

Kyiv National University of Trade and Economics
Hotel and Restaurant Business Department

FINAL QUALIFYING PAPER

on the topic:

**«CORPORATE SYSTEM OF HOTEL SERVICES
PROMOTION BY RADISSON BLU»**

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_____ Iryna I. Vysotska

Scientific adviser

Candidate of Sciences
(Economics), Associate Professor
of hotel and restaurant business
department

_____ Maria V. Kulyk

Head of educational
and professional program

Doctor of Sciences (Economics),
Professor

_____ Margarita H. Boyko

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Business Department
Professor Marharita H. Boyko
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TASK
For a final qualifying paper

Iryna I Vysotska

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The object of research is theoretical, methodological and practical aspect of economic strategy in restaurant business.

The subject of research is implementation of services promotion in corporate system of the hotel chain «Radisson Blu», Kyiv.

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

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PART 1. THEORETICAL FOUNDATIONS OF IMPLEMENTATION OF CORPORATE SYSTEM OF SERVICES PROMOTION IN HOTEL BUSINESS

1.1. Analytic literature review of corporate system of services promotion in hotel business

1.2. Methodological approaches of corporate system of services promotion in hotel business

PART 2 PRACTICAL ASPECTS OF CORPORATE SYSTEM OF SERVICES PROMOTION IN HOTEL «RADISSON BLU», KYIV

2.1. Organizational and economic assessment of Radisson Blu Hotel Kyiv

2.2. Competitor analysis of Radisson Blu Hotel Kyiv

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3.1. Propositions for improvement of corporate system of services promotion in a hotel chain

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6. Time schedule of the paper:

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8. Scientific adviser of the final qualifying paper _____

Mariia V. Kulyk

9. Manager of the educational program _____

Margarita H. Boyko

10. The task received by the student _____

Iryna I Vysotska

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

Student Iryna Vysotska performed the final qualifying paper in a due time according to the schedule. According to content, structure and design the performed work meets the requirement. Final qualifying paper performed the actual theme. In the first chapter the theoretical position dedicated to theoretical and methodological based of definition of hotel services, their promotion and corporate system, approaches to assessment and diversification of marketing strategies for service promotion.

In the second chapter of final qualifying paper practical aspects of the principles of corporate system of service promotion in hotel “Radisson Blu Hotel Kyiv” and global hotel chain were analyzed. The competitors in the market were explored.

The third chapter is dedicated to the developing and improving corporate system of service promotion in the “Radisson Blu” hotel chain. The purpose of the final qualifying paper was achieved and scientific tasks which were put met the execution. The work is recommended for the defense in the examination committee.

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

12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student _Iryna_I_Vysotska

can be admitted to defence in the Examination Board.

Manager of the educational program _____ Margarita H. Boyko

Head of the Department _____ Margarita H. Boyko

_____, _____, 2019

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INTRODUCTION

Nowadays our life is full of different products and services to choose from and the hospitality business is not an exception. Moreover tourism industry grows and expands rapidly fast compare to some years later. That gave the push to some structural changes in the hospitality business environment that now requires the development of a new approach that adequately takes into account the current features and trends of economic and marketing conditions on the basis of worlds integration.

There are certain economic prerequisites that determine the role of corporate system of service promotion in the hospitality business:

- Increasing competition in the market, which leads to the development of strategic potential, the formation of unique competencies and high competitive advantages through organizational and economic interaction of hospitality subjects?

- Active emergence of new prospects and strategic approaches for the functioning of subjects in the market in terms of ensuring the dynamism of functioning and potential profitability taking into account globalization and internationalization of business, which requires the development of innovative models and hospitality management systems in the area of consolidation of business processes, diversification of activities, expansion of regional boundaries of hotels; establishment of productive and strategic partnerships with suppliers, consumers, contact audiences, authorities;

- Rapid transformational changes in the economic environment require the operational consideration of hospitality business by external trends by introducing and further complementary development of new organizational and managerial structures, forms and methods of doing business and partnership and integrated functioning of organizations, which will help to find ways to optimize the management of integrated structures and develop efficient mechanisms of joint development of internal business processes, consolidated formation and use last one tangible and intangible assets, the formation of the advantages of the integrated

marketing, introduction of integrated information and communications technology, quality management systems.

Purpose of research. To analyze and develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions for implementation of corporate system of services promotion in hotel business based on the study of new conceptual framework and methodological approaches to improve the assessment of the development of services promotion in hotel business.

Achieving the goal of work involves solving the following tasks:

- To define the role of corporate system of service promotion in hotel business;
- To consider the organizational mechanism of service promotion of hotel business in Ukraine and on the international market;
- To characterize the features of assessing the effectiveness of the mechanism of services promotion of the hotel chains in the international market;
- Give a general description of the hotel "Radisson Blu Hotel Kyiv";
- To consider the positioning of the hotel "Radisson Blu Hotel Kyiv " in the domestic and international hospitality market;
- Carry out a strategy analysis and assessment of "Radisson Blu" service promotion on the international market;
- To substantiate the directions of development of the program of corporate system of service promotion of the hotel " Radisson Blu" to the international market.

The object of research is theoretical, methodological and practical aspect of economic strategy in restaurant business.

The subject of research is implementation of services promotion in corporate system of the hotel chain «Radisson Blu».

Methods of research. Different methods and techniques of scientific research are used in this work: statistical observations - for establishing the dynamics of individual indicators, analysis and synthesis - for structuring approaches to

classification, comparison, grouping, typing - for comparative analysis of indicators of the development of a hotel enterprise - in order to study the peculiarities of formation franchising development strategies, expert estimation techniques, mathematical methods. In order to identify the hotel development trends and systematize the information received, computer processing techniques implemented using application packages are used.

Scientific innovation. The question of the theory and practice, including the meaning of hotel service, their importance and promotion in the national and international market is devoted to works by both domestic and foreign scholars such as Boiko M, Bruhn M., Chibili M., Fan L., Strashynska L.V, Walker J.R. and others like that. Paying due weight the scientific works of these authors, it is worth noting the lack of information about international hotel operators' strategies for corporate system of service promotion determines the need for more detailed information find out this problem.

Practical value. The results of analysis of hotel "Radisson Blu Hotel Kyiv" and proposals for the whole hotel chain can be used in the practice of hotel, especially global hotel chains like Radisson Blu. The results of research were published in Scientific Journal "International Hotel Business and Tourism" (Appendix A)

PART 1

THEORETICAL FOUNDATIONS OF IMPLEMENTATION OF CORPORATE SYSTEM OF SERVICES PROMOTION IN HOTEL BUSINESS

1.1. Analytic literature review of corporate system of services promotion in hotel business

Before starting to consider hotel services, it is necessary to define the concept of “service”, as well as highlight the characteristics that all services have.

According to the definition of the famous American marketing specialist F. Kotler, “a service is any event or benefit that one side can offer the other, and which are mostly intangible” [20, p. 26]. The production of a service may or may not be associated with a product in its material form.

We can also describe service as an practical labor activity, the result of which is expressed in the satisfaction of any human needs. The peculiarity of the service lies in the fact that it can be presented in real form, or in the process of functioning of living labor.

Bruhn and Georgi noted that a service is nothing more than “the special use value that labor delivers, not only as a thing, but as an activity” [4, p. 170].

An expanded definition of the concept of “service” can be formulated as follows: “a service should be considered as part of non-productive or material-production activity, which lies in the beneficial effect in the provision of material services, including production of goods and its repair, or is to satisfy non-productive personal needs of the population” [6, p. 54].

The reasons that confuse the unified definition of services and their features include the large number and variety of services and subjects to which they are directed. Often the purchasing of goods is accompanied by related services, and almost every purchase of services is accompanied by related goods. The service is a flexible facility, the boundaries of which can vary depending on the desires of the service provider and / or consumer.

The list of features inherent in services should be summarized (Table 1.1.).

Table 1.1

A list of characteristics of services and tasks of managing the development of the market for services [4, p. 21]

Services prominent quality	List of service features	Tasks of managing the development of the market for services
Intangibility	<ul style="list-style-type: none"> • sales of services and their consumption are separated in space and time; • high uncertainty at the moment of purchasing services; • quality assessment occurs after consumption of services 	<ul style="list-style-type: none"> • implementation of a competent information policy; • promotion of services using modern marketing methods; • formation of a positive image of a service company
Inconstancy of quality	<ul style="list-style-type: none"> • the complexity of services creates difficulties in the quality control of all its components; • the level of service and quality creates the prerequisites for re-accessing the services of an enterprise in service industry; • individual approach to the consumer of services 	<ul style="list-style-type: none"> • executing the control over enterprises and organizations which provide services; • development of relevant standards for the provision of services and enterprises.
Nonconservable	<ul style="list-style-type: none"> • the service can't be stored and should be always consumed at the time of production; • seasonal fluctuations influence on the functioning of the market; • arising of difficulties with the efficient time use in seasonal peaks. 	<ul style="list-style-type: none"> • development of service sector development programs; • capacity planning and forecasting of service enterprises
Inseparability from production	<ul style="list-style-type: none"> • stationary consumption of services, their relation to the manufacturer; • the consumer is a participant in the service delivery process; high customer requirements for the professionalism of the personnel of the service industry enterprise 	<ul style="list-style-type: none"> • identification, development and conservation of resources as the main element of a market management system; • development of modern infrastructure; • training of qualified personnel

According to the presented table, which is based on the features and specifics of services, as well as management tasks, we can conclude that coordination work is necessary to optimize the interests of all parties involved in market development. First of all this is related to the integral and complex nature

of the market itself, which influence on the management and its development as well as designates a circle of existing problems to be solved from the point of view of stimulating and developing the service sector.

Consequently, Table 1 presents the characteristics of services that determine the need to study not only the external and internal environment, but also the system of interaction with consumers of services (guests). The main attention must be paid to the formation of high quality services, as it is formed (confirmed) in the process of providing services and largely depends on the behavior and professionalism of personnel, their compliance with service standards, procedures and technologies for the provision of services, etc.

Main characters of service industries are mainly determined by the features of the provision: the presence of an individual customer; the local nature of the service production; various technological processes; seasonal nature of services; combination of production and sale of services; quality of service; urgency of services and their non-interchangeability [4, p. 24]x .

According to the National Law, Hotel service - actions (operations) of the enterprise to accommodate the consumer by providing a number (place) for temporary residence at the hotel, as well as other activities related to accommodation and temporary residence. The hotel service consists of the basic and additional services provided to the consumer according to the hotel category [21].

While talking about hotel services we should keep in mind their distinctive characteristics, which coordinate to some extent with tourist services and services in general. At the same time they have their own specifics. The most important specific features of hotel services are the following [22, p. 66]:

1. Late production and consumption processes. Such common characteristic as simultaneously and inextricable connection between production and consumption processes can't be fully implemented. Some hotel services are not related to presence of particular guest. For example, cleaning and preparing a number of rooms for sale does not

coincide in place and time with the moment of their sale and guest's check-in.

2. Limited storage capacity. Hotel services cannot be saved for further sale. If the hotel room isn't sold for the current day, it means downtime. In this case, all losses and lost profits shall belong to either the hotelier or the tour operator who has booked the block of rooms and refused from this whole block or part thereof due to various circumstances.
3. Urgent nature of hotel services. The specifics of the hotel businesses are that customer service must happen quickly. This factor is most significant when choosing a hotel. The timing of a different hotel services is measured even in seconds.
4. Wide participation of personnel in the production process. An important feature of hotel services is the widespread involvement of people in the production process. The human factor and its significant influence leads to variability in the quality of services, their uniqueness even within the same enterprise. In this regard, service standards have been developed and improved - a set of mandatory customer service rules that are designed to guarantee high level of quality of all operations performed.
5. Existing of standards that define the level of customer service and evaluation the activities of the operation staff of the hotel. Such criteria, for example, may include the following: time of answering a call to receive some information or make a reservation; time of check-in / check-out; time spent on providing a specific service; appearance and presence of uniform; knowledge of foreign languages by personnel.
6. Seasonality of demand for hotel services. The hotel services market is characterized by fluctuations in demand depending on the time of year, as most tourists relax in the summer months as well as days of

the week - business tourists are accommodated in a hotel on weekdays, which greatly influences the hotel load.

7. The hotel service is produced and consumed in one place - the place of service (hotel), and the guest becomes part of the distribution system. The guest comes into contact with the service staff at the restaurant, at the reception desk, in the room, therefore, the hotel must ensure the successful contact of staff with the customer. At the same time the guest is obliged to observe the rules of accommodation and to follow the accepted norms of behavior in public places.

An important feature of the hotel service is its inability to store and accumulate. It is also impossible to exceed the natural capacity of the room fund when accepting applications and settling, while uninhabited rooms and places objectively lead to the loss of beds. Thus, the hotel service is an organized interaction between the guest and the hotel staff, which continuously affects the guest throughout its duration. This product exists only during the stay of the guest, and during this time there is a constant dialogue between the guest and the hotel, it is impossible to program or create some standard or algorithm of service. Therefore, the hotel service in each case is individual in nature [2, p. 106].

Specificity of the hotel business poses certain requirements for the formation of management and marketing technologies of influence on the consumer and is conditioned by [6]:

- multifunctional and cross-sectoral nature of business processes and socio-economic relations in the services market;
- complexity of consumer decision making regarding the acquisition of hotel services in an information-rich hotel services market;
- subjective consumer preferences for choosing a hotel enterprises;
- diversity of supply in the hotel services market in quantitative (increasing supply of additional services) and qualitative (diversifying service structure) ratio.

Taking into account all risks and possible losses which are associated with running business in the hospitality industry, encourage interested individuals to

search for new ways of attracting consumers and providing flexible organization of their activities. In order to meet diverse needs of potential consumers the subject of hotel business should be follow trends and technologies, implement them and look after its positively influence on customer choice.

The researcher of the theory of loyalty F. Michaels, proposing a model of management based on loyalty, identified its main dominants [23, p. 128-150]:

- loyalty makes economic sense. Achieving a steady pace growth and the planned level of profitability of sales is impossible without the segment of regular (loyal) consumers, which should be considered as a stable source of income;
- the phenomenon of loyalty is seen as the totality of loyalty of consumers, staff and other stakeholders. These are interrelated aspects, since the corporate strategy should be oriented towards finding a compromise between the interests of the main contractors;
- loyalty is a factor in competitiveness. The low level of loyalty in the business environment reduces the efficiency of economic activity by 25-50%, the increase in the number of consumers - by 5%, the increase in profit - by 25-100%;
- The basis of loyalty formation is consumer confidence, as a basis which has the social responsibility of the enterprise.

Service promotion and marketing activities are very similar to each other and can't exist separately. That is explained by marketing in hospitality to be market management concept that is aimed at total customer satisfaction while experiencing hotel services. Strashynska described the main goal of hospitality sales and marketing activities in 4 alternative variants [28, p.18]

- Increasing the level of consuming the hotel services;
- Reaching the maximum result of guests' satisfaction;
- Providing the widest range of hotel services assortment;
- The highest quality of services provided to guests.

Those points are highly important and effective in hospitality business but it should be more specific and precise when considering the main objectives for corporate system of sales.

The complex of marketing is defined as the set of initiated and controlled marketing tools that are used together to obtain the desired response of the target market [27]. In other words, the marketing complex includes everything you can do at a hotel to influence the demand for basic and additional hotel services. These numerous possibilities are divided into four groups of variables: product (service), price, pushing, distribution (Fig. 1.1.).

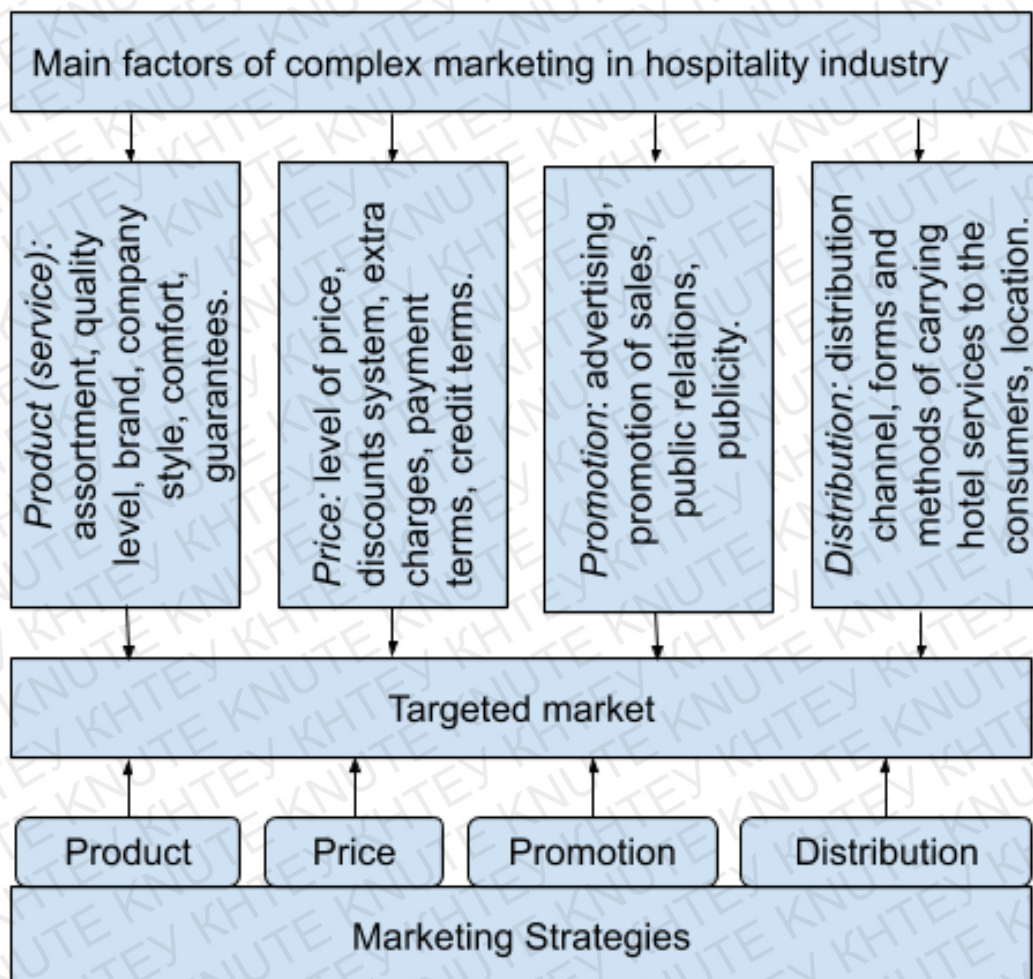


Figure 1.1. Common directions for implementing marketing concepts in hotel business

All hotels are competing strategically through service quality for greater differentiation in today's competitive market place. Successful hotel companies focus on the service-dominant paradigm with investment in people, technology,

human resource policies, and compensation linked to service performance of employees. This is important because contact employees' attitudes and behaviors significantly impact on the total quality of service. They represent the “face and voice” of their organization to customers. Furthermore if we are talking about hospitality we remember that services have unique characteristics – intangibility, heterogeneity, inseparability, and perishability. [24, p.47]

That is why Booms Bitner suggested the extension of the 4Ps framework to include three additional factors – People, Physical Evidence and Process as Marketing Mix variables for marketing in service industries [8, p.158] – Fig.1.2.



Figure 1.2. 7P Marketing Mix

People are a vitally important element of the service marketing mix. When a service is being delivered, the person delivering it is not unique from the service itself. Recruiting the right staff and training them appropriately in the delivery of their service is essential if the company wants to obtain a form of competitive advantage. Customers make judgements and deliver perceptions of the service

based on the employees they interact with. Staff should have the appropriate interpersonal skills, attitude, and service knowledge to provide the service the customers are paying for. Due to inseparability of production and consumption for the services, it heavily depends on the ability of the contact employees to deliver services in a proper way. It is very important for the service provider to maintain standards in the delivery of service as there is an element of heterogeneity in the performance of services by contact employees. The attitude and behavior of service personnel can significantly affect the customer perception of the service quality, which in turn influence the future purchase decision.

Process – since service provision needs to strike a balance between customization and standardization, the processes involved in the activity require special mention and attention. A process needs to be clearly defined for the service provider. This basic process should ensure the same level of service delivery to every customer, at any time of day, on any day. Within this process, there should be defined areas where a customer preference can be accommodated to provide a unique experience.

Physical evidence: the location of the service delivery also takes on significance. The level of comfort and attractiveness of a service location may make a lot of difference to the user experience. A calm and soothing environment with thoughtful comfort measures may provide a sense of security to a new customer which will make them return.

Recognizing the utmost importance of the marketing mix within the overall marketing approach, hotels develop, so to speak, partial strategies for all major elements of the marketing mix: product strategy, pricing strategy, push strategy and distribution strategy. Given the features of hotel services, marketing in the hotel business is designed to identify the needs of customers, create an attractive marketing complex of hotel services, to acquaint potential customers with affordable hotel products, to inform them about the place where these services are provided.

1.2. Methodological approaches of corporate system of services promotion in hotel business

In the last decade we can easily see the rapid development of services and tourism in world which contributed to the formation of a system of service promotion in hospitality and tourism industries. In a market environment, hospitality businesses must qualitatively meet the needs of the population for services, while bringing a profit to owners and stakeholders. Than can be possible after choosing and implementing the right marketing and advertising policies in one's hospitality business.

The promotion of a service means the total combination of different activities which are supposed to bring information about the merits of the product to potential consumers and stimulate the emergence of their desire to buy it [26, p. 22]. The role of promotion is to establish communication with individuals, groups of people and organizations through direct (eg advertising) and indirect (eg hotel interior) ways to ensure sales.

Promotion is a variety of tactical and strategic tools aimed at directly and indirectly strengthening the position of the company in the market of products offered to them and activating the sale of these products [9, p. 158].

Western experts identified four main methods of product promotion. Advertising and public relations are widespread in their nature, sales promotion and direct marketing are individual [1, p. 83].

1. Advertising is paid, non-personalized communication, carried out by an identified sponsor and used by the media for the purpose of inclining (to anything) or influencing (somehow) the audience. Reminder - this function is a reminder to the client of the existence of our hotel and, above all, our hotel chain, even at that time and in a place where there is no need to use them, so that he can contact us when such a need arises [29, p. 147].

2. Sales promotion consists of activities used for the implementation of commercial and creative ideas that stimulate the sale of products or services of the advertiser, often in the short term [10]. In particular, it is carried out using

packaged goods when sales promotion materials are placed on or inside the packaging, as well as through specialized events at points of sale (discounts, coupons, competitions, etc.). Long-term goal is formation of the perception in the consumer's mind of greater (additional) value of branded goods, marked by a certain trademark; short-term - creation of additional value of goods for the consumer.

The main principle of sales promotion: "promotion" offers the consumer an additional incentive to make a purchase (preferably immediately). Although an additional motive is usually a price reduction, but that may be accompanied by additional quantity of goods, money, prizes, bonuses, etc. Moreover, "promotion" usually involves certain restrictions: the duration of the offer or a limited amount of goods.

3. Public relations is a management function that helps companies to achieve effective communication with different types of audiences by understanding the audience's opinions, attitudes and values [11, p. 211]. The task of PR is to establish mutual understanding, a positive attitude and guests' trust to the offer of the hotel for a long perspective. It is about creating a positive image in the eyes of the public, good reputation and respect for the enterprise.

The following list of PR activities that are widely used in the hospitality business [20, p. 135]:

- 1) various charity events;
- 2) organization of art exhibitions at the hotel;
- 3) presentation of cosmetic products for hotel clients;
- 4) holding children's carnivals, fashion shows;
- 5) musical evenings at the hotel;
- 6) all kinds of discussions, symposia, anniversaries, presentations.

It is believed that a positive assessment of PR activities can be reached when the result leads to increased sympathy for the brand or enterprise. These sympathies, on the one hand, depend on the degree of awareness of a particular category of consumers, and on the other hand, are subject to emotional factors.

4. Direct marketing is constantly supported by direct communications with individual consumers or companies that have an obvious intention to buy certain goods or services [5, p. 96].

Considering the high dispersion of potential hotel customers (especially lodging services), direct sales can be used where there is a possibility of selling higher number of hotel services [5, p. 158]:

- with tour operators and travel agencies while cooperating with them by accommodating tourist groups;
- with the enterprises conducting educational activities;
- with PR agencies which organize custom events (incentives, exhibitions);
- with large enterprises, where there are many people which require accommodation.

Individual sales should be used first and foremost at a time when the hotel is capable of providing services to many people (e.g. holding conferences) or if there are few businesses and institutions in the local region that might be interested in the service. That will not only make a good impression, but also be more successful by contacting several businesses with a hotel manager or marketing manager with an offer to visit the hotel to get acquainted with its facilities.

In the pursuit of creating and retaining customers it becomes more and more necessary to know and understand that customer. Following are some of the areas of marketing research that need to be pursued to accomplish various marketing objectives [1, p.56]:

- customer perception;
- customer awareness;
- dated products and services;
- price sensitivity;
- communication strategies – image, media, targets, frequency, content and appeals;

- product strategies – service, quality, price, needs and wants, renovations, and amenities;
- market segments – demographics, users, benefits, volume and motivation;
- consumers – opinions, beliefs, attitudes, intentions, and behavior
- demand analysis;
- competitors' strength and weaknesses.

After analyzing all those factors management take decisions upon creating the common corporate system of service promotion. Comparative features of different methods for service promotion of hotel product are presented in Table 1.2.

Table 1.2

Features of different methods for service promotion in hospitality

Types of communication	Main Purpose	Target Group	Communication Medium	Communicative Content
Advertising	Encouraging guests to book rooms	Target groups of customers	Social media, TV, internet-press, exterior	Mostly about the use of goods or services
PR	Positive reputation	Whole society	Social media, TV, press, news-conferences, separate personalities	Related to whole company
Personal contacts and sales	Information, completing an agreement	Possible customers, stakeholders, customers	One's sales managers	Concerns the benefits of purchasing a product
Complex forms of sales promotion (sales incentives)	Assisting one's sales range, trade, attracting customers	Customers, one's sales managers, trade	Fairs, exhibitions, sales training, competitions, booklets, samples	Specific to specific products

There are following most common goals in the service promotion: achieving brand recognition; winning consumers' sympathy with the brand; informing target audience about products and services (creating and supporting the demand); ensuring that target consumers prefer one's products and services to those of

competitors; encouraging consumers to buy products or services (for example, by announcing temporary discounts, promotions, lotteries)

The target audience is the set of potential or existing buyers or consumers who make or influence purchasing decisions. Individuals, groups of people, different sections of society can be considered as the target audience. The development of a product promotion program is based on the fact that it must achieve its goals. When designing a product promotion program, two types of goals need to be considered: communication goals (formulated in terms of knowledge, relationships, behavior) and marketing goals (sales, profit, market share). In Figure 1.2 presented a scheme for reconciling marketing and communication goals, which should be guided when designing a corporate system of service promotion.

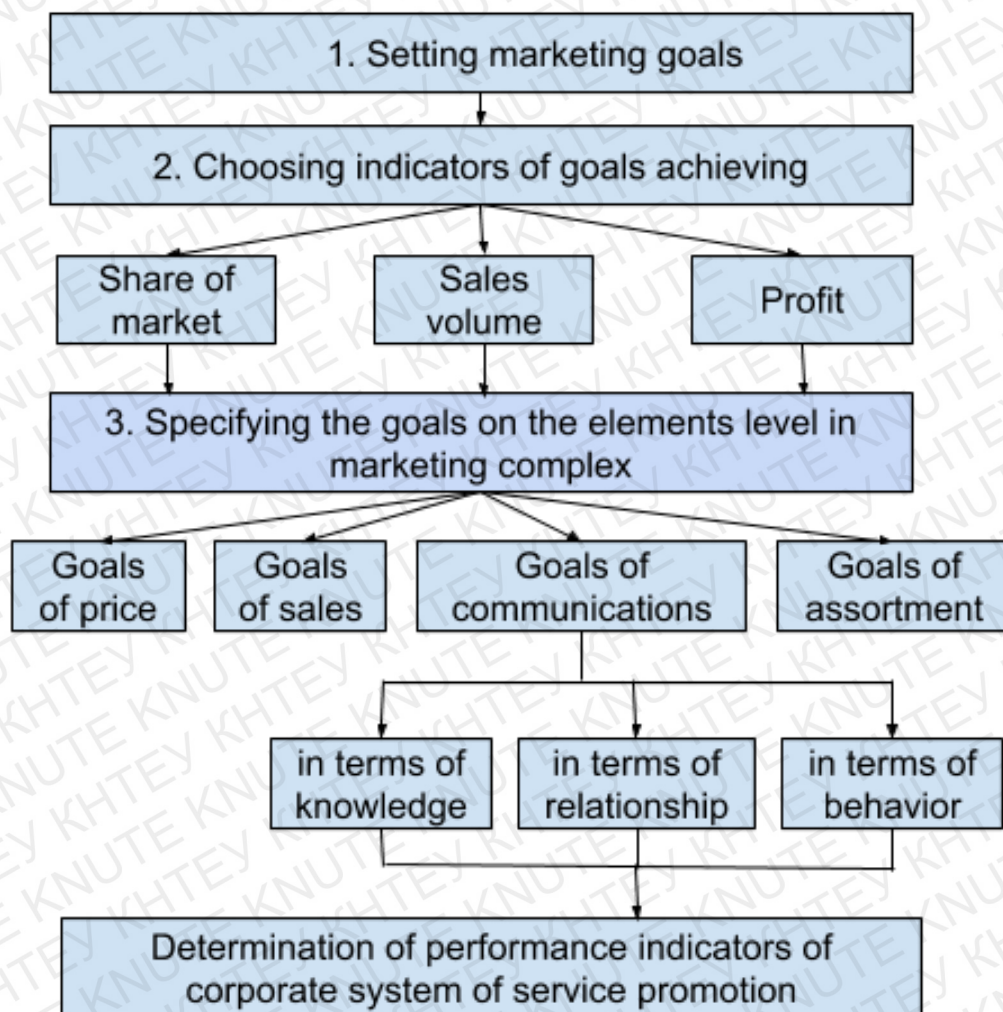


Figure 1.2 Coordinating of marketing and communication goals in designing the program for service promotion

Service promotion goals shall include marketing goals: maintaining a set level of revenue; sales promotion; increase of the enterprise share in the market; earning a certain profit, etc. It should be accompanied by specific communication goals: increasing the awareness of the company; building awareness of the company and brand; formation of customer loyalty; facilitating the process of communication with potential clients; growth of the client base, etc.

The essence of modern service promotion lies in the fact that all components of the enterprise marketing complex, and not only advertising, personal selling, sales promotion and PR are involved in establishing contacts with consumers [7, p. 114]. Today, the success of the enterprise in the market requires the use of a wide range of marketing tools that will take into account the specifics of the products offered, as well as the ongoing changes in the arrangement of competitive forces in the market, features of consumer behavior and general conditions of operation of the enterprise. Also, the process of forming a complex of product promotion is greatly influenced by the growth of innovative factors on the development of enterprises, the active involvement of consumers in the communication process, which is greatly influenced by the active development of Internet technologies.

Nowadays, any corporate strategy is based on the introduction of advanced technologies in the company not only to ensure the competitiveness of products or services, but, more importantly, to meet changing consumer demand. New technologies that reduce production costs and provide greater consumer comfort should be a priority for hotel companies.

Digital marketing became one of the most significant part in the system of service promotion due to the total addictiveness to smartphones and doing everything by them. On the one hand hotel business may use as lot resources as they can for very low costs. On the other hand it is very important to choose correct instruments of digital marketing and think about its campaign in advance taking into account all features of the particular enterprise.

There are several components of digital marketing that can be considered as common [7]:

- Creating and updating corporate Website;
- Search Engine Optimization (SEO);
- Internet-Advertising;
- Social Media Marketing (SMM);
- Mobile Marketing;
- Email-Marketing.

Marketing professionals interact with customers through paths called channels. Today there are many digital marketing channels for communication with clients: from interaction on the site to personal communication with employees; from print advertising to television advertising; from emails, newsletters, blogs, social media to emails and brochures that are mailed. The number of channels that can be used is only growing. Figure 1.3 shows the digital marketing channels that can be used in hotels corporate system of service promotion.

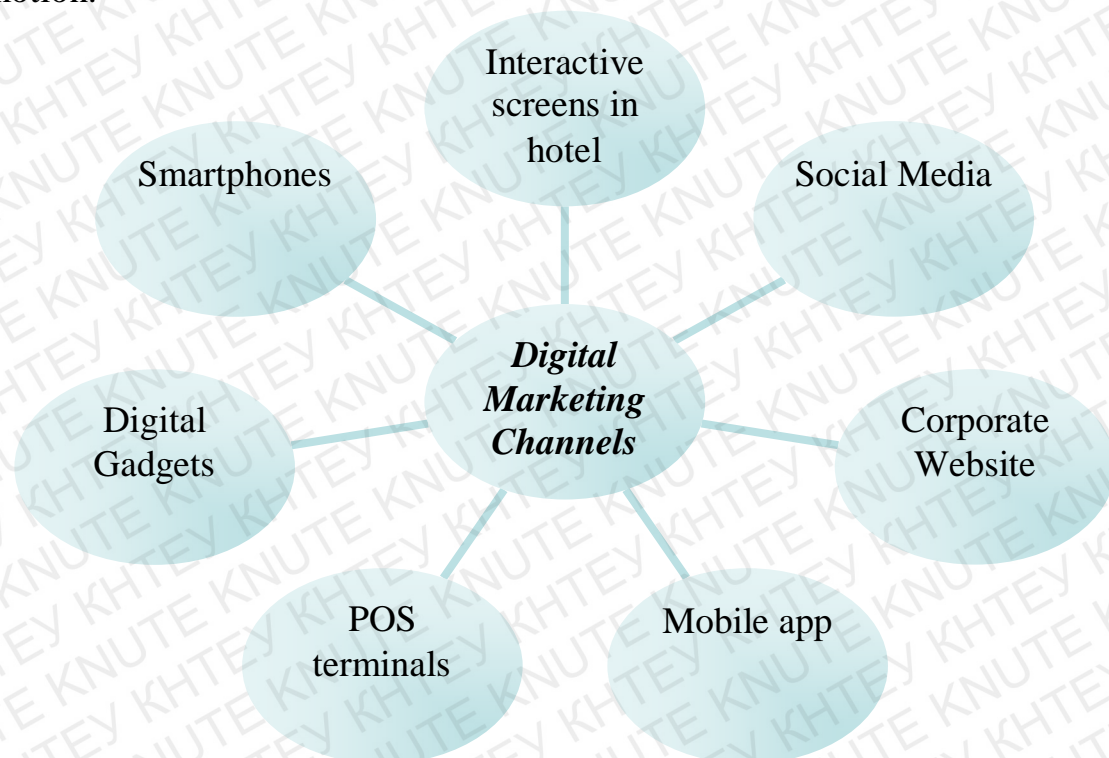


Figure 1.3 Digital Marketing Channels for Hotel Corporate System of Service Promotion

The digital environment is evolving and providing hotel owners with new resources that should be definitely used and implemented while choosing the best method to achieve their goal. However, digital marketing for hotels is becoming increasingly complex. Not only hotel managers now have to provide the usual service but also compete for guests in the new channels and digital technologies that are emerging every day.

We can conclude that the guest of the hotel uses a complex product consisting of a set of services that can be seen, felt, evaluated. Accordingly to that, the scheme of actions for hotel service promotion in general turns out to be about the same as when selling any product or service: there is a potential customer, who is given the opportunity to get acquainted with the hotel offers and decide to use it or not. The main difference is that the scheme of acquaintance with the possibilities of the hotel is more multifaceted, having a lot of nuances.

PART 2

PRACTICAL ASPECTS OF CORPORATE SYSTEM OF SERVICES

PROMOTION IN HOTEL CHAIN «RADISSON BLU», KYIV

2.1. Organizational and economic assessment of Radisson Blu Hotel

Kyiv

Radisson Blu Hotel Kyiv located at the address: Yaroslaviv Val 22, Kyiv, and enter one of the largest international hotel chains “Radisson Blu”.

There are 3 hotels which represent Radisson Blu in Ukraine – Radisson Blu Hotel Kyiv, Radisson Blu Hotel Kyiv Podil, and Radisson Blu Resort Bukovel.

Radisson Blu Hotel Kyiv positions itself as a four stars hotel. It was built in 2005 as the first international hotel in Kyiv. The moto of Radisson Blu is “Feel the Difference”.

Fully renovated Upscale Business Hotel with a modern design and the best facilities for conference and gala dinners is centrally located in the embassy area, just 5 minutes walking from the closest metro station Golden gate and the most popular Kyiv sightseeing attractions. The Hotel features 254 rooms, which were fully renovated in 2018-2019 years. Lobby and lobby bar run full renovation in the middle of 2019.

In 2017 the Hotel ran a full renovation of the meetings & events area totaling 407 m² that is located on the ground floor. The biggest conference room is a 203m² ballroom with French windows and access to the backyard of the hotel. There are 5 configuration of the ballroom transformation with the help of movable walls. For more private meetings or special workshops Radisson Blu Hotel, Kyiv offers 4 boardrooms with innovative chat boards on the wall.

The hotel is prime central location in the secure embassy area near National Opera, the St. Michael's Golden-Domed Monastery and the St. Sophia Cathedral - a UNESCO World Heritage site. The hotel is 450 meters from the Golden Gate Metro Station and close to bus, trolleybus stations and the railway station. The International Airport Kyiv Zhulyany (IEV) is a quick, 8-kilometer taxi drive away.

The hotel has 7 floors with 254 newly refurbished upscale rooms and suites in modern design. The hotel rooms are spread from 2 to 7 floors and there are such room types:

1. Standard Room
2. Standard High Floor Room
3. Premium Room
4. Premium Room - St. Sophia Cathedral View
5. Junior Suite
6. Family Room
7. Suite
8. Suite- St. Sophia Cathedral View

Rates for room are flexible and are controlled by Revenue Manager. Basic room rates for week days are shown in Table 2.1.

Table 2.1.

Price range for hotel rooms in Radisson Blu Hotel Kyiv

Standard Room	180 - 200 EUR
Standard High Floor Room	195 - 215 EUR
Premium Room	200 - 220 EUR
Premium Room - St. Sophia Cathedral View	220 - 240 EUR
Junior Suite	230 - 250 EUR
Family Room	240 - 260 EUR
Suite	320 - 340 EUR
Suite- St. Sophia Cathedral View	360 - 380 EUR

The main conference area is located on the ground floor: biggest hall called Embassy Suite (203 sq.m), which can be divided into 3 separate conference rooms, 4 Boardrooms (28 sq.m. each) and Presidential Meeting Room (68 sq.m) on the third floor. The grand hall and all boardrooms have direct access to a spacious and spectacular pre-function area of 102 square meters.

All the above characteristics meet the requirements of the normative legal documents of Ukraine, which regulate the activities and maintenance of hotel and restaurant facilities in the territory of Ukraine [30,31,32].

The hotel provides services that can be divided into basic and additional. The main service is accommodation. Breakfast can be included in the price or not depending on the reservation. The following services are always included to the Room Rate.

- ✓ use of high-speed wireless Internet;
- ✓ visiting the fitness center (around the clock);
- ✓ assistance with baggage delivery to and from rooms;
- ✓ an ambulance call;
- ✓ alarm service;
- ✓ shoe cleaning;
- ✓ concierge services (assistance with ordering tickets to various cultural public institutions (theater, concerts, etc.), tickets for different kinds of transport (air, railway and buses);
- ✓ delivery of correspondence;
- ✓ providing an additional set of pillows with sharp stiffness, blankets and linen;
- ✓ luggage storage for personal belongings and luggage;
- ✓ business center services;

Additional services include:

- restaurant and bar services;
- conference room rentals (for up to 220 people);
- room service - Room Service (24 hours available);
- laundry and dry cleaning services;
- repair of shoes and clothing;

There are 3 Food and Beverages Outlets on the ground floor: Bistro Cote Est, Mille Miglia Restaurant and K-Largo Bar.. Italian Chef guarantees the quality and delicious dishes of Italian, Ukrainian and European cuisine.

Radisson Blu Hotel provides comprehensive services and additional services to foreign and Ukrainian citizens visiting the hotel. The main clients of the hotel are foreign businessmen, who are sent to Kyiv from the regions of Ukraine and foreign countries, and to a lesser extent - tourists. As Radisson Blu is one of the most famous and prestigious hotels in the Radisson Blu hotel chain, it attracts the attention of both business and leisure travelers alike, thanks to high standards of service and service.

In 2018, Radisson Blu Hotel provided services to 29,274 visitors from 65 countries. In 2018, the hotel was visited by 8,563 people more than in 2017. In Fig. 2.1. shows the ratio between the number of foreign visitors from around the world.

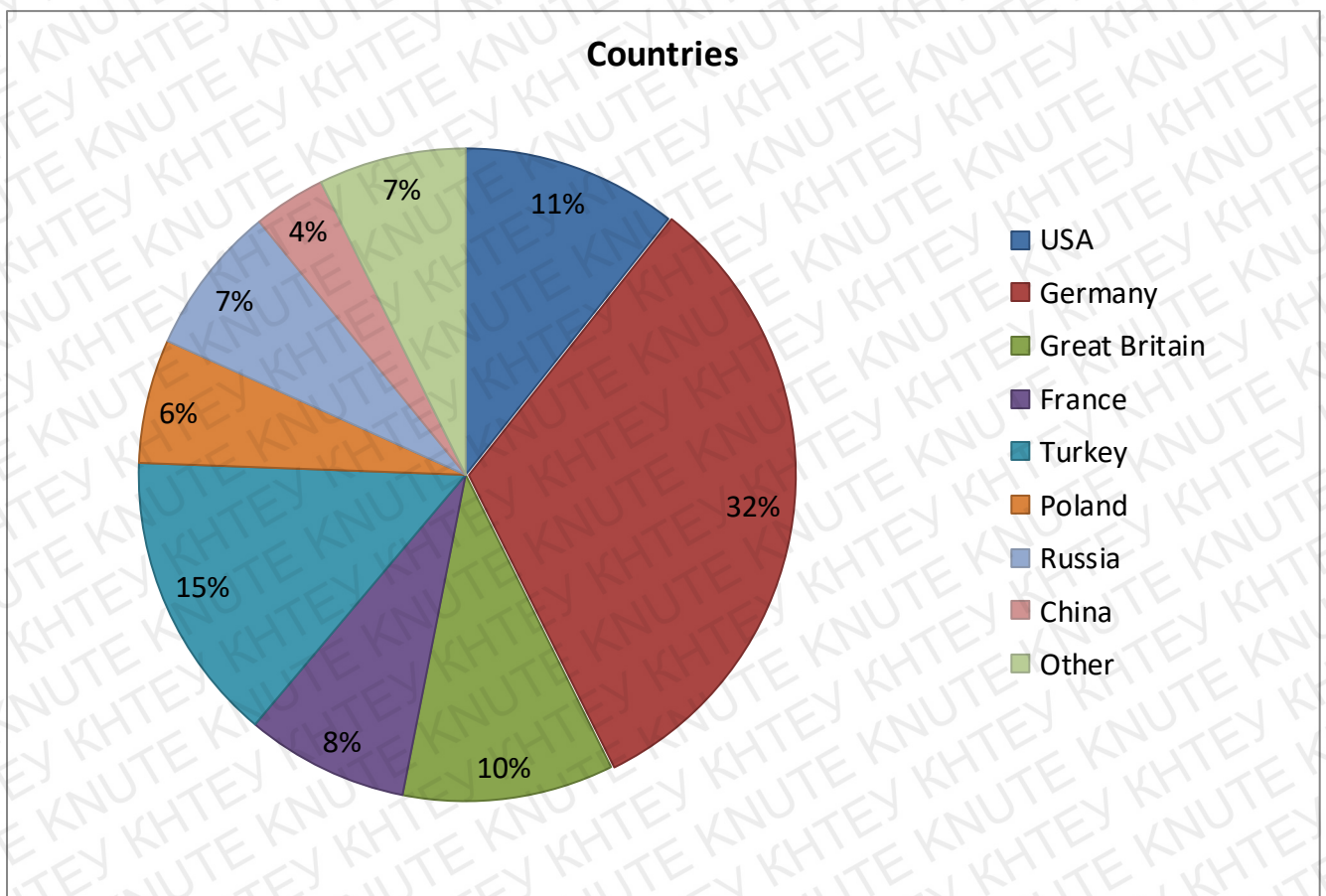


Figure 2.1 Structure of foreign tourists at the Radisson Blu Hotel Kyiv in 2018

Appendix B shows the market segmentation in Radisson Blu Hotel Kyiv. We see that the main revenue comes from Retail business and Business individuals thus they have quite high Average Daily Rates (ADR).

The main feeder markets are getting targeted for Leisure groups - Europe (Germany, France, Austria, Belgium, Sweden) and East countries (China and India). New market opportunities will focus on Italy, Denmark, Greece, Israel, USA, and Canada.

According to Sources of Revenue (Appendix C) the best channels to deliver the key revenues through making hotel booking are:

- Hotel Direct reservations;
- Hotel brand website;
- Internet (Booking.com., Expedia);
- GDS (global distribution systems).

The owner of the hotel is a limited liability company SASSK with main activity “Hotels and similar accommodation” and other “Restaurant and mobile food services activities” and “Beverage serving activities”. It’s type of middle entrepreneurship with total of 132 employees.

In order to evaluate the overall performance of the hotel, identify the main problems and prospects for the development of the Radisson Blu Hotel an analysis of the key performance indicators was conducted (Table 2.2).

Table 2.2.

Key performance indicators of the Radisson Blu Hotel Kyiv during 2017-2019

Indicators	Years		
	2016	2017	2018
Occupancy, %	38,6	41,1	45,9
Average Daily Rate (ADR), UAH	3 054	3 336	3 830
Revenue per Available Room (RevPAR), UAH	1 129	1 371	1 758

Analyzing the data in Table 3. we see that since 2016, hotel main KPI indicator RevPAR has increased by 22% in 2018 compared to 2016. This is due to

the fact that the political and economic situation in Ukraine is improving, more foreign tourists visit our country, and the confidence of foreign companies in Ukraine is increasing. This allowed the hotel to establish relations with various foreign firms and travel agencies for cooperation.

The organizational structure of the Radisson Blu Hotel Kyiv is linear and functional (Figure 2.2), in which the entire authority is assumed by the general manager who heads the team.

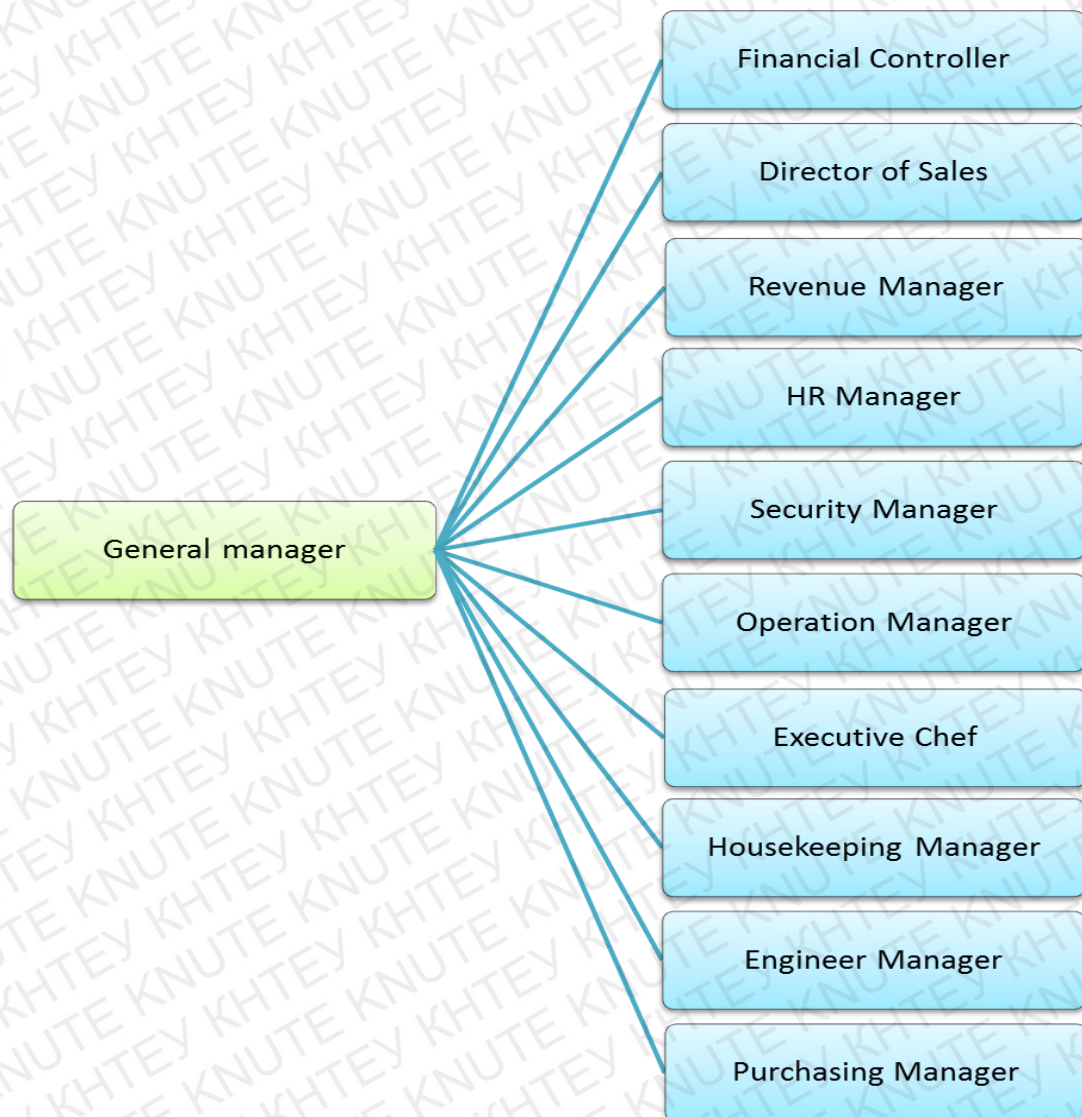


Figure 2.2. Organizational structure of Radisson Blu Hotel Kyiv

In developing specific issues and preparing appropriate decisions, programs, plans, he is assisted by a special apparatus consisting of functional units

(departments). Functional structures of the unit are under the responsibility of the chief line manager - the manager. They implement their decisions either through the chief supervisor or (within their powers) directly through the respective executives. Thus, the linear-functional structure provides for special units in line managers. [25, p. 128].

The highest level of hotel management is represented by general manager. He is responsible for making strategic decisions. When building the hotel, board of directors made decisions about the size of the hotel, location, architecture and interior, equipment and recruitment for management positions. Given that the hotel operates under the brand name Radisson Blu, the general manager has already been appointed from the Radisson Blu headquarters. In turn, the general manager reports on the results of his activity to the Belgium central office.

All Head of Departments (HOD) have a wide range of responsibilities, as well as some decision-making freedom to address specific setting tasks to meet guest needs.

A special board is created to address important issues regarding next year's planning, target market selection, pricing, selection of partners, purchase of new equipment. It consists of general manager, financial controller, director of sales and revenue manager.

It should also be noted that the company quite well motivates its employees. For each employee there is a guaranteed social package, a salary increase in accordance with the success of the hotel and the possibility of using different services for the staff at the hotel (parking, laundry, fitness center, dining room, English courses, etc.). To enhance their qualifications, each hotel employee has access to Radisson Blu's online training platforms such as Radisson Academy. It contains a huge database (video trainings) for each department of the hotel, which allows you to not only take the course online, but also to obtain the appropriate certificate.

External and internal audits are carried out at the hotel to ensure the legality of all operations and activities performed. They are held by special outsource

specialists, which are sent by Board of Directors. The audits take into account the data collected by all departments of the hotel by the results of their activities, particularly accountant bookkeeping.

Radisson Blu Hotel is computerized. Different modern global reservation systems - Holidex, Opera. Computer programs like Micros, 1C are used there. Every employee at the hotel should be familiar with their rights and responsibilities as well as have certain skills and abilities, follow the rules laid down in the department regulations, qualifications and job descriptions.

Thus, the company establishes internal consistency of work and compliance with the general rules of Radisson Blu. All in all, describing the overall activity of the Radisson Blu Hotel Kyiv, we can conclude that the hotel is controlled by well assigned managers and their

2.2. Competitor analysis of Radisson Blu Hotel Kyiv

The current state of the hotel industry is characterized by unstable trends of development, which is mainly due to seasonal fluctuations in demand, unstable economic and political conditions, rising prices for services and insufficient quality of service at low elasticity, low elasticity organizational conservatism of the management process.

Just over half of Kyiv's hotel rooms — almost 11,000 of them — are filled throughout the year, much lower than in other key European cities, which have an average occupancy of about 72%, according to research firm STR [17]. Still, Kyiv continues to gain prominence as a destination for business trips and cultural tourism, which is driven by large events such as 2017's Eurovision song contest and 2018's UEFA Championship League finals.

Revenue per available room in Kyiv's hotels grew by 9.4%, to UAH 1,503 (\$54) per room, in 2018, according to STR. However, some of that growth can be explained by currency fluctuation — in euro amounts, the revenue per room grew by 3.7% to 47 EUR.

According to Colliers Research, in 2018 compared to 2017, the occupancy rate of 5 * hotels was stable (45- 50%). In the mid-priced segment hotels, the occupancy increased by 5% to 55- 65% (some hotels with professional management, located in Kyiv central districts also reached 70%). ADR in 5 * hotels increased by ~ 10% in foreign currency, amounting to ~ €150. In hotels 3 * and 4 *, the indicator was stable and remained at the level of €85-90 and €45-50, respectively (for high-quality hotels) [13].

The main competitors of the Radisson Blu Hotel Kyiv are: InterContinental, Opera Hotel, Hilton, Holiday Inn and Premier Palace. Their description is shown in Table 2.3.

Table 2.2

Description of main competitors for Radisson Blu Hotel Kyiv

Hotel name	Address	Number of rooms	Category
InterContinental Kyiv	2a, Velyka Zhytomyrska St.	272	5
Opera Hotel	53, B. Khmelnytskoho St.	137	5
Hilton Kyiv	8-30, T. Shevchenko Blvd.	262	5
Holiday Inn Kyiv	100, Chervonoarmiiska St	208	4
Premier Palace Hotel	5-7/29, Shevchenka Blvd	262	5

"InterContinental Kyiv" belongs to the same name network of one of the world leaders among hotel brands, opened in the summer of 2009 and is located in the historical center of the capital of Ukraine. 11-floors building designed by Ukrainian architect Sergey Babushkin. The resident lobby and public areas are decorated with marble, Italian handmade furniture by Armando Ro, Western European art pieces and the like. Restaurant Olivera serves European and Asian cuisine and a daily breakfast buffet, and the grand Comme il Faut restaurant

serves French and Ukrainian specialties. Trendy bar b-hush offers panoramic city views and exotic cocktails.

Location: Kiev (Zhulhany) Airport – 7.7 km, Central Railway – 2.8 km, St. Sophia Cathedral – 450 m, Desuatonna cathedral – 350 m, Maidan Nezalezhnosti – 1.1 km.

At the hotel: fitness center, SPA center, beauty salon, gift shop, business center, parking, safe, lounge bar, two restaurants.

Room description: 272 luxury suites, including five ambassadorial suites, as well as exclusive 212-meter royal suites and even larger 314-meter presidential suites overlooking St. Michael's Cathedral.

In the room: cable and satellite TV, video, telephone, mini-bar, air conditioning, bathroom, hairdryer.

Prices range (flexible) – from 7,900 up to 25,054 UAH.

Hotel Opera is located in the heart of Kyiv in its business, cultural and historical parts, not far from such attractions as the National Opera House, St. Sophia Cathedral and Vladimir Cathedral. The hotel is suitable for a family and romantic getaway as well as a business trip. The hotel opened its doors in 1906 and was renovated in 2008 and offers rooms on 8 floors.

Location: Boryspil International Airport - 35.9 km, Kiev (Zhulhany) Airport - 6.8 km, Khreshchatyk - 1.4 km, National Opera of Ukraine, Vladimir Cathedral - 900 m, St. Sophia Cathedral - 1.9 km.

At the hotel: 1 restaurant, Lounge, 24-Hour Front Desk, Luggage Storage, Concierge, Daily Housekeeping, Shoe Shine, Ironing Service (Paid), Room Service, Fax / Photocopying (Fee), Smoking Area, sauna / bath / hammam, Jacuzzi, Spa or Wellness Center, gym

Room description: The hotel has only 140 rooms. The bathroom is equipped with heated floor, hairdryer and magnifying mirror, 32-inch plasma TV, Wi-Fi (free), digital safe, direct dial telephone, mini bar, air conditioning.

Prices range (flexible) – from 3,276 up to 16,254 UAH.

Hilton Kyiv is a branch of the Hilton Hotels chain. It is a part of the residential complex H-Tower, which is located in the city center at Taras Shevchenko Boulevard. The complex was designed by the renowned British architect John Seifert, who also designed other 10 Hilton hotels in London, Paris, Antwerpen and Dubrovnik. This multifunctional complex consists of a 25-floor central tower and two wings with 16 floors each. Hilton Kyiv occupies 3-8 floors out of 26. The H-Tower earned worldwide acclaim, garnering a prestigious European real estate award in 2011.

Location: 45-minute drive from Boryspil International Airport and 15 minutes from Zhulhany International Airport. Kiev Train Station is 2 km from the hotel.

At the hotel: restaurant, cafe / bar, indoor pool, conference room / banquet hall, business center, parking is FREE, car rental, safe, free wifi, lift, laundry, hairdresser / beauty salon, currency exchange, ATM, facilities for people with disabilities, accommodation with animals, non-smoking rooms, transfer to / from the airport.

Room description: Free Wi-Fi, air conditioning, coffee / tea maker, bathroom, telephone, bathrobe, safe, satellite TV, necessary furniture, King-size bed, desk, minibar, ironing facilities, hair dryer.

Prices range (flexible) – from 3,276 up to 16,254 UAH.

Holiday Inn Hotel is located in the center of Kyiv, on the main highway, opposite St. Nicholas Church, near the Olympic Stadium. The hotel complex includes a business center with an equipped conference room of 65 square meters, a shopping mall, a five-level underground parking. The hotel was renovated in 2012. It's part of IHG international hotel chain.

Location: hotel is just 700 meters from the Olimpiyskaya Metro Station and Boryspil Airport is 34 km away. The train station is 3.1 km from the hotel.

At the hotel: restaurant, cafe / bar, conference room / banquet hall, business center, fitness center, parking is FREE, car rental, safe, free wifi, lift, laundry,

facilities for people with disabilities, non-smoking rooms, transfer to / from the airport.

Room description: TV, free Wi-Fi, air conditioning, wardrobe, bathroom with hairdryer, large beds, desk, chairs, armchair, telephone, bedside tables, safe, toiletries.

Prices range (flexible) – from 2,722 up to 6,246 UAH.

Premier Palace is Kyiv's first five-star hotel which occupies an ancient building in the center of Kiev. During its existence, the hotel has undergone major changes: it housed the German Consulate, the residence of the Turkish ambassador. In 1918, Hetman Pavel Skoropadsky put his mace in its walls. Before the war, it was renamed the Palace, and after that it was called "Ukraine" and only in 2001 the hotel returned its historic name - "Premier Palace Hotel". Here is the biggest swimming pool among Kyiv hotels: length of the pool is 17 meters, width - 6 meters.

Location: Zhuliany Airport IEV – 6 km, Boryspil Airport KBP – 28 km, Lva Tolstoho Square and Railway Station – 200 m, Bessarabska Square – 100 m.

At the hotel: First Aid Point, Cafe, Parking, Shops and shopping kiosks, Restaurant, Swimming pool, 24/7 Reception, Safe for valuables, Currency exchange service, Tour table and excursion table, Ticket booking service, Storage room, ATM services, Banquet and conference room, Business center.

Room description: TV, free Wi-Fi, high-quality sound insulation, room heating, hypoallergenic rooms, climate control, designated smoking areas.

Prices range (flexible) – from 5,825 up to 10,729 UAH.

It's obvious that knowledge about competitors, their real and planned actions are the basis for strategic orientation of the hotel in such a competitive environment as center of capital. The process of the competitors strategy formation, focused on the use of the strengths of the enterprise with regard to the activity of competitors and features of market development, is an important tool for the formation of strategic competitive advantages.

2.3. The structure of corporate system of services promotion strategy and its realization

Radisson Blu is one of the world's largest hotel brand more than 1,400 hotels around the world. Build on the equity and global recognition of leading brand Radisson, to drive awareness and increase marketing efficiency across the global portfolio. Radisson Blu brings a refreshed commitment to hospitality leadership to meet changing travel industry and the bespoke needs of guests.

Radisson Blu aims to be one of the top hotel brands in the world. They are going to reach this goal by executing a five-year operating plan that will deliver creative hospitality innovations, more streamlined operations, an integrated global platform and memorable moments to every guest, owner, business partner and talent.

All three hotels (Radisson Blu Hotel Kyiv, Radisson Blu Hotel KyivPodil, Radisson Blu Resort Bukovel) are run independently. Each hotel has its owners while general managers are appointed by central office. Also hotels have separate sales & marketing departments with different price strategies depending on the particular enterprise.

But all 3 hotels share same corporate system of service promotion due to the fact that they operate under same name – Radisson Blu, making them sister properties who can share different commercial information between each other and develop common corporate system of service promotion.

Since first Radisson Blu hotel was opened 14 years ago, the brand is already very popular on the local market and gained the trust from guests all around the world. But the main obstacle for this hotel chain is emergence of new hotels with international brand name. The local hotel market is sufficiently saturated and stable. This market tends to expand due to macroeconomic conditions. With the further expansion of the range of services, the hotel has a real opportunity to take the leading position among the competitors.

The conquest of the market should be pursued by stabilizing the quality of hotel services and implementing new technologies in the working processes, as well as through enhanced corporate system of service promotion.

The main task of the each hotel management is to expand the consumer market and consolidate its position by expanding the range of services.

The management defines the corporate system of service promotion, which consists in Radisson Blu in forecasting the market conditions, identifying travel partner companies, signing contracts with them, developing printing publications, advertising in the media.

Radisson Blu corporate system of service promotion is powered by dedicated team of experts and powerful technology, including Sales, Revenue Optimization & Distribution, Marketing, Loyalty and Communication & PR. Their innovative ideas will create new levels of growth and profitability.

Marketing activity in Radisson Blu is dedicated to the Sales and Marketing department specially created for this purpose. In accordance with the Radisson Blu Marketing Regulations, this department is an independent unit and reports directly to the General Manager.

Commercial Wheel (Fig 2.3) was designed by Radisson Blu to ensure that their activities embrace the shifting dynamics of the modern marketplace. It also provides an easy way to focus on key priorities and create important connections with guests, partners, owners and team members at every touchpoint, online and offline.

Create Demand: Radisson Blu helps to increase their reach and profitable revenue by partnering with online travel agencies and other third parties. With a robust and successful rewards program, meetings offerings, recognizable brands and an expert panel of advisors, the possibilities for growth are endless.

Drive Meeting & Events: Radisson Blu has realigned their Sales and Distribution resources globally to deliver a clear strategy across our brands to drive profitable revenue and put our customer's center stage. Radisson Blu team includes 160 sales employees across 12 sales offices throughout the world focusing

on Business Travel, Meetings & Events and Leisure segments. This team focuses on putting meetings and events at the center of what we do, and will ensure steady revenue growth from this sector. Radisson Meetings offers a robust program for meetings and events designed to make every event unique for our clients. Radisson Blu also deliver world-class sales training and development for its employees to encourage personal growth, manage performance and retain team members.

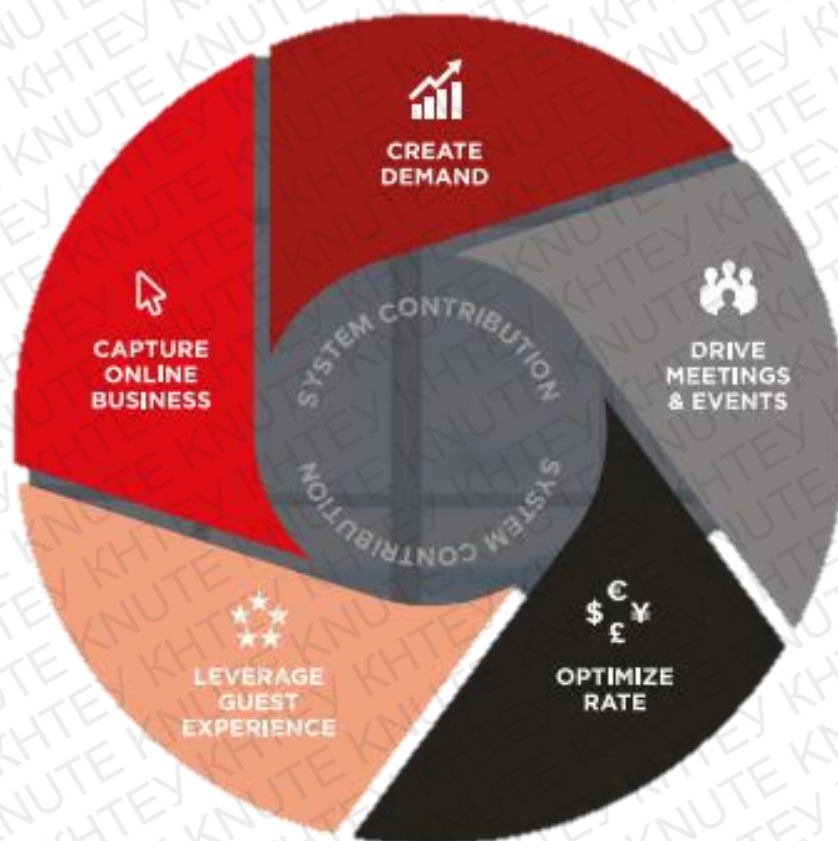


Figure 2.3. Commercial Wheel of Radisson Blu Hotels

Optimize Rate: As the world of data analytics evolves, they are continuing to migrate to a business intelligence model to better analyze performance, identify potential opportunities and/or challenges and evaluate associated activities and solutions to ensure a decision is made that will drive total profitable revenue.

Leverage Guest Experience: To ensure the optimum guest experience, Radisson Blu consistently deliver their brand promise every day and leverage their customer experience management initiative to form stronger relationships with

customers. They provide an integrated communications and PR strategy, including unique content across all media and social channels that share a consistent brand message and corporate purpose. Their multiplatform campaigns will drive stakeholder engagement and position us as an industry leader.

Capture Online Business: Their team of digital experts helps to create innovative multi-channel campaigns that will share relevant news and content to drive customer engagement across all channels. They chose the best web-based platforms, mobile sites and applications to drive direct online business and optimize online revenue by increasing traffic on our website.

Carrying out a SWOT analysis, this aims to draw conclusions about the strengths and weaknesses of the corporate system of service promotion activities in relation to external opportunities and threats (Appendix D).

Conducting marketing research. Marketing research involves the study of the market to investigate demand and further organize activities according to consumer needs. It also includes:

- 1) analysis and study of the tourist market;
- 2) exploration of hotel facilities;
- 3) characterization and study of the influence of the background factors of the hotel complex;
- 4) identification of competitive advantages and competitive weaknesses (disadvantages), etc.

Conducting targeted advertising - information campaign. The predefined function (conducting marketing research) plays an important role in the process of advertising and information activities. The choice of an effective information medium results in a rational allocation of funds for the respective needs and the expected profit growth. In general, conducting a targeted advertising - information campaign involves participation in the work of tourist exhibitions; cooperation with travel agencies and enterprises that held conferences and seminars; advertising in print media, the Internet, etc.

Promoting the implementation of new technologies. The latest technologies are a prerequisite for successful hotel business and cost minimization (above all - operating and marketing). Marketing department supports information and automation activities in every way, and within its competence carries out innovative activities.

Quality control of services rendered. Quality of service is its feature to satisfy the needs of the consumer. Quality is the main factor for regulation of price, demand, image of the hotel. Quality control of service at Radisson Blu is done primarily through customer surveys and questionnaires.

Corporate system of service promotion for Radisson Blu includes the following components:

- Analysis of the business environment (opportunities, threats, trends)
- Client Analysis (Segmentation and Planning)
- Competitive Analysis (SWOT analysis in target market analysis)
- Location of strategies for each segment
- Evaluation of strategies
- Distribution strategies
- Internal Market Data (Software: Salesforce, PMS Opera, Scala)
- External secondary and primary market research (commercial inquiries, publications, websites)
- Radisson Rewards - loyalty program
- Affiliate marketing with other brands, including sister properties.

Sales & marketing department in each hotel also uses common techniques of hotel services promotion:

1. Discounts

Generally, price reductions are generally initiated directly by hotel to increase sales and / or to gain the reputation of a hotel with the best value for money.

Reducing the price with a direct discount at the hotel includes:

- discounts in percentage;
For example, representative of sales & marketing can offer up to 45% discount tourist agencies, who want to lodge tour group in the hotel.
- discounts for regular customers by Radisson Rewards loyalty program;
- discounts for newlyweds, stag-parties, etc.;
- discounts when ordering a package of conference services / wedding packages.

For example, when ordering a conference services in the hotel you will be offered with the Daily Delegate Rate (DDR) for each participant of your event and the price includes everything – room rent, catering, basic equipment, assigning manager, service charge and all taxes. The more total price is for the event, the more discount will offered.

2. Actual stimulation

Radisson Blu hotels also offer some additional services - at significantly reduced prices or free of charge. Depending on conditions, it can be significant discount for accommodation (around 50%), when booking for 3 weeks or longer. Another example is complimentary room for tour group leader or free room upgrade for each 10 rooms booked for group. It is also an effective sales promotion tool aimed directly at consumers.

3. Moral - psychological stimulation

First of all, we are talking about high-quality service, the ability of staff to create comfortable conditions for hotel guests, and to provide a welcoming atmosphere. As is well known, the non-productive sphere (service sphere), to

which hotel belongs, is characterized by high level of human factor and importance of positively directed communication with the client.

4. Promotion through advertising

Personal sale is verbally presentation of hotel services when talking to one or more potential clients to make a sale.

It is also worth noting that Radisson Blu Hotels pay a lot of attention to cooperation with corporate clients, whom is offered:

- special discounts;
- special proposals;
- gifts and souvenirs from the hotel;
- invitation for corporate public events;
- special attention and loyalty (one of the greetings cards sent to corporate customers on New Year's Eve).

Personal sale program - customer acquisition, retention and development. aims at implementing the following actions:

- Establish relationships and relationships with all market groups and segments
- Customer entertainment
- Organizing promotional events (cocktails, dinners, etc.)
- Attending trade shows, commercial trips to potential customers' markets

Researching the corporate system of service promotion in Radisson Blu hotels, I can conclude that work on sales and marketing activities is very well organized, information about the hotel and its services are available to anyone who wants and has the opportunity.

PART 3

DIRECTIONS OF IMPROVEMENT OF CORPORATE SYSTEM OF SERVICES PROMOTION IN HOTEL CHAIN «RADISSON BLU», KYIV

3.1. Propositions for improvement of corporate system of services promotion in a hotel chain

Promotion is any form of message used by a company to inform, persuade or remind about its services or about the company itself. The main types of promotion include advertising and personal sale of hotel services, and the additional ones are sales promotion and PR.

Radisson Blu has a global presence of nine hundred and ninety locations that has spread to seventy-three countries in the world. It has 319 already opened hotels and over 90 hotels in development process. The Average Occupancy in Radisson Blu is 80.4%, Average Daily Room Rate is 174.45 USD and Average Rev PAR is 140.26 USD.

The company has a widespread distribution network that includes operation and management with help of franchise system. Radisson has opened all its hotels at strategic and high-profile places like near airports and at posh and urban localities. It offers online booking services via its website that is upgraded regularly to upload related and latest information.

Radisson has targeted business travelers, honeymooners, wedding parties and leisure travelers as its potential customers. It operates a diversified range of hotels that include premium, luxury and mid-scale.

For its luxury and premium hotels, Radisson has adopted a premium and high-scale pricing policy. It caters to an upper class section of society that does not bother about prices. Radisson puts its onus on offering superior and qualitative products and impeccable services to attract them.

Brand positioning of Radisson Blu is described in Table 3.1. First thing that comes to mind when thinking about corporate system of service promotion in hotel chain is brand awareness which is actually making the consumer acquainted about a particular brand, product or service.

Table 3.1

Radisson Blu: Brand Positioning

TO / TARGET AUDIENCE:	<ul style="list-style-type: none"> • Core: Gen X, Business and Leisure (35-55 years old) • Attitudinal Target: educated, confident, well-travelled individuals with an affinity for art, culture, design, fashion and food
FRAME OF PERFORMANCE:	<ul style="list-style-type: none"> • Upper-Upscale, full service, global hotel brand • High profile locations in major cities, key airport gateways and leisure destinations
KEY BENEFITS (RATIONAL AND EMOTIONAL):	<p>Rational:</p> <ul style="list-style-type: none"> • Iconic, stylish and sophisticated hotels that are exciting, energized and socially connected • Highly defined, designed and detailed products and services. <p>Emotional:</p> <ul style="list-style-type: none"> • Genuine, individual and attentive service, ensuring the guest feels cared for and valued • Sense of confidence, accomplishment and self-assurance
REASONS TO BELIEVE:	<ul style="list-style-type: none"> • Consistent, exceptional service delivered through a strong Yes I Can ethos • Award-winning design-focused hotels with high end finishes and a touch of wow • Strong food and beverage concept that create a vibrant restaurant and bar scene • Innovative, design led, first to market product and service concept (OneTouch App, Experience Meetings, Free Internet, Blu Collection) • Strong sense of caring through responsible business (Blu Planet, GMIC validation, charity endorsements)
EXPERIENCE TO DELIVER:	<ul style="list-style-type: none"> • Innovative, dynamic and contemporary environments • Restaurants and bars that are destinations in their own right • “Yes”, positive, upbeat customer engagements at every touch point through the journey
VALUE PROPOSITIONS:	<p>Hotels designed to Say Yes!</p> <p>Iconic, stylish and sophisticated Radisson Blu hotels and resorts provide a full range of innovative design led products and services, delivering genuine and relevant guest experiences.</p>

The availability and existence of a specific brand in the minds of people is very important as we live in a world where people have a tendency to lean towards branded products. It has become vital that most people have at least heard about

the brand and recognize it as it can prove to be an asset for the company. The main components of brand awareness are the following:

- The instant recognition of a brand
- The recall performance of that brand

In order to improve corporate system of service promotion in Radisson Blu Hotels in such crowded hospitality space it's highly important to differentiate oneself from the rest through personalized and meaningful experiences, and making every moment matter for hotel guests – starting from a simple Google search to a memorable stay at one of their hotels, post-stay engagement and loyalty.

Here are several ideas which can be employed to push Radisson Blu brand to the head of the queue when customers are thinking about hotel:

1. Loyalty program – Radisson Rewards

Brand awareness is all about spreading the word, and one way to do this is to let your guests do the work by offering rewards when they are able to persuade others to use your services. The company should promote more its Loyalty program everywhere – on the check-in, while taking reservation from outside phone-call or preparing an offer for holding an event in a hotel. It's very important to spread information about program's benefits to each guest and make them feel highly awarded for choosing this hotel brand to stay in. That should include following points:

- Building a database of e-mail information which can be used to promote and encourage loyalty;
- Training hotel staff to understand program and the ways in which to approach customers when promoting;
- Encourage guest reviews among loyal patrons;
- Encourage guests to share their experience on social media;
- Offer rewards in accordance with your guests' spending habits.

2. Partnerships with local events

Since Radisson Blu is big company with lots of opportunities to promote itself, they can establish sponsored partnership with international exhibitions or music concerts in your city with which you can form a partnership. This can work especially well, not only in making their brand name better known, but also in attracting customers who are staying in the area specifically to attend those events. For example, there is a big tourism exhibition in Kyiv called Ukraine International Travel and Tourism Exhibition (UITT) held two times each year in International Exhibition Centre [14]. There are lots of opportunities to find new partners (tourism agencies) from all around the world to make partnership.

3. Re-marketing

I have noticed that when I visit one of the Radisson Blu hotel's website, I was followed all over the internet by adverts with different Radisson Blu hotels from all around the world. However, I didn't find it to be correctly as a user which is searching a hotel in a particular city should be advertised more hotels nearby from the same brand with information about special deals to persuade reserve a night with them. Potential customers may believe that the frequency with which brand adverts appear is somehow related to the excellence of their services.

4. Teamwork

The success of the hotel depends on the neat and well-coordinated work of the team. This requires stimulation of the staff, prompting him to improve his labor rate. At the Radisson Blu there is such a method as the monthly selection of the most diligent employee with the subsequent payment of bonuses. But, as practice shows, this method is not very effective. For example, based on the experience of other hotel enterprises, there can be introduced % of room sales in the reception and accommodation service if the guest comes from the street without a reservation (walk-in). This would increase the occupancy of the hotel and the sale of the most expensive rooms and stimulate the work of staff.

Additional advice is developing communication. It starts with sales department effectively communicating to the operations team about the customer, sharing their likes/dislikes, needs, and concerns. Sales must have a very clean process for

communicating this, the most common being a form of sales “resume” that is published and read by each of the departments within the hotel (front desk, housekeeping, engineering, reservations, food & beverage, etc.). It is the sales team’s job to help operations anticipate customer needs by sharing conversation highlights from their conversations.

5. *Charity sponsorship*

Commercial sponsorships are one idea, but becoming involved with charities can be a way of getting Radisson Blu name better known as well as being associated with the idea of doing good and helping others. They may also qualify for tax breaks in many countries if they make charitable contributions. In addition to giving the appearance of social caring and responsibility, they will actually also be genuinely making the world a better place.

Promotional opportunities at trade shows, charity events, or business functions include sponsorships of press rooms, an international lounge, a speaker or VIP room, an awards reception, educational programs, banners, badge holders, audiovisual equipment, display computers, shuttle buses, tote bags, or other branded swag.

6. *Zero waste business*

Nowadays, guests are often aware of global environmental issues such as climate change, waste generation or biodiversity preservation, furthermore they easily realize how these are affected by their stay at a hotel. I observed that there is minimum information about particular hotels about their participation in zero-waste business.

Local tourism organizations can often help with ways to frame hotel message in a way that will reflect positively on one’s hotel and be well-received by guests. Brand should show guests that they are actively working towards more positive actions for the region they are visiting and they will be likely to respond. Through such actions towards guests, and based on their suggestions, education and encouragement, hotel brand will end up saving money on water, electricity and waste management bills.

7. Internet marketing

One of key components for effective system of service promotion is Internet marketing. Good positioning of the hotel chain and hotels separately on the Internet is one of the most important components of its success. Moreover, the lack of a web project at the hotel is perceived by the target audience as an indicator of the low level of the enterprise and brand, regardless of the real quality of the services provided.

This forces all modern hotel businesses to create online projects for service promotion. At the moment, every hotel of Radisson Blu has a website, with professional photos, well-designed interface and considered content.

Nowadays appearance on the Internet has huge influence on the level of popularity of the hotel among potential visitors. After all, more and more people are using the social medias to find services, including hotels. Social networks, developed for communication and information sharing, are now being actively used to promote hotel business services. Their main advantage is reaching a wide audience. Currently, there are two social networks that hold a leading position in this segment of the Internet market: Facebook and Instagram. These large-scale Internet projects are sources of information that have a unique atmosphere of trust that can be used to increase targeted traffic. Social media marketing (SMM) - Website promotion on the social networks is actively developing and at high conversion rates has quite low cost (2-5 times cheaper than search engine advertising). Social networks are suitable for promoting the hotel and its individual services, collecting subscriptions, and conducting surveys aimed at improving the quality of services, etc. [12, p. 47].

After conducting some research about hotel competitors and their appearance on the social networks (Appendix E) we may see that Radisson Blu hotels in Kyiv don't highly rank in number followers. I conclude that is because of low periodicity of posts and their low quality – no interest from users to subscribe.

That is why I offer Social Media Campaign to increase ranking and attract more users to follow and create intentions to get deeper review into hotel services:

- 1) Increase frequency of placing posts and make a rule “Three new posts each week”; They should be well designed, using professional photos (without repeating) and writing content that will make user stop and read post till the end;
- 2) Creating series of posts about hotel personnel and their “Success stories”. It can also include photos, video about daily routine at the work place. Audience is always interested in others emotions, personal stories and some advices.
- 3) Using special hashtags in each informational post for increasing engagements and awareness.
- 4) Making special post about big events with photo- or video-report that happen in hotel. That will require getting an permit from company’s representative. But such activity will present that lots of companies trust hotel and its brand.

As part of Social Media campaign there should be more attention to most popular social media – Facebook and Instagram.

Facebook marketing is indeed an inevitable social media marketing approach for any hotel today. It is the best medium to share hotels’ content as it has no barrier of word limits, link, or video size. Following are some types of posts that you can do:

- ✓ Different eye-catching hotel photos or nearby scenic destination photographs to captivate more followers.
- ✓ Short videos about venue, its features, services, personnel.
- ✓ Special offers, promotions and deals.

But naturally, only posting is not sufficient enough because the next important key aspect is engagement. Here are a few ideas through which Facebook page can acquire higher engagement.

- 1) Encourage guests to use check-ins or location tags on photos and videos. In return, hotel can offer some attractive rewards – like free drink on the bar.

- 2) As things stand now, live videos have the highest engagement.
- 3) With Facebook, hotel can run interesting contests as well. For example, so-called giveaway of free night in hotel for one randomly chosen user after sharing particular post with friends.

As everyone knows, Instagram is the platform that is primarily known for pictures and video sharing. Moreover, Instagram is the fastest growing media platform currently, with 800 million active users. Engagement among these users is high; 75% take action on Instagram posts. Instagram is most popular with younger users. But as the platform grows, the average age is set to rise. Plus, Millennials are the biggest consumer group. 97% of them use social media to share pictures of their trips [19].

Here are six most popular tips that will help Radisson hotels scale the Instagram heights.

- 1) Using location and trending hashtags. These will allow being more visible so potential followers can find a hotel more easily.
- 2) Writing a well-thought bio with a direct link to a hotel website.
- 3) Choosing one specific theme for feed and sticking to it. Diluting hotel feed with different post themes is strongly linked to a lack of user engagement and problems with account growth. Best to let users know what to expect from posts in terms of the type of photo, resolution quality and consistency with hotel branding objectives.
- 4) Showing off hotel through Instagram stories, and categorize them in hotel account highlights, a brilliant feature to complement posts. Stories can include information about discounts, ongoing deals, offers, some important announcements, a sneak peek into work life of hotel, running a poll for customer feedback, asking questions, behind-the-scenes pictures and videos.
- 5) Posting on a regular schedule, ideally with at least two posts per day, to make sure followers stay as engaged as possible.

- 6) Adapting posting schedule to hotel insights (day and hour of the posts). Also, keeping close ongoing reviews of this data. Measurement is critical to enhanced performance outcomes moving forward.

LinkedIn remains a critical platform for Radisson Blu in communicating with their stakeholders in the digital space. This is done with one global LinkedIn page for the entire group. With the purpose of publishing content in a business context from all regions, departments, and brands, this single LinkedIn page enables to not only reach their employees and perspective employees, but also media and hospitality influencers.

Our recommendations are using LinkedIn more for B2B lead generation for particular hotels, start connecting with the right people. It can also include looking for meeting planners who require banqueting venues, including wedding and event planners. If there was a beautiful wedding held at hotel, there should be posted some pictures and showcasing on Company Page.

In order to take marketing and lead generation to the next level Radisson Blu should consider using various LinkedIn tools. The most comprehensive one is undoubtedly LinkedIn Sales Navigator, which makes searching for leads much more straightforward [15]. Advanced Search filters help identify the contacts someone would want to work with and keep sales team's pipeline full.

3.2. Improvement of Account Development Plan of hotel chain «Radisson Blu»

During our observations we noticed that Corporate System of Service Promotion is closely related to company's strategy of account relationships. One important economic fundamental of most strong businesses is recurring revenue and repeat clients. The statistics from Harvard Business Review show that it's 5–25X more expensive to get a new customer than to keep an existing one [16].

It is common practice that the main goal for Sales Manager at the hotel is to secure some specific terms and conditions about partnership with a local Account

(based in the same city or region for a specific account) by signing an agreement. It's also common to have corporate agreements between nationwide or international organizations and hotel chains as well. These are often called Corporate Account Rates, or Key Account Rates (KNR) and they are tracked using a similar process at a larger scale.

It quite obvious that hotels use Corporate Rates to incentivize Accounts to stay at their hotels in exchange for a discount, then track the actual usage (normally called "production") vs the obligation to decide what rates to offer in the future. When done correctly, these Key Accounts produce repeat revenue that you can count on once a pattern of consistency is proven historically from the Account.

An Account Development Plan (ADP) refers to an overall plan, establishing current overview of the Account, data, information and analysis of level of Radisson Blu Market Share Opportunity and Overall Touch Level of Account. It contains measurable objectives and associated actions which will support RADISSON BLU growth from the Account in a consultative way.

The ADP is a sales tool that will help to create alignment across the various account owners, to identify account opportunities across all theatres / all segments (hunting/farming) and to monitor execution and associated revenue growth.

There are several benefits of completing the ADP (Table 3.2):

Table 3.2.

Benefits of completing the ADP

Sales Team	Sales Management	Customers
<ul style="list-style-type: none"> ✓ Better use of team time ✓ Less confusion over roles ✓ Targeted tools and enablers ✓ More knowledge sharing ✓ Enables better decision-making 	<ul style="list-style-type: none"> ✓ Foundation for sales training ✓ Guidance for new sales reps ✓ Establishes consistent language and improves clarity ✓ Help prioritize and correctly address needs 	<ul style="list-style-type: none"> ✓ Improves responsiveness to customer needs ✓ Consensus of the best solution by understanding best practices ✓ Consistency and clarity of message

During the annual planning cycle, a detailed ADP should be produced if it does not already exist. If an ADP already exist, then it should be updated during the planning process to support the corporate system of service promotion and revenue growth strategy. The ADP should be reviewed and updated on at least quarterly basis. A meeting should be scheduled with the account team to review the plan as a team, align targets and focus hotel activities with the overall Radisson Blu targets. Thereafter, a consultative meeting should be scheduled with your manager to review the ADP and agree on the overall strategy and action plan (Pic.3.1).

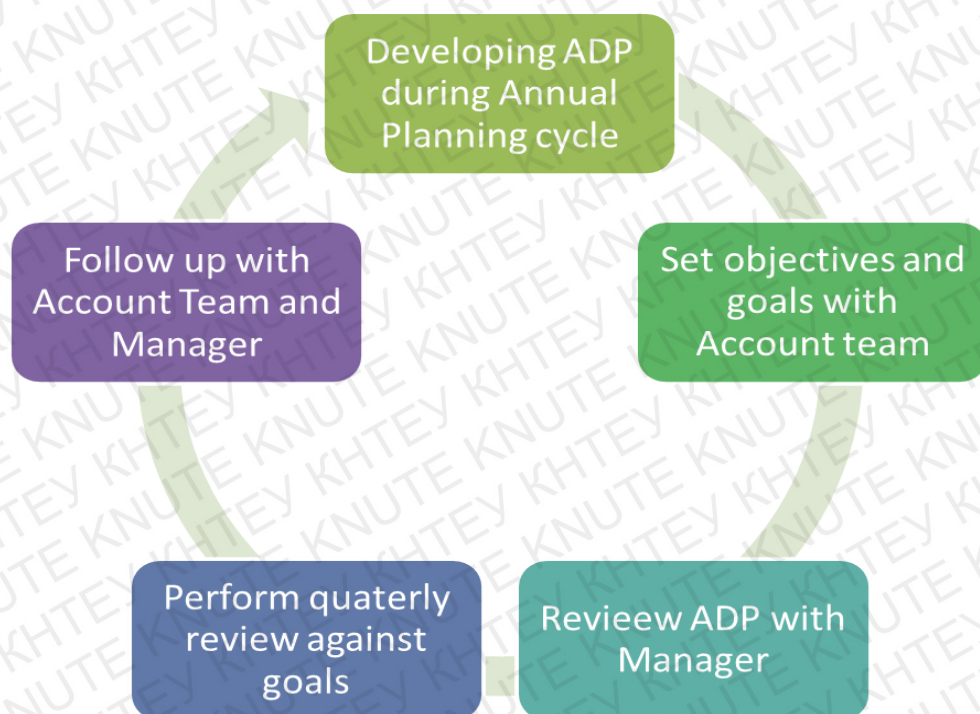


Figure 3.1. Cycle of ADP

Global Account Director / Manager (GAM) is the primary person who owns and completes the ADP. All other account Team members can add to the ADP, especially in defining the tactical actions associated with SMART objectives. It is the responsibility of the GAM to monitor progress against the plans and to ensure that there is alignment across the entire Account Team.

To truly understand customers' needs and motivations, it is critical to understand the goals from 3 perspectives:

1. **Corporate level** – What are their strategic goals and corporate objectives
2. **Travel Program level** – How does the Travel Program support their corporate objectives
3. **Influencer level** – What matters to each individual and how their performance is measured.

ADP will help to identify the customer needs and motivations and to build a comprehensive understanding of the account's buying behavior. ADP will have 6 sections to help build the account plan (Pic. 3.2)

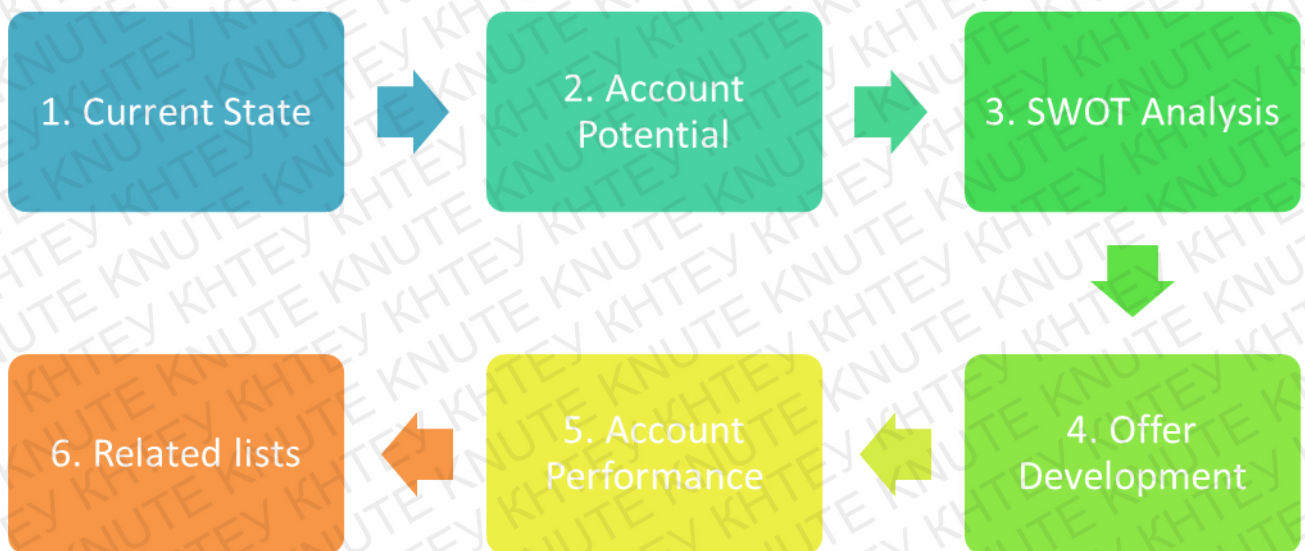


Figure 3.2. Sections for creating account plan

Current state includes gaining an understanding of what matters most to a customer, company overview, touch level of account, travel program & Radisson Blu agreements.

Account potential – identifying current travel spend and Radisson Blu share opportunity, identifying current states and account trends.

SWOT Analysis – identifying strengths, weaknesses, threats and strategies; understanding the marketplace, who are the competitors and how one's property set itself apart.

Offer Development – tying customer needs to solutions that Radisson Blu can provide; how one's value proposition and partnership will support their objectives.

Account Performance – reviewing tableau report for performance against goals and objectives; ascertaining how to reach goals and track if goals are being met.

Related Lists – identifying key decision makers and their interest in the deal, identifying objectives to drive revenue, loyalty or awareness, identifying actions to drive objectives, identifying account team members and areas of responsibility; ability to document campaigns.

Keeping pace with change is possible through digital means. Otherwise, the complexities would be too much for individuals to handle. Since no company wishes to stagnate, the path to expansion and diversification, development and revenue generation is the software path. Customer engagement, scheduling, getting well organized, reporting and accountability, strategy building and successful public relations may be achieved through this little piece of software that functions as the headquarters for easy reference.

The economy is progressing at breakneck speed, and thus it is necessary to have comprehensive Customer Relationship Management (CRM) software which can help in the overall growth of the hotel industry. There are various ways by which the application of an effective CRM solution helps in the increase of the total hotel sales, some of which are mentioned below:

Central repository. CRM allows a systematic collection as well as categorization of customer information, which can lead to a more productive repository of data. These data can further help the hotels to enable customer segmentation to ensure that their needs are known and met during their next visit. A central repository is of immense importance for a company that intends to grow in the market.

Consolidated customer review. A productive CRM solution will help a company to assist every customer interaction and transaction, along with all the

reviews regarding their experience. CRM software can help to collect all the unorganized data coming from various sources. As a result, the company can make an analysis of the varying parameters which ultimately provide an opportunity to the hotels to up-sell, cross-sell, and build a good rapport with the customers.

Customer information scrutiny. The collection and storage of hotel data help to analyze in-depth regarding the various factors which assist in driving a customer's purchase of their other decisions. CRM systems will help to increase conversion rates by turning one time visitors into customers for life. Not only this, CRM software enables a company to understand and study the patterns of its customers, which can further aid them in redesigning their current strategies.

Combating competition. Excellent, consistent service, along with innovation, keeps the hotel industry thriving amidst the growing competition. Gaining a competitive advantage in hotel sales is extremely important if a company wishes to increase its customer base. CRM software will help to collate the various positive as well as negative feedback of the customers, which can then be used to achieve several objectives. These objectives may include appealing offers, attractive packages, and discounts to the correct customers.

Raising efficiencies by keeping the customers updated. A CRM system will bring immediate benefits to automation in the hotel industry. Automation makes the entire process of marketing and promotion faster and better. The CRM systems create mail blasters, campaigns as well as keep the customers updated about current events such as attractive discounts and special offers. It also allows the customers to provide their feedback, which can help the hotel to make their system much more efficient for their customers.

Promotion of brand presence by leveraging various social media platforms. The sales and marketing team of a hotel can create mobile, web as well as social media campaigns, which in turn can continuously improve according to the customer feedbacks and reviews. The monitoring of the customer feedbacks about the company across various social media platforms can only be made

possible by the use of a useful CRM website. As a result, the hotel sales shoot up, which can lead to an increase in revenue.

Formulation of future strategies. CRM software will help the company to collate customer response, reviews, and then publish them online. These detailed insights can help the company to enhance its future products and services as well as the packages and offers. Future marketing strategies are immensely crucial since these are needed to create campaigns.

The hospitality industry is encountering enormous globalization, especially the hotel sector. Thus it is crucial to building brand loyalty in order to maintain a long- term relationship with the customers in the face of increasing competition. The hospitality sector and the hotel sales, in particular, are highly interactive as well as engaging where customer satisfaction plays the most vital role in the formation of the core of the business. As a result, throughout the world hotel industry looks for new ways for the most rewarding as well as satisfying experience for the customer.

My studies were aimed at analyzing the organization to review its current corporate system of service promotion and ways of achieving greater benefits as a result of attracting new advertising tools. The hotel company, which will be able to properly develop its corporate system of service promotion and adapt it to new market trends, gets a huge advantage in the competition. Depending on the size of the hotel chain, the availability of free funds and time, one can choose any of the methods of new ways for service promotion.

In conclusion I would like to say that hotel businesses should always keep in mind that that there is no ideally effective corporate system of service promotion for everyone, but the reality is to be able to monitor and implement new courses into own system with systematically updating and making proper adjustments.

CONCLUSIONS AND PROPOSALS

Running a hotel business is very complex process as it consists of very special product and services with its unique markets and trends, technology and methods, which doesn't not lend itself to easy analysis. Hospitality offers several distinct services in varying combinations for sale to many markets. It combines production and sale under one roof. It is in close and intimate contact with its customers who purchase hotel services at the point of sale. It has a high capital to service promotion ratio, yet it tends to be labor-intensive. Therefore, in many respects a meaningful treatment of corporate system of service promotion calls for recognitions and explanation of these and other realities, rather than an adaptation of general theories to the hotel business.

In the short run, hotels' existing facilities and services are given within narrow limits. They may research the market to see which market segments are or could be attracted to them, make such adjustments to their services and products as are possible, but the main effort is likely to focus on promotion and selling. Creating effective corporate system of service promotion as well as adhering to the right marketing strategy becomes dominant in getting more business to one's establishment.

On the other hand I assume that there should be no excuses for just analyzing facts and adapting to the market trends; it is both necessary and possible to proceed with changing the products and services, establishing new market research to see how customers make their choice and formulate products which can meet their needs and exceed their expectations.

To create and maintain the interest of the hotel, attracting new customers, improving market positions and detuning from competitors, creating a certain reputation and image of the enterprise, various PR tools can be used, both traditional and more modern. Currently, due to great competition in the hotel business market, promotion in the Internet, in social media, collaboration with bloggers, storytelling techniques are gaining special popularity. When promoting a hotel services, it is important to remember that the activities of the hotel entity are

aimed at various target groups, which should be reflected in their PR-activities. The main target groups here are customers, partners, employees, media.

International hotel chain Radisson Blu was examined as a practical example, I analyzed its PR activities and public attitudes towards the brand. I conducted SWOT analysis, during which the competitive advantages of the hotel chain as well as its weaknesses were identified. The main disadvantage is the lack of recognition of hotels, which requires more active promotion, including among social networks. Moreover, for successful positioning, the emphasis should be on the unique features of the hotel, its advantages are unique fashionable design in all hotels; Yes I can attitude of staff and a high level of service.

As an additional tool for promoting the hotel chain, increasing its recognition and attracting new customers, I developed and offered a promotion project in social networks as well as ways to implement Customer Relationship Management software to increase effectiveness of gaining to converting leads and increase sales.

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APPENDECIES

ARTICLE: “SOCIAL MEDIA AND HOSPITALITY MARKETING”

**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
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In order to ensure the success of the strategy implementation, covering all your bases is important. The best way to go about that is by following the essential steps to executing the strategies.

Conclusion. Economic strategy is a relatively new and rapidly developing area of economic consulting, involving the application of economic principles and methods to provide clients with unique insights aimed at addressing specific issues/problems and/or enhancing their long-term performance. Comparative strengths and opportunities in economic strategy creation can add real value and provide companies with new insights beyond those provided by traditional management consulting.

Economic strategy consulting often involves combining the other areas of economic consulting, such as competition and public policy, imaginatively and innovatively. Competitor analysis – a firm may wish to learn more about its actual and potential competitors in ‘far’ and ‘nearby’ markets whilst at the same time seeking to better understand the competition policy implications of any actions it might be considering in response.

Bringing forward competition impact analysis parties to a planned merger or acquisition tend to prioritise due diligence without also considering at an early stage the possibility that the competitive effects of the transaction may mean that the deal would not gain approval on competition grounds, in which case it may make practical sense to bring forward such competition analysis to help identify and manage all of the risks associated with the deal, including the possibility of having to unscramble the transaction subsequently.

Implementation of economic development strategies – specifying a brilliantly-researched economic development strategy for a regional or local authority will have little or no impact if its practical implementation is not properly used by management of the company, in which case careful attention for actually rolling-out the strategy will be required.

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Work is executed under scientific guidance of the Candidate of Economic Sciences,
Associate Professor KULYK M. V.

SOCIAL MEDIA AND HOSPITALITY MARKETING

VYSOTSKA I., 2 course of master FRHTB KNUTE,
specialty «International Hotel Business»

У науковій статті визначено сутність поняття «соціальні медіа». Розглянуто основні характеристики маркетингу соціальних медіа в готельному бізнесі. Запропоновано та обґрунтовано заходи щодо збільшення популярності в готельному бізнесі через соціальні медіа.

Ключові слова: канал соціальних медіа, соціальний медіамаркетинг, пошукова оптимізація, маркетинг соціальних відносин з клієнтами, цільова аудиторія, онлайн-просування, контент, лояльний клієнт.

In this scientific article the term and impact of «social media» are defined. The features of social media marketing in hotel business are considered. Measures of increasing popularity in hotel business by social media are proposed and justified.

Key words: social media channel, social media marketing (SMM), search engine optimization (SEO), social customer relation marketing (CRM), targeted audience, online promotion, content, loyalty customer.

The actuality of the article. Nowadays popularity of digital world is growing faster than any times before. It influences all our customs and traditional ways of running business. Hotel business is not an exception and it needs to develop each day in order to go with the times. People become so addictive to their smartphones that they can't make any decision without online checking. That is the reason why hotel marketing campaign should be adjusted to all this trends and new customer needs.

Appearance of hotel's social media profile and its online optimization is crucial feature of hotel marketing campaign. Customers search for hotel online and look for suggestions from other users. Hotel businesses must always provide a perfect service to each customer because each of them may become a loyal guest that will promote ones property via social media channels. Social media platforms are ways to share emotions, thoughts and suggestions. The role of Hospitality Marketing is to create perfect image of hotel and add content for its targeted audience. Content for social media should be always well thought-out and constantly renewed.

The purpose of the article. Overlooking Social Media trends in hotels business and searching for the most effective ways of promotion hotel services.

Object of research is effective social media marketing campaign in hotel business.

Subject of research is an investigation of customer needs, their expectations, and practical recommendations for social media promotions.

Social media is the collective of online communication channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, microblogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media. Social Media come out as a bridge in marketing services and products to diverse types of organizations and companies throughout the world with the help of smart phones and the most popular social apps – Instagram, Facebook, YouTube, Telegram, Twitter, Google+, LinkedIn.

Social media for hotels and social media in general have had a significant impact in almost all aspects of our lives. It has changed the way we relate, learn, have fun, and even influences how people chose to travel. Hotels and other tourism businesses are finally beginning to understand that ways of a focused approach to Social Media can help create a strong brand, allow greater exposition worldwide, drive sales, create and maintain better relationships with customers as well as to provide the perfect tool to interact directly with them.

One of the most significant changes came about by social media is the transformation of customers from passive receivers and consumers of services to active participants and co-creators of information, offerings and value. The rises of crowd sourcing and collaborative commerce (or the so-called sharing economy) are only some examples of customer empowerment in the social media era [1].

It's more than likely that digital marketing has made a remarkable change in whole marketing industry and opened new ways for products promotion, like social media marketing (SMM), by internet and mobile applications and search engine optimization (SEO), to advertising on Google and online magazines by search engine marketing (SEM). It also set new competition for intermediaries like travel agents, tour operators which will exist for all hotels because they are one

of the sources who brings guest to hotel with help of their advertisement media. These channels also determine customers search behaviors according to location and facilities based on the intensity of market competition.

Social media acts as a bridge between users and visitors or viewers also helps in interacting with each other through online for sharing their information and opinions about the hotel. Online networking sites like Instagram, Twitter and Facebook has spread to all luxury hotels for the purpose of advertisement and evaluation in turn it helps in enhancing business capabilities [2]. Hotels should be always up to date with and develop new forms of technologies which can help to maintain the hotel appearance on various social networks as well as with online companies (OTAs) in order to increase hotel sales [3].

Knowing that direct internet booking are increasing at a pace of 50% annually [4], it's more of a fact than a choice. Hotels have to get into the online world if they are to keep up with customer's trends. If people are changing the way they communicate and relate, then hoteliers must follow suit and adapt to a changing environment.

According to a research conducted by Geometry Global, 90% of people will make a purchase after seeing social media content, and 33% believe social media influencers are the most trusted sources for shopping – twice as much as family and friends [5].

All social media networks are used in terms of sharing particular content for readers in order to attract their attention through digital world. It encourages readers to share their views across the social network providing information of organizations, institutions and companies to other potential consumers; in turn it also supplies the consumer's information to the sellers. In hotel industry social media has become a source of marketing their products like, rooms, breakfast, lunch and dinner buffet, Spa and further more facilities to the consumers.

Social Media Marketing doesn't mean promotionservices and product to anyone in the network, and hope for a results in the shortest terms. The hotel management shouldtake a targeted approach to digital marketing strategy: distinguish their potential customers and think about what sort of information should be given to them in order to catch their attention each time and make them feeling interested in particular property through time. Also it is important to set up specific goals and concrete actions that should be taken to reach those goals (marketing plan).

Digital marketing strategies and social media in particular are long-term and need a lot of efforts and investments – extra costs for payable advertisements on different platforms, SMM specialists for Sales &Marketing Department who will be responsible for embodying the digital strategy into reality. Inevitable it gives an opportunity to reach a valuable return on investment (ROI) thorough hospitality's key performance indicators: Revenue per Available Room (RevPAR), Average Hotel Rate (AHR) and Occupancy. Digital marketing strategy should be focused on how to best serve targeted customers whilst remaining true to the core vision, values and voice of a brand.

As an example, Facebook is not only a social media platform, but also a helpful tool for identification of hotel's ideal audience online for its digital marketing. The targeting capabilities on Facebook are arguably far more advanced than any other social media platform. Facebook allows brands to get in front of their perfect audience on a regular basis. A study by the Network Advertising Initiative found that behaviorally-targeted advertising is more than twice as effective at converting users who click on the ads into buyers (6.8% conversion vs. 2.8% for run-of-network ads), and that behavioral advertising accounted for approximately 18% of advertising revenue [6]. If hotel reach prospective guests with ads that match their interests, it will definitely build a relationship with that guest by delivering personally relevant email marketing messages and experiences.

Nowadays it's not enough for hotels to use social media just to advertise their services. Companies from diverse industries across the globe are using the internet to share their thoughts and feelings on a range of topics, and you need to join them. Hotels should get their own voices heard by running – and updating – their own blog and news sections on their website. This also helps to establish a personality for a particular property. Each hotel needs to have its own story to share and this is a great place to share the things that make a hotel unique among other. That can be

posts about the latest updates in the industry, opinion and some commentary from the prominent experts on the situation showing that hotel is up to date with current trends and competition is moved from the first place.

There are various ideas that can be used by hotel to make a post: photos and videos of a property, its food & beverage outlets, infographics, announcements, articles, countdowns to big events or news, testimonials, photo or caption contests, surveys, polls, quotes, funny working moments, post-event highlights, FAQ answers, social media takeovers. All these ways are extremely popular among all users and should be created in a way so it catches attention and make a person feeling interested in its content.

If hotel use different social media platforms, it has to sure that all channels are linked to each other and all the information is coherent. This brings in new traffic and new potential guests. Blog posts give search engine optimization a real boost too if using correct keywords when posting together with getting backlinks from relevant companies. For reaching maximum effectiveness, hotel can integrate ads on social platforms such as Facebook and Instagram to coincide with its other marketing channels, like email marketing, Google Display Network, or search engine marketing.

One of the most essential social media marketing tips revolves about actually engaging with hotel's audience (followers) on social media. This means devoting time to respond to their questions, doing so in a useful way, conversing with those who leave comments on the content and generally taking the time to interact. There should be also hashtags to keep conversations about specific topics in one place, so it will make easier to keep track of them. This has the additional advantage of making content more easily searchable for followers too.

In general, almost each user of social media likes consistency and dislikes sporadic use of platforms to promote content. For those in the hospitality, it is important to adopt a consistent approach to posting content, rather than going weeks at a time without posting and then springing three posts on people and expecting them to engage. There should be created a schedule for posting new content. When hotel's audience knows to expect new content, those with an interest in it are more likely to take the time to visit its profile on Facebook, Twitter or LinkedIn and actively seek it out, engage with it and share it with their followers.

Finally, regular social media posts are splendid and it's vital to stand by consistent approach to posting content and not to overdo it. For instance, while it is generally accepted to post regularly on Twitter, in order to maximize exposure, people tend to be less forgiving when a Facebook business page posts content all the time. Studies suggest that the optimum number of posts on a Facebook business page is around seven posts per week and no more than two posts on a single day [7]. You can still respond to your audience's comments and questions, but you should be respectful when posting new content and avoid spamming people's timelines.

Conclusion. In our times we are facing fast-evolving technologies and it's tremendously important for hotels to be aware of and adapt to hospitality innovations. Traditional marketing changed a lot since its emerging but the vital role of it for hospitality remains the same – find ways to attract new consumers and gain more bookings thus increase profits. Digital world has its own rules and new ways of self-expression which should be explored by a hotel in and out to be competitive on the market. Social media is a large part of digital marketing strategy with the hotel creating visual content which generates more exposure and in turn garners more followers who can probably become loyal customers.

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Associate Professor KULYK M. V.

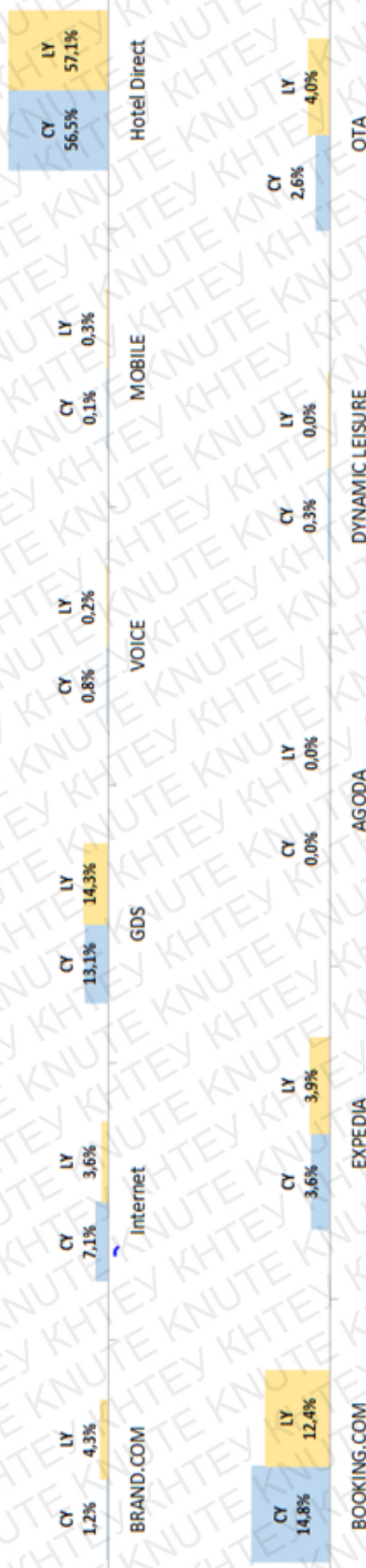
Appendix B
Market Segmentation of Radisson Blu Hotel Kyiv

Commercial Review (2018 based on August YEF)

Market Segmentation and Development - 2018 Year End Forecast vs. Last Year & Budget

KPI	% of RNs	RNs (YEF)		RNs vs LY		RNs vs Budget		ADR vs LY		ADR vs Budget		% Rm Rev		Rm Rev. vs LY		Rm Rev. vs Budget	
Retail	32%	12 561	-2 397	+485	+594	-1 118	145	+12	+9	38%	1 820	-169	-46	1 820	+109	+92	
Business Individual	30%	11 620					115	+5	+2	28%	1 342			1 342			
Tactical & Qualified Offers	11%	4 376	+320			-341	105	+8	-0	10%	462	+66	-37	462			
Business Groups	18%	6 924	+206	+493			131	+12	+8	19%	905	+106	+118	905	+106	+118	
Leisure Groups	4%	1 375	+588	+380			99	+4	+9	3%	136	+61	+46	136	+61	+46	
Crew	0%	0	-563			+0	0	+0	+0	0%	0	-51	+0	0	-51	+0	
Other	6%	2 200	+236			-265	71	-15	-4	3%	156	-12	-27	156	-12	-27	
Total	100%	39 056	-1 125	+257	+124	-257	124	+6	+5	100%	4 831	+120	+156	4 831	+120	+156	

Appendix C Source of Revenues in Radisson Blu Hotel Kyiv (Channel Statistics)



Appendix D
SWOT Analysis of corporate system of service promotion in
Radisson Blu

	<i>Strength (S)</i>	<i>Weaknesses (W)</i>
	<ol style="list-style-type: none"> 1. Extensive experience in the organization of personal sales 2. High level of organization of marketing department 3. Availability of highly qualified staff 4. Development of new types of services 5. Large number of regular customers 6. Systematic analysis of consumer satisfaction 	<ol style="list-style-type: none"> 1. High competition in the market 2. The need to improve external economic policy 3. Quite high price ranges 4. High dependence of strategies on the international RADISSON BLU global offices.
<i>Opportunities (O)</i>	<i>SO-strategy</i>	<i>WO-strategy</i>
<ol style="list-style-type: none"> 1. Change in advertising stereotypes 2. Increasing the purchasing power of the population 3. Software updates 4. Reduced prices 	<ol style="list-style-type: none"> 1. Expanding the range of services 2. Development of personal sales system with setting individual goals and building plan of achievement 	<ol style="list-style-type: none"> 1. Creation and distribution of free advertising and information materials about the activity of the hotel and constant holding in-house public events 2. Increasing the market share of the hotel by improving services quality and gaining new market segments 3. Maximizing the profit of market segments 3. Maximize profit
<i>Threats (T)</i>	<i>ST-strategy</i>	<i>WT-strategy</i>
<ol style="list-style-type: none"> 1. The slowdown in economic development 2. Increase in the tax pressure 3. Rising prices 4. Increasing costs 	<ol style="list-style-type: none"> 1. Creating a cost reduction accounting system 2. Creating an electronic sales system 	<ol style="list-style-type: none"> 1. Expansion of sales channels 2. Creation of a system of feedback with corporate clients of the other companies

Appendix E
Check Social Media of Radisson Hotels Competitors in Kyiv

Hotel name	Likes in Facebook	Instagram followers
Radisson Blu Hotel, Kyiv	4 767	758
Radisson Blu Hotel Podil	2 715	972
Park Inn by Radisson Kyiv Troyitska	653	623
11 Mirrors Design Hotel	18 256	6 116
Hilton Kyiv	10 187	1 815
Fairmont Grand Hotel Kyiv	10 273	5 005
Hyatt Regency Kyiv	6 017	1 402
Intercontinental Kiev	8 707	1 869
Premier Palace Hotel	9 003	6 817
President Hotel	2 680	1 338
Opera Hotel	3 780	979
Aloft Kiev	1 180	1 053