.1. Number of visitors and their citizenship

After analyzing these data, we can conclude that the main segment of guests who arrive at «Number 21» are guests from Ukraine, Estonia, Canada, the USA, Poland and Germany.

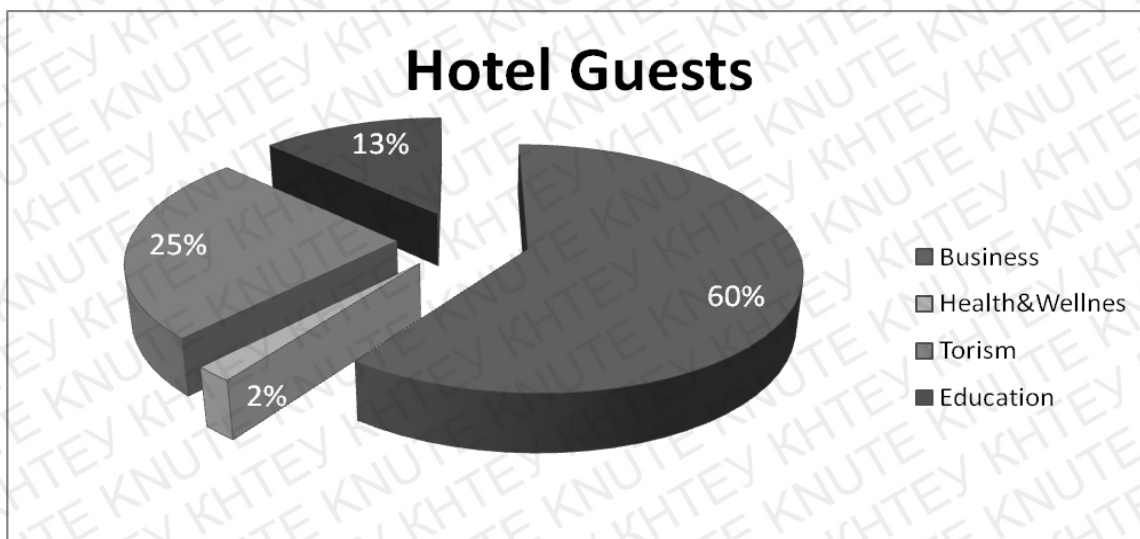


Fig. 2.2. Segmentation of guests according purpose of visiting hotel «Number 21»

After analyzing the purpose of arrival of the hotel guests, we can conclude that the majority are guests who come for business, their part is more than half of all tourists.

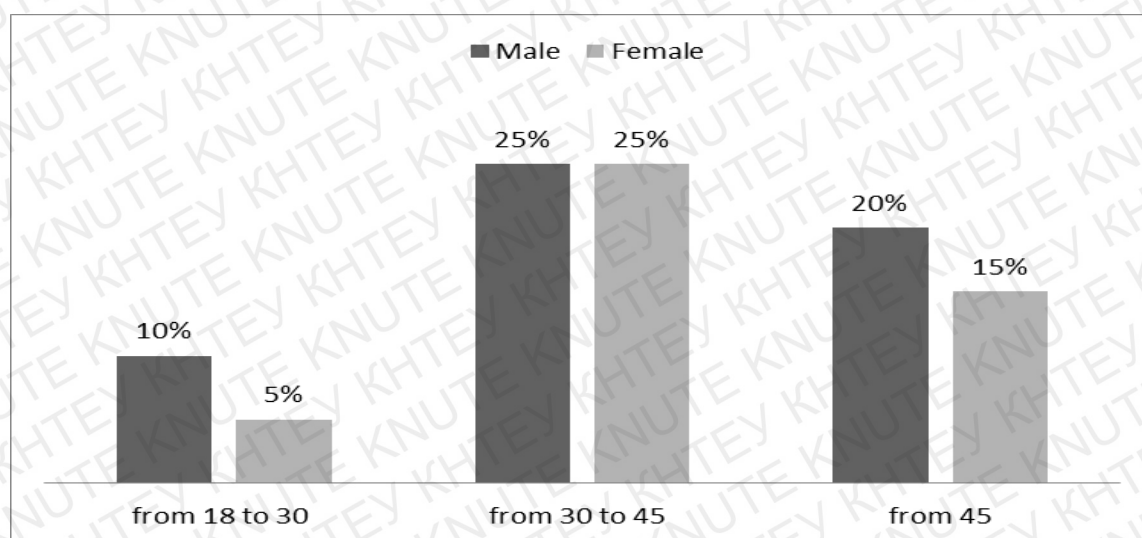


Fig. 2.3. Segmentation of guests by gender and age

According to the research: the typical guest of the hotel «Number 21» - male/female, 31-45 years old, married, with a high income, travels several times per month for business purposes (Fig. 2.3).

Hotel «Number 21» in its activities focuses on analyzing which are of competitors and their activity. The main competitors of the hotel are small 3-4* hotels located in the Podil district.

In «Number 21» the analysis of competitors is carried out by the hotel manager and receptionists, since the hotel does not have many departments. The main competitors are: «Theatre Boutique Apart-Hotel», «Mackintosh Hotel», «BURSA Hotel Kyiv», «Staro Hotel», «Ibis Kyiv City Center», «Podol Plaza» - they are all located in the center of Kiev and compete among themselves because of similar concepts and prices for the services provided.

The main competitors of the hotel are analyzed in the table - an example of comparing prices for accommodation services for the period is given. As we can see, hotel «Number 21» has relatively average prices, but not a single day has been sold out (Appendix B).

For the effective operation of the hotel requires a functional organizational structure. The general method of representing the structure of hotels is an organizational chart; there is a chart of relationships between departments. She demonstrates authority and responsibility [14].

This scheme of the organizational structure of enterprise management indicates the responsibilities and powers of structural units and officials. In the above structure, we can distinguish the following levels of management: the highest governing body is the director - the first manager who is authorized to manage the current activities of the hotel, manage the property of the enterprise, funds, conclude agreements and so on; manager of the hotel and restaurant - keeps track of the activities of the restaurant «The Kitchen 21» and the hotel, monitors the work of the reception and bell fights, draws up reports on the work of the company, makes forecasts about the further development of the company, chief accountant, chief engineer, and maids. The organizational structure of management is shown in the Fig. 2.4.

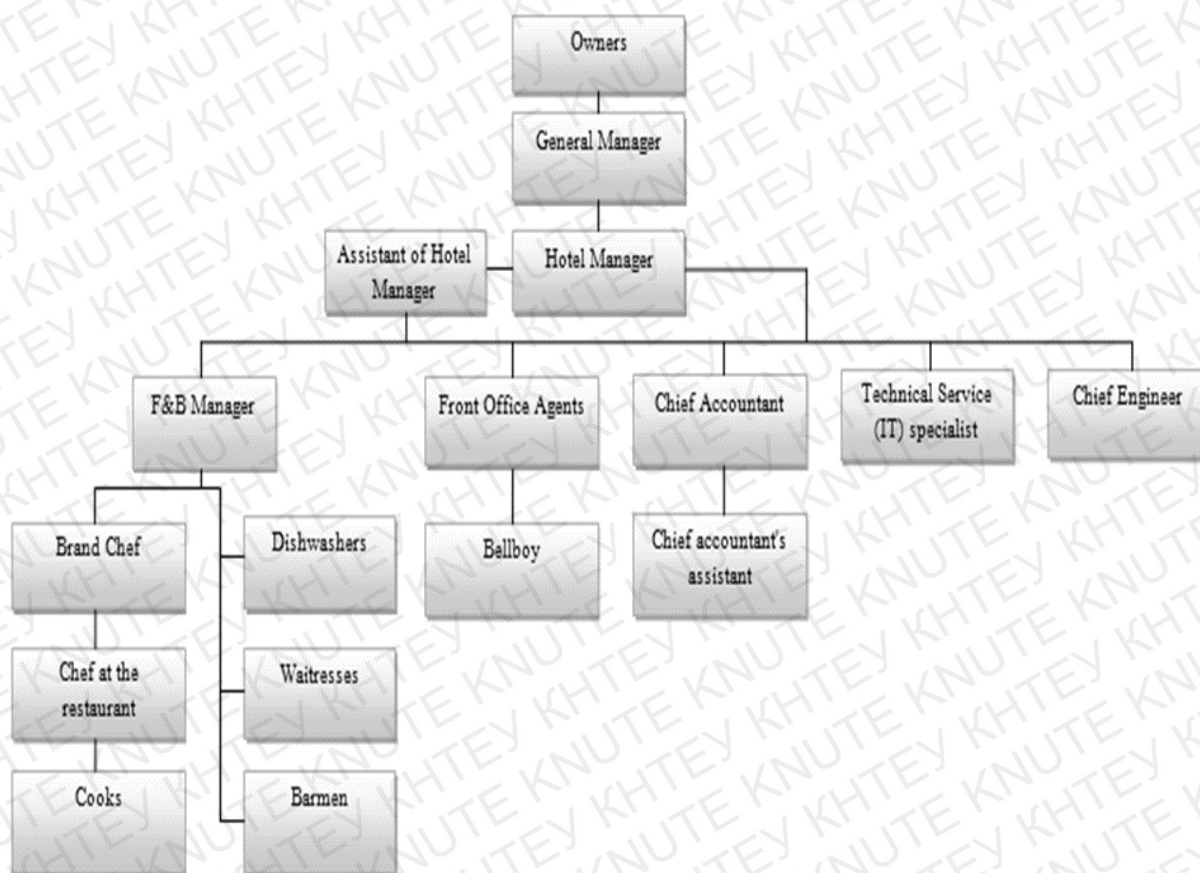


Fig. 2.4. The organizational structure «Number 21»

What is important: the hotel does not have its own CMM-manager, who would be engaged in a good promotion of the hotel. It may not be profitable to hire a full-time specialist, but having such a person is necessary. Since most of the sales and PR take place on the Internet and social networks.

Each of these services makes its own specific contribution and success to the development of the hotel business. In order to provide quality service to clients at the hotel, all services must be closely connected and cooperate with each other.

The hotel does not have many departments and structures, but this is enough for the good work of all employees of the enterprise. Each employee has a job description and certain responsibilities that he must perform. Small hotels, of course, have a much simpler management structure.

In order to understand the financial situation in hotel «Number 21», a financial analysis of the main indicators of the hotel for 2016-2018 was carried out. Rebranding was in 2017, but it is necessary to observe the dynamics of indicators, indicators for this were taken from 2016, when the hotel was called TOV «Impressa».

Table 2.1

Dynamics of financial results of the hotel "Number 21" for 2016-2018, thousand UAH

Indexes	2016	2017	2018	Absolute deviation, +, -		Relative deviation,%	
				2016/ 2017	2017/ 2018	2016/ 2017	2017/ 2018
Cost of sales of products (goods, works, services)	2 999,60	5 210,30	5946,6	2210,7	736,3	73,69	14,13
Other operating income	-	939	2190,2	-	1251,2	-	133,24
Net income (sales) from sales of products (goods, works, services)	4 481,00	5 848,90	9088,4	1367,9	3239,5	30,52	55,38
Other income	1172,7	20,8	-	-1151,9	-	-98,22	-

Financial results from ordinary activities to taxation	2 834,10	1649,2	1634,9	-1184,9	-14,3	-41,8	-0,86
Income tax	-	-	-	-	-	-	-
Net profit (loss)	2 834,10	1649,2	1634,9	-1184,9	-14,3	-41,8	-0,86

Financial report of hotel «Number 21» was prepared and calculated on the basis of the financial statements of the company.

The dynamics of financial results of the enterprise are analyzed. The table 2.1 shows that the highest cost ratio of goods sold (goods, works, services) in 2018 was 9088,4 thousand UAH, when in 2017 it was 5,848.90 thousand UAH. Net income (sales) from sales of products (goods, works, services) was also high during this period.

The hotel had minor losses, and the smallest were in 2018 due to high income, which could partially cover them.

Other incomes, income tax were not fully calculated for unknown reasons.

Other operating income showed good results in 2018 and compared with 2017, they grew by 133,24%.

Table 2.2

Dynamics of liquidity of the Hotel "Number 21" for 2016-2018

Indexes	2016	2017	2018	Absolute deviation, +, -		Relative deviation,%	
				2016/2017	2017/2018	2016/2017	2017/2018
Overall liquidity ratio (coverage)	3,19	4,61	1,9	1,42	-2,71	44,51	-58,78
Quick liquidity ratio	3,13	4,51	1,83	1,38	-2,68	0,44	-0,59
Absolute liquidity ratio	0,03	0,05	0,009	0,02	-0,041	66,66	-0,82

The financial liquidity of hotel «Number 21» was also analyzed. The data in this report are compiled and calculated based on the financial statements of the enterprise. The dynamics of the financial results of the enterprise and the dynamics of its liquidity are analyzed. One of the indicators characterizing the financial condition of an enterprise is its solvency, that is, the ability to pay off its payment obligations in time with cash resources. The need for analysis of balance sheet liquidity arises in market conditions due to increased financial constraints and the need to assess the creditworthiness of an enterprise. Liquidity means the ability to convert assets into cash or receive cash.

Analyzing these data, we can conclude that the liquidity of the hotel has fallen. This could be affected by a decrease in income or other financial factors in the table 2.2.

2.2. Marketing strategy analysis of hotel activity

Hotel «Number 21» is modern and comfortable. The hotel offers its guests amazing service, comfortable, spacious rooms for every taste, an excellent breakfast in your room, professional guest service and much more.

Mission «Number 21» is to «provide exceptional experiences for “exceptional” individuals by «exceptional» individuals. The needs of our guests, associates and owners are in the forefront of everything we do. Through authenticity and innovation, we create exceptional and lasting experiences» [35].

The main criterion for the high quality of the services provided is a clear idea of the guest and what kind of product he wants to receive when he arrives at «Number 21».

It is also important to consider what distribution channels the hotel «Number 21» uses. Proper management of the existing distribution and distribution channels allows the hotel company to carry out its business planning, responsiveness to market changes. The increase in these channels contributes to greater customer attraction and the hotel company has the opportunity to choose those consumer groups that can provide it with maximum income. In other words, with the effective management of sales channels, a

hotel company can work in conditions where it is not the client who chooses the company, but when the hotel stops at the choice of the most beneficial consumers [21].

It is necessary to identify the main distribution channels used by hotel «Number 21»:

1) direct sales through their own reservation center (hotel reception), carried out by administrators;

2) GDS - global distribution systems, the Servio hotel program is used, which is developed taking into account all the needs of the hotel business to help the hotel establish business processes, efficiently spend all available resources, minimize costs, optimize staff work and maximize profits. Servio software is suitable for hotels of any scale and complexity: mini-hotels, small hostels, hotel complexes, chain enterprises, boarding houses, motels and others, combining thousands of hotels around the world. The websites belonging to them (Travelocity, Expedia Group, etc.) should also be included here[20]. This is one of the oldest and most established channels, aimed at working with travel agencies and individual clients;

3) IDS - Internet distribution systems (IDS - Internet Distribution Systems). Currently, there are a sufficient number of hotel companies selling rooms online. Hotel «Number 21» uses such systems as Booking.com, Expedia.com, HRS.com, Hotels.com, Orbitz.com, Hotels24.ua and others. By accessing any of the ADS portals, the guest can independently find the hotel «Number 21», the required type of room for certain dates, reserve real-time accommodation and receive an instant confirmation of booking on his e-mail.

4) own booking portal. The hotel's website in modern conditions can have not only an information component, but also can be a dedicated direct sales channel, but the hotel's website is very poorly designed and it's difficult to make a reservation through it;

5) classic travel agencies, websites and CRS travel agencies that contribute to the occupancy of hotel enterprises.

In 2019, hotel «Number 21» received a rating of 8.5 according to guest ratings for Booking.com and rating 4.0 on the Tripadvisor [34],[36].

The most important indicator in the hotel sector is accommodation - occupancy of the hotel. In order to calculate the hotel occupancy, it is necessary to divide the number of rooms sold by the number of rooms available for the reporting period (the total number of rooms in the hotel minus the rooms set for major repairs).

Number of rooms - the ratio of the total number of seats, rooms in operation, and the number of seats, rooms sold to customers in a given hotel during a certain time interval. The occupancy factor of the hotel is an indicator of the use of hotel rooms and indicates the degree of effectiveness of its work.

To analyze hotel sales with the subsequent preparation of a marketing strategy, it is necessary to analyze the hotel occupancy for 2017-2019 by category of rooms in order to find out which categories sold better and brought more profit, and which are not entirely sold, and, perhaps, for such categories need some changes. For this, a diagram has been compiled that shows the number of rooms by category.

After examining the occupancy of the hotel's room stock by categories for 2017–2019 and analyzing the reasons that influenced this occupancy - in recent years since the hotel was opened in October 2017, the most stable period was in 2018. The average load in that period was 57.4%. The most popular categories were Classic Single and Classic Double rooms. Worse sold Deluxroom and Suite. In December 2018, the Suite category was completely renovated.

In 2019, the situation has changed dramatically. Since March 2019, repair work began, which could not but affect the loading of the number of rooms. The hotel management decided to gradually close the Classic Single and Classic Double rooms and add the Smart Doublecategory.

This was done for several reasons: firstly, the rooms were old and groomed, guests often wrote negative comments in their reviews about this, and secondly, a complete reconstruction of the hotel was planned, starting from the rooms and ending with the lobby.

At the same time, in 2019 the largest occupancy in the hotel was in the category of Deluxe, Suite and Classic Double rooms, and the Classic Single room category has been closed since October 2019. But since June 2019 there has been a gradual

commissioning of Smart Double numbers, and at the moment there are already 6 numbers on sale.

So, we can see that in 2019 the average occupancy of rooms by category is 36.5%, which is not a good indicator, but taking into account repair work and temporarily closed rooms, still a good result.

We can see the download data for the hotel fund by categories of rooms of the hotel «Number 21» for 2017-2019 in fig. 2.5. To clarify: the data was taken from November 2017 to November 2019.

Indicator «occupancy» is important for analysis. The impact on it is provided by most hotel services: marketing, booking, sales channels. Hotel`s occupancy consists of new and regular guests.

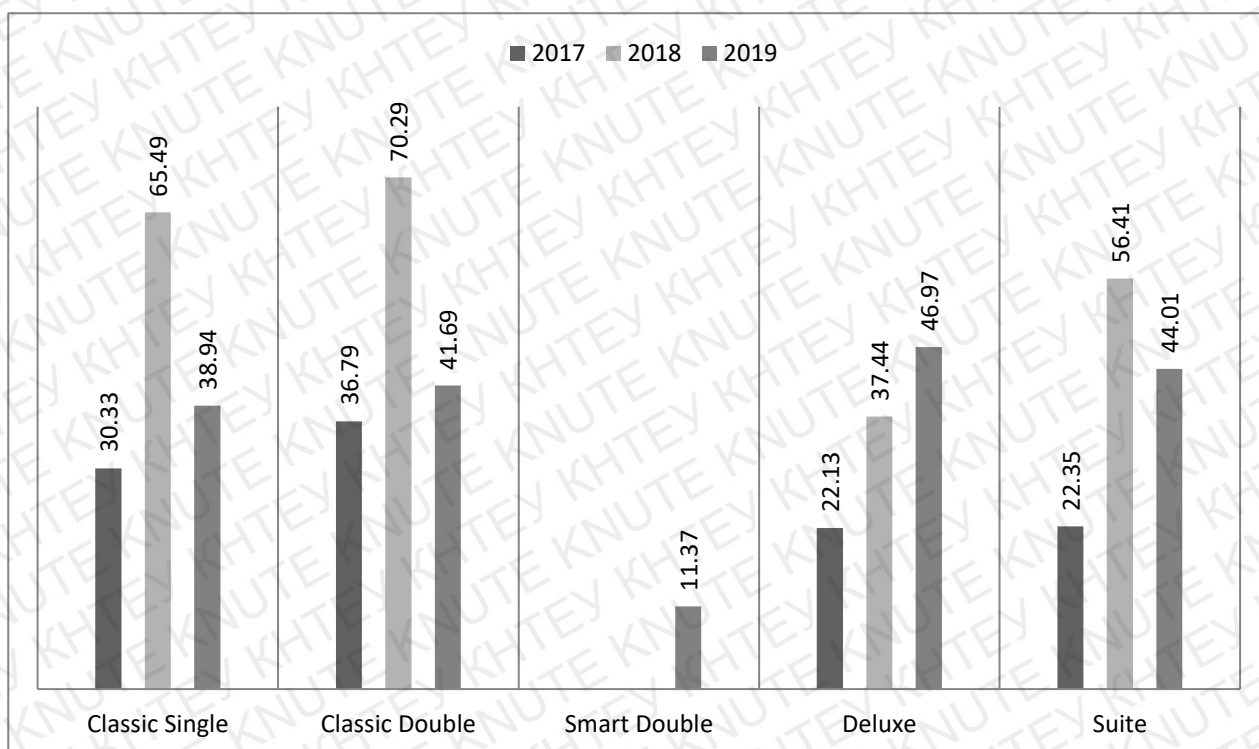


Fig. 2.5. Dynamics of hotel occupancy by categories of room stock «Number 21» in the period 2017-2019

For an effective assessment of the activity of hotel «Number 21», it is necessary to calculate the main and most important indicators of the financial and economic

activity of the hotel business. We take the data for 2017-2019 for calculations dynamics of financial results and dynamics of liquidity of the «Number 21» hotel for 2016-2018, thousand UAH. We need these indicators to analyze the hotel and create an effective marketing strategy in the future.

Table 2.3

Performance data for hotel «Number 21»

Indicator	2017	2018	2019	Absolute deviation 2018/2017	Absolute deviation 2019/2018	Relative deviation,% 2018/2017	Relative deviation,% 2019/2018
Room Revenue	778 989,86	10 997 418,5	6 534 602,47	-10 218 428,6	-4 462 816,03	1411,7	59,4
RevPAR	705,81	1585,17	1126,40	879,36	-458,77	224,58	71,05
RevPAC	4401,07	4896,44	4391,53	495,37	-504,791	111,25	89,68
Occupancy (OCC) (%)	33,88	63,27	51,62	29,39	-11,65	186,75	81,59
TSPH	5500	5700	5800	200	100	103,64	101,75
Double Occupancy (guest)	2	3	2	1	-1	150	66,6
Rooms Sold	3296,7	4428	4175,2	1131,3	- 252,8	134,32	94,29
OR occupancy factor (%)	54	72	68	18	-4	133,33	94,44
TRevPaR	127,59	1788,19	1064,26	1660,6	- 723,93	14,01	59,51

After analyzing the income of the hotel, it is necessary to draw some conclusions on the main indicators.

The room revenue from hotel «Number 21» are analyzed above. Realizing that the average indicators for the hotel have become lower and the income from the rooms has also decreased. Analyzing these data, we understand that the most profitable year was in 2018.

RevPAR – is the revenue from an available rooms. Method of calculation: Occupancy (OCC)*ADR. This indicator has a negative trend, as evidenced by the hotel's revenue. Revenue decreased compared to the same period last year or the room of the fund increased compared to the same period.

RevPAC - is the average revenue per guest. Method of calculation: Total Revenue/N guests. The value of RevPAC depends on the ability of the hotel manager to sell additional services. Favorably to sell numbers to the maximum. However, do not forget that the more the room is loaded, the higher the cost of the hotel and the wear of the room. Analyzing the data, it is clear that the highest rate was in 2018.

Occupancy (OCC) (%) – is a percentage of occupancy. Method of calculation Rooms Sold/Rooms Available. According to this table, we can conclude that the highest load was in 2018 and amounted to 63.23%, which is a pretty good result of the activity.

In 2019, the hotel was renovated, so some of the rooms were closed for sale. Therefore, the download was lower.

TSPH – is the average revenue per employee. Method of calculation: Average attracted funds.

Double Occupancy - The average number of guests per room. Method of calculation: Number of guests / number of occupied rooms. This indicator shows the average number of people who live in a hotel room.

Rooms Sold – is the number of rooms sold. Method of calculation: Rooms Available*OR.

OR occupancy factor. Method of calculation: planned numbers/offered rooms*100%. Room occupancy rates can be useful for studying hotel development trends. By analyzing the load of rooms, the growth and demand for rooms are estimated.

TRevPaR - is a performance metric in the hotel industry. TRevPAR is calculated by dividing the total net revenues of a property by the total available rooms Method of calculation: Total Revenue/ Rooms Available. TRevPAR is the preferred metric for accountants and hotel owners because it effectively determines the overall financial performance of a property, while RevPAR only takes into account revenue from rooms. TRevPAR is useful for hotels where rooms are not necessarily the largest component of the business.

This suggests that «Number 21» has an ineffective pricing policy, since the income from the enterprise as a whole could be much higher. An analysis should be made of the changes in room prices (Appendix C). But here it is worth noting that the RevPAC indicator suggests that sometimes it is worth lowering the price of a room in favor of a high load, since an empty room fund will not bring money to the hotel and benefit from this situation too. It is much more profitable to lower the price of a room and thus sell more rooms. But here it is worth being careful, as when operating a room, the hotel receives not only income, but also room wear.

Nevertheless, in general, the complete optimization of the hotel and the achievement of the perfect combination of distribution channels (Fig. 2.6) revolves around maximizing the profitability of the hotel business. If profits remain the same or even decline, it may be time to adjust your marketing strategies.

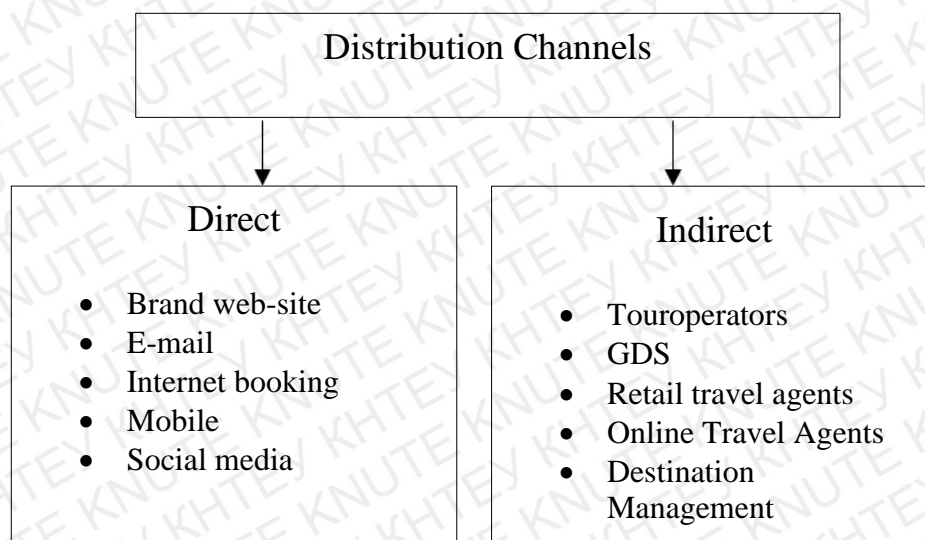


Fig. 2.6. Direct and indirect distribution channels

Knowing where your potential customers search for information and being visible in those places/channels is key to driving sales.

There are 2 main channels: 1) direct - both online and offline: primarily your website, but also phone and walk-in business. 2) indirect - both online and offline: online tour operators (OTAs including comparator sites), tour operators, travel agents, group organisers and other travel websites.

OTA is used by millions of travelers to search for and book accommodations. This is a popular way for travelers to see many hotel options in one place, compare them and find the best deals. At the moment, the hotel pays too much commission for Booking.com and Expedia, while it could earn many times more if at least 80% of all reservations were through the hotel's website or reception.

In order for a hotel to have high ratings, it is very important to quickly improve your website so that it occupies higher positions in search engines, increases traffic on social networks and converts better when travelers visit it. It is important that the content is fresh, the images are of high quality, and the pages are informative.

The booking mechanism of hotel «Number 21» must be configured so that the reservation can be made in a couple of clicks, additional materials and service packages can be easily purchased.

2.3. Analysis of alternatives and the choice of strategy

Marketing activity in the hotel business, as the most important function in the hotel business industry, must ensure the constant, stable, competitive functioning and development of one or another subject of the marketing system in the hotel business market, taking into account the state of the enterprise's internal and external environment. In this sense, marketing activity involves conducting comprehensive marketing research and based on them - creating a strategy and program of events used to ensure the economic efficiency of the hotel business and increase the degree of satisfaction of the needs of the end consumer-tourist. The marketing strategy of the hotel business is the formation of goals, achieving them and solving the problems of the

hotel business for each individual hotel-business product, for each individual market for a certain period.

After analyzing the influence of the marketing strategy on the functional state of the hotel, it can be argued that the right marketing strategy helps to create a positive image of the hotel, resist the attacks of competitors and all kinds of external influences. There are three approaches that a hotel can use to achieve marketing goals:

- an undifferentiated marketing strategy;
- strategy for differential marketing;
- concentrated marketing strategy.

Undifferentiated marketing strategy. The identified differences between consumers are not taken into account. The emphasis is on factors that unite hotel guests, and not on what distinguishes them. It is planned to create a product focused on the satisfaction of most customers. Using this approach, the hotel saves on additional training for staff, advertising, marketing research. But, in addition to the plus, in economy there is a big minus in the form of high competition from other hotels. It is difficult to create a hotel product that, without various modifications, could satisfy the needs of all, or at least most consumers.

To apply an undifferentiated marketing strategy:

- with the same type of product produced by a hotel company;
- if consumers of hotel services are similar in their needs;
- in case of novelty of the project.

It is used at the stage of product launch on the market. But in the next stages you need to use a differentiated marketing strategy.

Differential marketing strategy. The hotel focuses its efforts on several market segments. In this case, the hotel individually develops its product and its marketing strategy for each segment. The undoubted advantage of this strategy is that it allows the hotel to sell its product to a large number of consumers, thereby increasing sales, and, consequently, income. There is also a minus, consisting in the fact that the hotel is forced to develop several marketing strategies, conduct research on several markets, and this requires additional cash costs as opposed to an undifferentiated approach. With this

approach, the hotel is forced to endure fierce competition, as it has a small share of influence in each of the selected markets. And in order to stay afloat in such a competition, the hotel must have enough resources of all kinds.

Concentrated marketing strategy. In this case, the hotel management chooses one, but, in his opinion, the most promising market segment and concentrates all efforts on its development, trying to cover the largest possible market share through an in-depth study of the needs of this particular segment. If the marketing policy is correct, and the selected segment is large enough and promising, then the hotel can make big profits. It is advisable to apply a concentrated strategy with limited resources, since in this case, resources are spent exclusively to meet the needs of one group of consumers, rather than being dispersed throughout the market. This strategy is usually used by small or medium-sized hotels (three to four star). They are characterized by limited resources and functioning in conditions of fierce competition. Due to the deliberate improvement of the quality of service of an individual group with proper marketing, the hotel can compete even with its major competitors. A significant disadvantage of this strategy is the dependence of the hotel on market dynamics [5].

In my opinion, these days the key to successful business is well-designed and thought-out marketing innovative programs. Qualified hotel management in order to succeed must constantly try to find and offer customers more and more new types of services that are absent from competitors.

The fact that for the development of the hotel business of hotel «Number 21» we need to introduce new services is indicated by the following factors:

- short product life cycle. All products and services become irrelevant over time, since they no longer satisfy needs, and demand for them falls, so there should be a constant analysis of what services are currently in trend;
- competitive fight. If a hotel has any interesting novelty, then its rating will certainly rise, while its competitors, who have nothing new, will drop;
- consumer tastes. The tastes of guests are constantly changing. They are quickly saturated with available services and they want something new;

- market volatility. The market is constantly changing under the influence of various reasons (political, economic, technological). In order to remain competitive, the hotel must have time to adapt to various market changes.

Analysis of the hotel shows that the company is actively using an undifferentiated marketing strategy, which negatively affects the recognition and popularity of the hotel among different segments of tourists and its competitiveness among other hotels. The marketing strategy is not aimed at exploring a specific, perhaps the most influential segment of tourists. Hotel services are created for any person, they are more universal. There is no particular approach to any groups of tourists.

As a result of the analysis of the external and internal environment of the hotel, the conclusion suggests itself: in order to increase competitiveness, the enterprise needs to focus its efforts on improving the existing situation. Therefore, among the proposed alternatives, we will focus on concentrated growth strategies.

PART 3

DIRECTIONS FOR IMPROVING THE MARKETING STRATEGY OF HOTEL «NUMBER 21 BY DBI», KYIV

3.1. Evaluation of marketing alternatives and strategy development

Strategic marketing plays an important role in the development of hotel strategies. Strategy development is carried out by the hotel. It is necessary to evaluate alternative hotel options and choose the best to achieve your goals in the shortest possible time.

The marketing strategy determines in which markets to work, with which consumer, commodity, price and communication policy. Marketing strategy is an essential functional part of the overall strategy of the enterprise and serves as a guiding and integrating role in the complex efforts of the enterprise in the market.

Accordingly, the marketing strategy is considered as an effective means of solving the problem of improving the competitiveness of the hotel. In the traditional sense, the competitiveness of the hotel business is a decisive factor in the commercial success of an enterprise in a developed competitive market, which means that the hotel product is in compliance with market conditions and the specific requirements of consumers of these services. In addition, an important part of the competitiveness of a hotel product is the level of cost to the consumer during its operation - the cost of hotel accommodation.

The price level is definitely a strategic issue that determines the competitive advantage of a hotel. However, pricing is a key element in pricing strategy. That is why it is so important to properly inflate hotel pricing in order to have an edge over your competitors.

The problems with developing an effective strategy at hotel «Number 21» are mainly related to organizational shortcomings in developing a strategy. This is influenced by the fact that the organizational structure of the hotel has many shortcomings, such as: a large turnover of staff, uncertainty in the distribution of

responsibilities between hotel employees, lack of special education for employees and the absence of special training courses, etc.

The analysis of the hotel (a clearly expressed low and high season of hotel guests visiting, unprofessional pricing) indicates that the most important functions of strategic marketing are absent, the formation of a marketing strategy is not systemic.

In this final qualifying paper showing the concept of a marketing mix, which is the main element of any business strategy using the example of hotel «Number 21».

The model is simple and universal in use, and is a checklist for the productive development of the product (in our case, it is the provision of hotel services for guests) of a company on the market. It is because of its simplicity that anyone can use the mix marketing model - even a person who is not a specialist in marketing.

Initially, the marketing mix consisted of four elements (4P), subsequently became more complex and as a result went over to the marketing mix 5P and 7P. In this paper, we will consider all three models of the marketing mix, analyze in detail each element of the modern marketing mix (according to Kotler) and give recommendations on how to use the model in practice in the work of hotel «Number 21» in Fig. 3.1.

The “Product” element answers the question “What does the market or target audience need?”, the “Price” element helps to determine the cost of goods sale and assess the level of sales profitability, the “Place of sale” element helps to build the correct distribution model (or delivery of goods to the final consumer) , and the “Promotion” element answers the question “How will information about the company's product be distributed on the market?”

5P (4P’s + People) appeared in connection with the development of relations marketing and simplification of interaction between people

7P (5P’s + Process + Physical Evidence) appeared in connection with the development of the service market and the complexity of the B2B market.

The elements of the 4P marketing mix (Product + Price + Place + Promotional) in Fig. 3.1 represent the basic marketing mix: necessary for developing the company's marketing strategy.



Fig. 3.1. Evolution of marketing-mix concept (4P, 5P, 7P)

The product is what the company offers the market and the consumer. A product can be either a physical product or a service. A product is the first thing that starts work on a marketing mix. A successful product is always built on understanding and satisfying the important needs of the target market.

Decisions that should be reflected in the marketing strategy at the level of "product": 1) symbolism of the brand: name «Number 21», the style is designed in black; 2) the functionality of the product - the rooms that opened after the repair - are more comfortable and have a variety of new products; 3) the required level of product quality is partially - low level (old rooms without repair) and partially high (rooms with repair); 4) appearance of the product - bright spacious rooms, seasoned style; 5) variability or product range (3 categories of rooms of different levels of comfort); 6) support and level of service (room service 24/7).

Price is an important element of the marketing mix; it is responsible for the final profit from the sale of services. The price is determined on the basis of the perceived

value of the hotel guest's services, the cost of the product, the prices of competitors and the desired rate of return [8].

Solutions that may be reflected in the marketing strategy at the "price" level:

1) it provides a different price level for different parts of the sales chain, for intermediaries (for example, discounts on the number of reserved rooms, bonuses for large companies, etc.);

2) availability of seasonal discounts or promotions;

3) policy regarding promotional events (terms and conditions of discounts, maximum and minimum levels of discounts, frequency of promotional events, etc.).

Point of sale ensures product availability for the target market. The hotel has a superb location and makes it stand out from the competition.

In the context of the marketing mix, promotion refers to all marketing communications that allow you to draw consumer attention to the services of this particular hotel, to generate knowledge about the services and key characteristics of the number of rooms, and to form the need for a second visit to the hotel.

Such marketing communications as advertising include: search engine optimization, PR, website promotion and improvement, direct marketing, and others.

Solutions that may be reflected in the marketing strategy at the level of "promotion":

1) target values of knowledge, consumption and brand loyalty among the target audience;

2) participation in specialized events and shows;

3) communication channels through which it is planned to contact the consumer;

4) geography of communication;

5) PR strategy and event marketing;

6) brand media strategy;

7) promotion events throughout the year and sales promotions.

The term appeared in connection with the development of relationship marketing and service marketing.

The term “People” means people who are able to influence the perception of your product in the eyes of the target market: employees representing your company and services hotel consumers who are “opinion leaders”.

This term also includes important consumer groups - loyal consumers and VIP-clients generating an important sales volume for the company.

The importance of these people is due to the fact that they can have a significant impact on the perception of your product in the eyes of the target consumer.

Therefore, in a marketing strategy it is very important to reflect: 1) programs aimed at the formation of motivation, the development of the necessary skills and competencies of the company staff; 2) methods of working with “opinion leaders” and other persons who can influence the opinion of consumers; 3) programs for loyal customers and VIP clients; 4) loyalty programs and educational programs for sales staff; 5) feedback collection methods [7].

Based on the above elements of the marketing mix, a table (Fig. 3.2.) was created and a marketing complex was developed for hotel «Number 21». This table shows the identifiers, the goals that the hotel sets for itself, the current status, the plan for updating the actual data and the possibility of approaching the goals.

P's	Goal NUMBER 21	Fact	Corrective measures	Priority
Product	leadership in the provision of accommodation services	a lot of similar hotels with similar services and room stock, and about the same pricing policy - no personality	repair rooms, come up with an individual authentic concept of each room	№1
Place	the location is excellent, no problems	the hotel is located in the center of old Kiev - Podil, near all the main attractions	the hotel is located in the center of old Kiev - Podil, near all the main attractions	№3
Price	highest prices for high level of service; guests are satisfied with the quality of the services provided and are willing to pay 15-20% percent more	the prices do not correspond to the state of the number of rooms, as a fact - guests overpay and are dissatisfied with the service	establish pricing that will correspond to the level of services provided and be a competitor to other hotels	№2
Promotion	Leadership among hotels in its price segment; high brand awareness	lack of brand recognition «Number 21» - poor hotel marketing work	brand promotion through various advertising, the Internet, events, etc.	№2
Other P's People	the best staff with multilingual skills, impeccable communication skills	insufficiently professional and trained personnel		№2

Fig. 3.2. Complex marketing mix for the successful development of hotel «Number 21»

The guests of «Number 21» can be divided into two categories: business tourists and leisure tourists. The majority of the guests are travelling on business, though.

It is important to understand that these two categories of travelers need 2 different approaches to social media marketing strategies. When the hotel does business with leisure travelers it is called B2C, a Business-to-Consumer in e-commerce. And when the hotel mostly deals with business tourists, which means that all agreements are made with the companies that pay for those travelers, it is called B2B, Business-to-Business in e-commerce.

The approaches to B2B and B2C differ from one another because their target audience is different. While B2C plays on the emotional aspects of the consumers, B2B focuses on projecting an image of market leaders by using infographics, statistics, and other measurable data to prove the point.

When working with B2C and B2B social media marketing strategies it is very important to keep in mind differences in their usage. With the wide variety of social channels available to marketers nowadays, it's important to note the most effective channels for B2B and B2C. For the B2C, those are:

- Facebook. The gold standard for B2C social media marketing; it was the first social channel and remains a staple of any effective B2C social media strategy. Facebook, for B2C, is an amazing tool for community engagement, customer support, and promotion.

- Twitter. Twitter is one of the only “open” social networks. This means that any tweet you create can be seen by anyone. However, it is important to understand how to make sure your tweets are getting the most visibility possible. Make sure to research hashtags, come up with creative campaigns, and engage with well known people in your field. Don't forget to engage with your community on a regular basis as well!

- Instagram. Visual content is an incredibly effective tool for B2C marketers. Instagram, as a social network focused on pictures, can be used to give a personal face to your company. Take pictures in the office and post them on a regular basis. Selfies are always a good choice.

- Youtube. Video content is one of the best ways to capture your audience's attention. Creating fun videos is something all B2C marketers should focus on. While production value is important, there certainly is value to a less polished video – it gives your company more personality.

While for B2B the most appropriate social networks are: LinkedIn, Twitter and Facebook. However, LinkedIn stands out as the absolute most important. Discussion Groups, in particular, should be leveraged as much as possible for not only engagement, but content distribution. Make sure that when distributing content through groups, you are not coming off as too promotional.

3.2 Implementation of marketing strategy

Analysis of the activities of the hotel «Number 21» involves the implementation of the following alternatives of intensive growth, based on the traditional understanding of the strategic marketing process as a method of implementing a marketing strategy described by J.-J. Lamben (page 16).

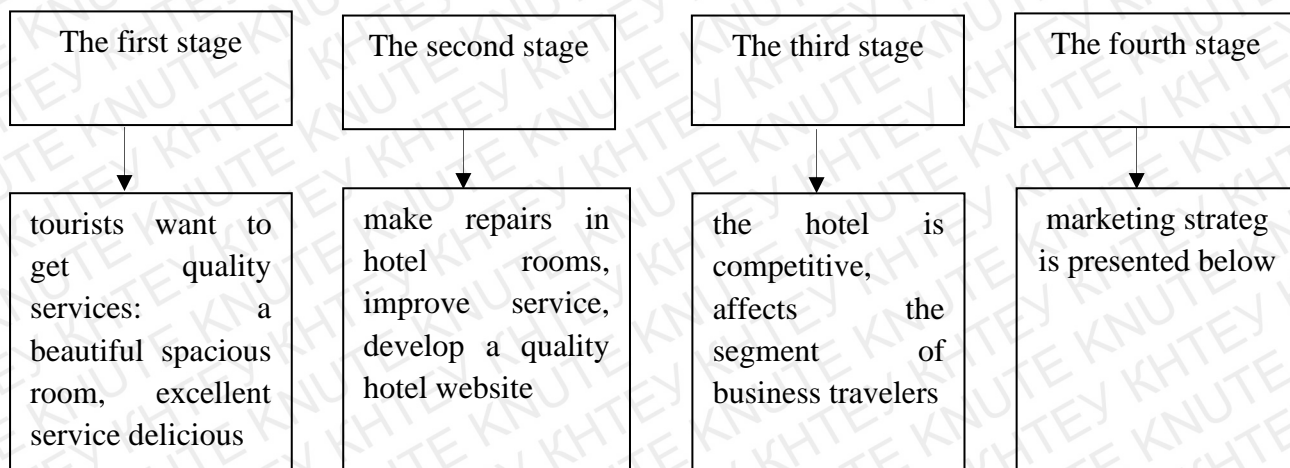


Fig. 3.3. Implementation of a marketing strategy in hotel «Number 21»

To achieve the goals of the hotel, creating high competitiveness and a successful marketing strategy, it is proposed to use the strategy “follow the leader”.

The development of a “follow the leader” strategy is based primarily on a study of the prices of a market leader company. However, the price of their own services deviates from the prices of the leader due to the difference in the quality of goods. Companies adopting a leader-following strategy are enterprises with a small market share that choose an adaptive line of behavior in the market and realize their place in it.

The main advantage of such a strategy is the saving of financial resources associated with the need to expand the market, continuous innovation, and the costs of maintaining a dominant position.

For the effective implementation of this strategy, companies must satisfy the following basic conditions:

- a systematic analysis of market segmentation in order to identify new or poorly served market segments;
- focus on profitability, and not on simple growth in sales;
- remain small enough not to be interesting enough for leading firms;
- a strong leader, capable of not only formulating a strategy, but also keeping all the company's activities under its own control.

Given that only a few companies can be market leaders, this strategy is the most massive.

As the leader for hotel «Number 21», Bursa Hotel has been identified, which has an incredible concept of providing relaxation for its guests, good service. The strategy of following the market leader is based on setting prices in the price range of the market leader or at the mid-market level, which avoids price competition.

How the strategy should work:

- hotel «Number 21» does not have its own marketer, so it is recommended that we use the services of a marketer from Ramada Encore;
- approximately every month a marketer will conduct training for reception staff: how to increase the recognition of the hotel, how to increase ratings on booking sites, how to conduct social networks on behalf of the hotel, how to communicate with guests, etc;

- receptionists should be engaged in marketing research, as they have a lot of free time between work;
- the main advantage for the hotel is the lack of costs for staff training and motivating trainings for the development of skills.

Table 3.1

Marketing strategy development plan

Strategy Program	Executors	Lead time	Advantage
1. Monitoring competitor prices on Booking.com	Reception	Every week	Systematic assessment of the hotel market
2. Analysis reviews on booking sites	Reception	Every week	Systematic assessment of the hotel market
3. Training from a marketer for training in marketing and hotel PR	Reception and marketer from Ramada Encore	Every month	Improve skills in marketing and advertising of the enterprise
4. Reporting on the success of developing and promoting a marketing strategy	Reception	Every week	Analysis of the enterprise and making decisions and further actions
5. Analysis of the strengths and weaknesses of the hotel and the competitor, suggestions for improvement	Reception and marketer from Ramada Encore	Every month	Development of a successful marketing strategy with access to a higher level of service

This program should influence the development of the hotel's marketing strategy through the common efforts of employees.

In conjunction with the plan, it is necessary to assess the profitability areas of the hotel and study the event calendar of the area. The event calendar of the area is

compiled for a year taking into account the events occurring at the location of the hotel (holding exhibitions, annual conferences, holidays, etc.), and affects its occupancy. It is the calendar that reflects the high and low seasonality for this hotel. After analyzing the event calendar and evaluating the dynamics of changes in hotel loading in the past, you can think over the necessary measures to increase the load, which will positively affect the hotel's marketing strategy.

An example of a program of exhibitions and conferences until the end of 2019 that can be used for a marketing strategy.

Table 3.2

Events for guests of the capital for the period November-December 2019

Event title	Dates	Location
Jeweler Expo Ukraine 2019	28.11-01.12.2019	IEC Kiev - International Exhibition Center
Blackfest Ukrainian Coffee Show 2019	09.11. - 30.11.2019	CEC "Parkovy"
Creative Chefs Summit 2019	30.11.2019	CEC "Parkovy"
Kyiv Invest Meetup 2019	12.12.2019	UNIT.City

By analyzing the planned events, the hotel can successfully organize accommodation for many guests on special rates.

The marketing strategy of hotel «Number 21» should be aimed at promoting the hotel on the Internet and social networks, as well as developing a loyalty program for guests. To do this, add additional services to the assortment.

The hotel's marketing strategy can be improved and specific areas of marketing strategy implementation that may be applied in the near future:

1. Creation of a new modern website for the hotel, with an interesting design, the possibility of easy and quick booking.

2. Creation of the mobile application «NUMBER 21 by DBI», with:

- completely new approach to choosing a room, where each number will be unique and have its own name, there will be a list of additional services that the guest will be able to receive upon arrival: Smart Double room is an updated stylish double room with a large bed and comfortable furniture, Deluxe room is a superior room with a large bed, authentic design, Suite room is a luxury room with an unrivaled design and stylish interior.

- the opportunity to participate in the loyalty program, where points will be awarded for each stay, which can later be used. Also, there will be access to the menu of «The Kitchen 21» restaurant, where the guest can easily place an order for delivery of food to the room.

- special attention to aromas. The guest will be able to immediately choose the aroma when booking a room through an application that he would like to feel with his room: “What is closer to you - the smell of cinnamon in the morning or the thick aroma of Indian incense? Your room will smell exactly the way you like it” (example phrase). Great service for people with a delicate sense of smell.

3. «Leave your things in Number 21!» - a service for business guests who travel frequently and it will be convenient for them to leave their things for storage at the hotel until their next arrival. Guests will be motivated to come to the hotel again, because they are remembered and their things are kept for their next arrival.

Marketing strategy includes determining the direction of the hotel for the upcoming planning period. This involves analyzing the hotel's income and its operating environment in order to identify new business opportunities that the company could potentially use to gain a competitive advantage.

To implement the project to improve the marketing strategy, it is necessary to submit a project for the development of this strategy at hotel «Number 21» and calculate the necessary indicators.

Table 3.3

Valuation of investments required for the project

Name of investments	Costs, UAH
New site development	25000
Mobile app development	75000
Hotel staff training:	
training materials	2 000
visiting marketing seminars	10 000
TOTAL	102 000

Thus, the value of investments will be 102 000 UAH.

Based on preliminary assessments was compiled the table 3.4 and was defined a fixed cost per year.

Table 3.4

Valuation of fixed costs per year required for the project

Name of investments	Amount	Sum, UAH
Salary fund		
administrator	4	30 000
marketer	1	5 000
	TOTAL	35 000

Define the fixed costs per year by multiplying it on 12 months and the fixed costs per year will be 420 000 UAH.

The development strategy of the site and mobile application is designed to increase sales, especially for the Smart Double category. At the moment, the occupancy in this category in 2019 was 11.37% (fig. 2.5, page 35), which is a rather low indicator. This is affected by the novelty of the category and repair work, since not all rooms are still open. It is assumed that with the development of these products for the hotel it is possible to increase the load of Smart Double rooms by about 25%. In this case, the load will be 36.37%. For correct calculations, the hotel's income from the Smart Double room category for the year is determined.

$$\text{Income} = \text{OCC Smart Double} * \text{number of rooms} * \text{room rate} * 365 \quad (3.1)$$

$$\text{Income} = 0.25 * 17 * 2999 * 365 \text{ days} = 4\,652\,198,75 \text{ UAH}$$

It is determined that the total annual income for the Smart Double category number will be 4 652 198.75. Thus, the amount of the project cost will be determined as follows:

$$\text{Sum of the cost} = \text{investments} + \text{fixed costs} \quad (3.2)$$

$$\text{Sum of the cost} = 102000 + 35000 = 137\,000 \text{ UAH}$$

To calculate the net profit (NP) of the project we can take away sum of the cost from total income:

$$\text{NP} = \text{Income} - \text{Costs} \quad (3.3)$$

$$\text{NP} = 4\,652\,198,75 - 163\,000 = 4\,399\,198,75 \text{ UAH}$$

Return on Investment (ROI) is now determined. ROI measures the return on investment relative to the value of the investment. To calculate the return on investment, the profit (or income) from the investment is divided by the value of the investment, and the result is expressed as a percentage or ratio. (ratio of net profit to total investment value)

$$\text{ROI} = \text{Net profit} / \text{Cost of Investment} \quad (3.4)$$

$$\text{ROI} = 4\,652\,198,75 / 137\,000 = 33.96$$

Now it is possible to calculate the payback period (PP). The payback period is the length of time required to recover the cost of an investment. The payback period of a given investment or project is an important determinant of whether to undertake the position or project, as longer payback periods are typically not desirable for investment positions.

$$\text{PP} = \text{Cost of Investments} / \text{Net profit} \quad (3.5)$$

$$\text{PP} = 137\,000 / 4\,652\,198,75 = 0.03$$

To assess the effectiveness of the project, it is assumed that the capacity of the hotel rooms will not change for 5 years.

In this case, we can calculate the net income from the project for 5 years (the effect of the project).

$$\text{NR} = \sum \text{NP} \quad (3.6)$$

$$\text{NR} = 5 * 4\,652\,198,75 = 23\,260\,993,8 \text{ UAH}$$

After analyzing all the calculations, we can say that this project will be attractive for investment and implementation of the hotel number 21. The payback period of this project will be only 0.03 years. The return on investment is also 33.96%. These indicators will have a positive impact on the hotel and bring profit to their investors.

CONCLUSIONS AND PROPOSALS

The development of a market economy in Ukraine has led to the rapid growth of dynamism and market differentiation. New customer requests, new markets, new products appear. A marketing strategy should certainly respond to these changes. The competitiveness of enterprises and their sustainable development are largely determined by the effectiveness of their chosen marketing strategy.

Marketing strategy determines which markets to work with, which consumer, product, price and communication policies. Marketing strategy is an important functional part of the overall strategy of the enterprise and plays a leading and integrating role in the integrated efforts of the enterprise in the market.

That is why it is so important to create a marketing strategy for the «Number 21» hotel in order to differ from your competitors and have great appeal.

Summing up the analysis and assessment of the competitiveness of the hotel «Number 21», we can draw the following conclusions. The hotel positions itself as a hotel lifestyle, rejects "stars" and is one of the leaders in the mini-hotel market. It has many competitors, as it is located in the business and historical center of the capital. This is a 3-storey building with 17 rooms of standard and high level of comfort, a restaurant of modern Indian cuisine «Kitchen 21».

The hotel is mainly aimed at middle-income or high-income guests, which is defined as a "business segment". An analysis of the external environment showed that the main competitors of the enterprise under study are: Ibis Kievsky Railway Station, BURSA Hotel Kiev, Podol Plaza, Staro Hotel, Boutique Apart-Hotel Theater, Macintosh Hotel, which offer a similar set of services.

To increase the competitiveness of hotel «Number 21», it is necessary to introduce new types of services for guests, introduce a policy of active promotion of the hotel through advertising, create a website, conduct ongoing marketing research to keep abreast of all the news in the hotel business market, and be in the top.

As a result of the analysis of the external and internal environment of the hotel, the conclusion suggests itself: in order to increase competitiveness, the enterprise needs

to focus its efforts on improving the existing situation. Therefore, among the proposed alternatives, we will focus on concentrated growth strategies.

There is also the opportunity to concentrate and choose the “follow the leader” strategy, which involves analyzing the activities of a competitor hotel, its pricing and innovations, as well as rationally approaching the choice of the marketing strategy of your hotel in terms of the hotel reception and their marketing analysis.

The hotel has its own unique segment of regular tourists - business tourists. The marketing strategy should be aimed, first of all, at such tourists, at the organization of such accommodation, so that it would be convenient to work, negotiate, relax and be impressed - each guest felt at home even at work in lifestyle hotel «Number 21».

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APPENDICES

**Kyiv National University of Trade and Economics
Hotel and Restaurant Business Department
Tourism and Recreation Department**

***HOTEL RESTAURANT
AND TOURISM BUSINESS:
FOCUS ON INTERNATIONAL TRENDS***

**Articles of master programs students
Specialty 073 «Management»
(specialization «Hotel and Restaurant Management»,
«Tourism & Resort-Recreational Management»),
241 «Hotel and Restaurant Business»
(specialization «International Hotel Business»),
242 «Tourism» (specialization «International
Tourism Business»)**

Kyiv 2019

KRECHYK O. REPUTATION MANAGEMENT IN THE HOTEL	146
KYRYLENKO A. THEORETICAL ASPECTS OF CUSTOMER LOYALTY	150
LYSENKO V. MODERN TRENDS IN EXPANSION PROCESSES OF LEADING HOTEL CHAINS	156
LYTVYNIUK K. INTERNET MARKETING IN THE HOTEL BUSINESS	159
MAKHINICH O. MODERN APPROACHES TO SALES MANAGEMENT DEFINITION IN HOSPITALITY INDUSTRY	163
MASIUK V. THE FEATURES OF THE WORLD MARKET OF HOTEL SERVICES IN MODERN CONDITIONS	169
SAVCHENKO O. THE VALUE OF RELATIONSHIP MARKETING IN THE HOTEL INDUSTRY	174
SERHEIKO M. MARKETING STRATEGY FOR THE DEVELOPMENT OF THE HOTEL BUSINESS	179
UKOLOVA I. ECONOMIC STRATEGIES FOR RESTAURANT BUSINESS	183
VYSOTSKA I. SOCIAL MEDIA AND HOSPITALITY MARKETING	187

Formation of marketing strategies – one of the most important and complex stages of the marketing process. Carrying out marketing analyzes for further development of goals, working out of strategies, leads to the best results. This is a rather complicated thing in the conditions of constant change of factors of external and internal marketing environment, accumulation and consideration of data of all results on the activities of the enterprise, it is important to conduct on a dynamic basis. Compliance with the basic requirements for marketing analysis (accuracy, consistency, systemic execution) allows you to have the necessary information at any time of the time to control or correct the marketing strategy [1].

Marketing strategy – the basis of the enterprise's activities in specific market conditions, which determines the ways of marketing to expand the target markets and achieve effective results.

Marketing strategy – marketing activities of the company for the sustainable promotion of their products to the market, including the definition of objectives, analysis, marketing planning, monitoring.

Marketing strategy – rational, logical construction, guided by which organizational unit expects to solve its marketing tasks. It includes specific strategies for target markets, marketing mix, and marketing costs.

In modern conditions, every enterprise in the hotel industry is interested in the effective management of its marketing activities. In particular, he needs to know how to analyze market opportunities, select the necessary target markets, develop an effective marketing mix and successfully manage the marketing efforts. Thus, the essence of strategic marketing is the search for solutions aimed at satisfying the needs of consumers and gaining advantages over them from competitors through special market measures [2].

One of the convenient tools for comparing the capabilities of a hotel company and its main competitors is the construction of a «polygon of competitiveness» (multi-vector positioning, perceptual maps, positional schemes) can be used by auditors to illustrate the company's product competitiveness.

To do this, in the selected axes of the coordinates that characterize the indicators of competitiveness, the positions of competing brands are put. It is a graphical representation of the assessments of the state of the enterprise and competitors in the most important areas of activity, which are depicted in the form of axes and vectors. The number of axes should be equal to the number of selected criteria. A certain scale of measurements is used (often in the form of scores). The value of the criteria increases as the distance from the center of the coordinates. At points for each enterprise, a broken line is formed, which forms a polygon. At points for each enterprise, a broken line is formed, which forms a polygon.

The most competitive are enterprises that occupy a significant share in the rapidly growing market.

The following matrices can be used to assess the competitiveness of a hotel company:

- matrix «Market Attractiveness / Competitiveness» (model GE / Mc Kinsey);
- matrix «Industry Attractiveness / Competitiveness» (Shell / DPM model);
- matrix «Market Development Stage / Competitive Position» (Hofer / Schendel model);
- matrix «Product Lifecycle Stage / Competitive Position» (ADL / LC model), etc.

The matrix methods of competitiveness enable to investigate the dynamics of the development of competition processes in the hotel business and allow to provide a high representativeness of the assessment. A disadvantage is the excessive simplicity of the method and the impossibility of analyzing the causes of what is happening, which complicates the development of managerial decisions.

Among the calculation methods for assessing the competitiveness of hotels, the rank method, the method of difference and benchmarking occupy a defining place.

Table 1

Types of marketing strategies for the matrix «McKinsey»

The attractiveness of the market	Competitiveness		
	High	Medium	Low
High	<i>Strategy for position protection:</i> concentration of attention on maintenance of competitive advantages, large investments, expansion of production	<i>Development strategy:</i> strengthening of weak positions search for areas where it is possible to find leading positions, definition of competitive advantages	<i>Selective development strategy:</i> specialization in limited privileges, searching for ways to overcome weak positions, elimination
Medium	<i>Development strategy:</i> investing in the most desirable segments, increase in profit through economies of scale	<i>Selective development strategy:</i> finding ways to gain competitive advantage Investing in those segments where profitability is high and the risk is small	<i>Crop strategy:</i> search for opportunities to increase market share without high risk, decrease in investment
Low	<i>Selective development strategy:</i> protection of the market share concentration on attractive segments, short-term prospects	<i>Crop strategy:</i> short-term prospects minimal investment	<i>Elimination strategy:</i> termination of investment exclusion from production in case of damage to the zone

This matrix was developed by McKinsey for General Electric, and therefore has the double name «McKinsey-General Electric.» The basis of the matrix are two factors: the attractiveness of the market and the competitiveness of the strategic economic unit.

The matrix JE, or the matrix of McKinsey, is used to assess the attractiveness of individual HPAs on the basis of two coordinates: the X axis characterizes the competitiveness of the AGS in the industry, the U axis – the attractiveness of the industry. Each of these coordinates is determined taking into account several parameters [4].

Conclusion. Formation of marketing strategies – one of the most important and complex stages of the marketing process. Marketing strategy – the basis of the enterprise's activities in specific market conditions, which determines the ways of marketing to expand the target markets and achieve effective results.

The marketing strategy is the implementation of a set of dominant principles, specific marketing goals for a long period of time, and appropriate decisions on the selection and aggregation of tools and tools for organizing and implementing market-oriented business activities.

The main purpose of the marketing strategy is to reconcile the marketing goals of the firm with its capabilities, requirements of consumers, to use the weak positions of competitors and their competitive advantages.

The marketing strategy is subject to the corporate strategy of the firm. Form-based strategy is one of the administrative documents that can be presented in the form of charts, tables, descriptions, etc. Content strategy – a set of actions to achieve the goals of the organization.

Complicated business conditions, changes in technology and technologies, growing consumer demands make businesses use marketing strategies to effectively fight in today's complex business world.

Effective hotel marketing means potential guests and customers alike will be impacted by your brand wherever and however they choose to research, plan, and book their trip.

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ECONOMIC STRATEGIES FOR RESTAURANT BUSINESS

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У науковій статті визначено сутність поняття «економічні стратегії». Розглянуто особливості та сутність класифікації і впровадження економічних стратегій в індустрії ресторанного бізнесу. Запропоновано та обґрунтовано заходи щодо застосування необхідних економічних стратегій на підприємстві ресторанного господарства.

Ключові слова: стратегія, економічна стратегія, стратегічний менеджмент, впровадження стратегії, економічний аналіз.

The scientific article defines the concept essence of «economic strategies». The features, classification essence and implementation of economic strategies in the restaurant industry are considered. Proposed and justified measures to apply the necessary economic strategies for enterprise restaurant management.

Keywords: strategy, economic strategy, strategic management, strategy implementation, economic analysis.

The purpose of the article. Nowadays at the time of globalization and digitalization processes which change the way companies run their business it is very important to create and follow right economic strategy, because it could be the main factor of success or organizational failure, making great outstanding profitable business or formation of abortive and non-lucrative company. The main purpose of this article is to explore and mark types of economic strategies, how they could influence company's efficiency, profitability and productivity, how to form the right necessary strategy and implement it for certain organization.

The relevance of the article. Implementation of economics strategies is considered to be one of the most vital activities of any organization, since it encompasses the organization's entire scope of strategic decision-making. Through the strategic management process, it allows the organization to formulate sets of decisions, actions and measures – collectively known as strategies – that are subsequently implemented in order to achieve organizational goals and objectives. Economic strategies are a set of rules for making decisions that a firm or an enterprise is guided by in its activities.

The analysis of previous publications. The topic of economic strategies and its implementation is quite popular and at the top of current interests through modern specialists from scientific fields and moreover very actual for entrepreneurs or businessmen. That is why there are

Appendix B

	<i>Price, USD</i>						
	18.11.19	19.11.19	20.11.19	21.11.19	22.11.19	23.11.19	24.11.19
Number 21	100	100	100	122	100	110	87
Staro Hotel	139	152	152	sold out	sold out	104	104
Ibis Kyiv City Center	77	77	77	77	68	68	68
Podol Plaza	135	112	112	112	112	112	112
BURSA Hotel Kyiv	146	146	176	166	166	sold out	156
Theatre Boutique Apart-Hotel	45	53	53	53	94	94	45
Mackintosh Hotel	78	118	118	102	78	78	78

RATE CARD • Number 21**20.05.2019 – 31.12.2019**

RoomType	Dailyprice, UAH*	
	Workdayrate	Weekendrate
Classic Single	2139	1829
Classic Double	2449	2139
Smart Double	2999	2689
Deluxe King / Twin	3379	3069
Suite	4929	4619

Prices include VAT (20%) and exclude breakfast (300 UAH). City tax is paid additionally and makes up 16,69 UAH per person per night (for residents) and 41,73 UAH per person per night (for non-residents). During high pick of occupancy as well as city and state wide events, the hotel remains the right to reconsider rates only for these periods.

Day Use Rate**

Room Type	Dailyprice, UAH
Classic Double	1500,00
Deluxe	2550,00

Day Use Rate is for daily accommodation for the time period – from 06:00 till 18:00, departure the same day.