

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

FINAL QUALIFYING PAPER
on the topic:
MARKETING STRATEGY
OF THE KHRESCHATYK HOTEL, KYIV

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Purpose of the paper is to develop the theoretical foundations of formation and implementation of marketing strategies and recommendations for their improvement in restaurant business entity activity

The object of research is theoretical, methodological and practical principles of development and implementation of a marketing strategy in hotel business.

The subject of research is implementation of marketing strategy Of The Khreshchatyk Hotel, Kyiv

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

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PART 1. THEORETICAL FOUNDATIONS OF THE MARKETING STRATEGY

1.1. Analytical review of literature sources

1.2. Factors of forming the hotel's marketing strategy

PART 2. APPLIED ASPECTS OF IMPLEMENTING THE MARKETING STRATEGY OF THE KHRESHCHATYK HOTEL, KIEV

2.1. Assessment of the economic activity of the hotel's functioning

2.2. Identification of the type of marketing strategy

2.3 Monitoring the effectiveness of the marketing strategy

PART 3. DIRECTIONS FOR IMPROVING THE MARKETING STRATEGY OF THE KHRESHCHATYK HOTEL, KIEV

3.1 Marketing activities to promote the hotel brand

3.2 Development of marketing programs for the segment of loyal consumers

3.3 Evaluating the effectiveness of a marketing strategy

CONCLUSIONS

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APPENDICIES

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7. Date of receiving the task: _____

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

Student Marynych Andriy executed the final qualifying paper full-scale in the set terms in obedience to the time schedule of the paper.

The content, structure and execution of the paper answer requirements of the high school, has a practical value and academic novelty, an actual direction of researches. The final qualifying paper contains the introduction, main text (3 parts), conclusions, references and appendices.

In the first part defined theoretical and methodological basis of marketing strategy in hotel business. The factors of forming the hotel's marketing strategy were partly defined.

In the second part analyzed the aspects of implementing the marketing strategy of the Khreshchatyk hotel, Kiev.

In the third part defined the main marketing activities to promote the hotel brand. The expected results from the proposed measures were presented.

A final qualifying paper can be admitted to defense in the Examination Board

Scientific adviser of a final qualifying paper

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12. Resume about a final qualifying paper research

A final qualifying paper (project) of the student Marynych A.R.

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can be admitted to defence in the Examination Board.

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_____, _____, 2020

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INTRODUCTION

Relevance. The current state of the hotel services market is characterized by high level of competition, a variety of types of services and an increase in the level of Service. Today, hotel companies are forced to actively improve against the background of a fierce struggle for each guest, using a variety of internal organizational and technological innovations, using them as the most effective mechanisms for increasing competitiveness.

The competitive advantage of the hotel is at the heart of its successful operation in the market. The hotel industry is an important component of the tourism industry and is a set of activities aimed at serving consumers. In modern business conditions in the market of hotel and tourist services, in order to maintain the competitiveness of a hotel enterprise, it is necessary to implement a whole range of measures to form and consolidate competitive advantages. From the point of view of the efficiency of the enterprise, this means increasing the role of marketing activities and the strategy of the hotel enterprise.

Despite the fact that the enterprise is the basic economic unit of the country, the problems of marketing enterprises are not given due attention both from a theoretical and practical point of view. Therefore, the basic principles of creating marketing departments and services, as well as their functions and areas of activity, are still not clearly defined. The distribution of functions between employees of these departments and services and the system and individual components of marketing activities is also far from perfect, but the main disadvantage is the lack of analysis of the impact of marketing activities on the efficiency of the enterprise.

Degree of study of the problem: effective methods, technologies and tools for managing competitiveness are presented in the research of many domestic and foreign scientists. The problem of competitiveness in the hotel industry has been studied by advanced domestic scientists, in particular: Shikina A.V., Fadeeva G. I. [5], Ostapenko ya.a. [6], Zavidnaya L. D. [7], Porter, M. [8], Ugodnikova, A. I.,

Tsigenko, A. Yu. [12], Alexandrov I. A. [14], Oleynik N., Burik Yu. [15], Balatskaya N. Yu. [16], Malyuga L. M. [17], Okhota V. I. [18], Zhukov A.V. [19], Kraus N. M. [22], Davydova O. Yu. [23], Romanukha O. M. [24], Volovik, M. E. [26], Shumilin, A. [27], Malyarchuk, O. G. [28], Trunina, I. M. [29], Salita, S. V. [34, 35], Sklyar, E. P. [36], Stanchenko, A. [37, 38], Fomchenkova, L. V. [39], Lozovaya, O. A., Mamotenko. Therefore, there is a theoretical and practical problem associated with the need for a comprehensive analysis of the formation of a marketing strategy aimed at improving their effectiveness.

Based on this, the purpose of the thesis is to study the theoretical foundations of the formation and implementation of a marketing strategy and develop recommendations for their implementation in the activities of a hotel business entity.

The object of research is the peculiarities of forming a marketing strategy in a hotel enterprise.

The subject of the research is the marketing strategy in in a hotel enterprise. Research objectives:

- conduct an analytical review of literary sources;
- to investigate the factors of forming the hotel's marketing strategy;
- evaluate the results of economic activity of the hotel's functioning;
- identify the type of marketing strategy;
- monitor the effectiveness of the marketing strategy;
- develop marketing measures to promote the hotel brand;
- offer marketing programs for the segment of loyal consumers;
- evaluate the effectiveness of the marketing strategy to reveal theoretical aspects of the formation of competitive advantages of hotel industry enterprises.

Research methods. The theoretical and methodological basis of the work consists of scientific works of leading domestic and foreign scientists on competitiveness management in the hotel industry. The research uses the following methods of scientific research: theoretical generalization, system analysis, synthesis (to study the theoretical foundations of competitiveness management);

grouping and classification (to study the components of competitive advantages); induction and deduction.

The practical significance of the results obtained lies in the fact that the main theoretical generalizations, conclusions and suggestions contained in the work are of scientific and applied importance and can be used in the search and implementation of practical approaches to the implementation of the marketing strategy of the Khreshchatyk hotel and ensuring strong competitive advantages in the market.

The work consists of an introduction, 3 sections, and conclusions; it contains pages of the main text of Tables, Figures, and appendices. The list of references includes the source.

PART1. THEORETICAL FOUNDATIONS OF THE MARKETING STRATEGY

1.1. Analytical review of literature sources

The current state of development of market relations in Ukraine not only determines the need to ensure a high level of competitiveness of Ukrainian hotels, which implies their intensive development, but also requires improvement of methods of organizing economic activities. There is also a need to improve the mechanism of the hotel's market tools, the main one of which is the formation of Marketing Management.

The modern marketing concept of the hotel is based on the principles of functioning of the market economy, which is more consistent with the current situation. This concept assumes that the hotel should have the main goal – to meet the needs of customers, since only in this case can it ensure the achievement of its own goal.

Systematic market research to identify needs and develop on this basis the concept of services that would meet these needs better than competitors. This will ensure the competitive advantage of enterprises. This area of activity and the range of tasks solved within its framework is the content of strategic marketing (analytical aspect of marketing).

Organization of Sales (Sales) and communication strategies. The range of tasks solved in this area is the content of tactical or operational marketing (active aspect of marketing) [16, p. 174].

Both of these areas, on the one hand, complement each other, and on the other – should find a specific implementation in the framework of marketing management of the enterprise. The set of tasks solved within the framework of these areas is presented in Table 1.1.

Table 1.1

Marketing tasks in the enterprise

Strategic marketing tasks	tactical marketing tasks
1. Market Research and identification of customer needs.	1. positioning on target segments.
2. macro-segmentation of the market and selection based on this base market.	2. development of a marketing package: - product (a set of its properties); - price and pricing strategies;
3. analysis of the attractiveness of the underlying market.	- complex of marketing communications (advertising, sales promotion, propaganda).
4. micro-segmentation and selection of target segments.	3. Planning Marketing Activities, Monitoring and analyzing the results of the plan implementation.
5. Develop and select a strategy.	

Marketing management involves the study of the marketing micro - and macro-environment of the enterprise's functioning in order to identify needs, produce such goods that would meet these needs more effectively than competing products, as well as promote them to the consumer and stimulate demand for them.

As part of marketing management, you must perform the following management functions::

- market research to identify needs, as well as other elements of the macro - and microenvironment;
- planning new products;
- marketing complex planning;
- development of marketing plans, Organization of their implementation, monitoring of implementation and analysis of the results of implementation.

From the point of view of the current stage of development of Economic Science, the periodization of marketing strategies demonstrates the evolution of approaches to managing target markets.

Among them, one of the key roles belongs to the optimization of marketing policy in the complex of the economic mechanism of the enterprise, especially for a manufacturing enterprise. Due to the evolutionary nature, different application prerequisites, resources and expected results, the modern marketing package is a fairly diverse set of strategies. [11, p. 136].

According to the criterion of effective marketing policy, it is considered rational to apply a strategy provided for a specific target market situation, sales plans and goals. At the same time, practice shows often excellent results from those provided for in theoretical provisions, Low process efficiency, unforeseen negative consequences and complications. The reasons for deviation from the planned efficiency, failure to achieve tasks and goals can be:

- 1) the marketing strategy is chosen inadequately to the trends of the target markets;
- 2) the company's marketing system is unable to implement marketing strategies;
- 3) general volatility or highly dynamic conditions of the target market [19, p. 147].

As a rule, the reason for the inefficiency of marketing strategies takes on modified forms, through which the concept of inadequacy of management decisions to market conditions is blurred, the marketing system requires continuous improvement with natural inefficiency at the stages of its transformation, and volatility and dynamic changes in target markets form market trends that had manifestations in the past, but acquire unique features.

Given the goal of the enterprise's marketing system to adapt the economic mechanism to the situation of target markets, the issue of making decisions based on dialectical principles remains relevant for marketers, which is obviously related to the evolution of market strategies at the present stage.

Traditionally, the latter is considered through application within the framework of marketing concepts (table. 1.2). Marketing strategies at the present stage of economics are quite formalized.

At the same time, within the framework of market dialectics, marketers are faced with the task of choosing among the system of alternatives. For example, when choosing competitive strategies, focus on similar companies or market leaders?

Table 1.2

Marketing strategies in line with the evolution of sales concepts

Marketing concept	target market	enterprise goals	criteria for choosing marketing	strategies types of strategies
Seller's Production	Market, large volume, buyers tend to massively consume	production improvement, technology for keeping costs low	price	low prices, market coverage
Product	Seller's market, competition does not have a significant impact on the market	Product improvement	Price, quality	Monopolization of the market, product and image differentiation
Sales	Seller's market, competition is growing, but not enough to turn into a consumer market	The product range is narrow, the market is finely segmented, and the scale is determined by the size of the target segments	Price, competitor actions, sales goals	Market coverage, image differentiation, followers, stimulating marketing, product promotion
Customer orientation	Consumer market, the enterprise competes for the attention of consumers	The product range, sales volumes, and marketing strategies are focused on the target markets	Competitor strategies, segmentation of target markets, innovation	Focus, market leadership, followers, Support, segment specialization
Full marketing	The consumer market, the producer forms the demand and culture of consumption	Differentiated marketing strategies, product range, pricing, and production resources ensure a significant increase in the efficiency of economic activity for potential consumers	Technical and economic properties of the product, innovative inventions, formation of target markets, creation of new segments	Intensive growth, differentiation, focus, market leadership, development, harvesting, concentrated, creative marketing

Focusing on a similar company operating in the same segment provides an opportunity to flexibly respond to competitors' strategies [2, p. 78]. Choosing the criterion of orientation to competitors of the target segment as a criterion, most domestic enterprises make a mistake, since due to the irreversible loss of resources in the course of competition, they are unable to adequately respond to the development of the market situation. As a result, marketing strategies remain ineffective and inadequate.

According to the results of the analysis of scientific views, ambiguity in the interpretation of concepts and their insufficient adaptation to the hotel industry were revealed. This made it necessary to clarify the definitions: marketing policy of Hotel Enterprises – a system of measures for the formation of Product, Price, Sales, Communication Policy, branding policy taking into account changes in the internal and external environment, which is aimed at improving the efficiency of the hotel enterprise, increasing its competitiveness, creating a positive image among consumers and increasing their loyalty; the product policy of Hotel Enterprises is the process of forming a hotel product, the totality of its consumer characteristics, competitive advantages of hotel services, as well as their ability to meet the needs of consumers; the pricing policy of Hotel Enterprises is a set of measures to develop and establish an economically reasonable level of prices for hotel services and price tariffs that affect consumer loyalty and efficiency of enterprises; the sales policy of Hotel Enterprises is a complex system of moving a product or service from the manufacturer (hotel) to the consumer with the help of intermediaries or without their participation, minimizing financial, time and human costs; the communication policy of Hotel Enterprises is a purposeful, economically justified process of transmitting information about the product (service) and its value to the consumer through various channels in order to form a desire to purchase a certain product or service.

1.2. Factors of forming the hotel's marketing strategy

Hotel service is a leading service industry. The current state of the hotel services market is characterized by a high level of competition, a variety of types of services and an increase in the level of Service. Today, hotel companies are forced to actively improve against the background of a fierce struggle for each guest, using a variety of internal organizational and technological innovations, using them as the most effective mechanisms for increasing competitiveness. At the present stage of development of the hotel business, the use of information technologies significantly contributes to the optimization of all business processes and, as a result, allows hotels to form consumer loyalty, strengthen their own image and ultimately increase revenue indicators. [4, p. 112].

Currently, the development of the digital economy is taking place all over the world and in all spheres of society due to innovative growth and transformation of processes as a result of the emergence of new technologies. However, the digital economy is developing unevenly in different countries and regions, creating both new opportunities and barriers that need to be overcome in order to successfully conduct business on digital platforms. Data is transformed in the modern environment into a new factor that allows you to create value for the consumer and build business activity at a different technological level.

The competitive advantage of the hotel is at the heart of its successful operation in the market. The hotel industry is an important component of the tourism industry and is a set of activities aimed at serving consumers. In modern business conditions in the market of hotel and tourist services, in order to maintain the competitiveness of a hotel enterprise, it is necessary to implement a whole range of measures to form and consolidate competitive advantages [18].

The modern domestic hospitality industry is in the process of formation and is aimed at making a profit from cooperation with its clients. The unstable economic and political situation has caused a number of problems faced by the hospitality industry. That is why firms are forced to closely study the complex

market situation. The search and use of various forms of business by hotel establishments has become a popular trend in the context of effective management of enterprises in the hospitality industry.

Digital transformation is taking place both globally in the economy and at the level of individual companies. The study of this process is particularly relevant now, as corporations introduce new technologies and carry out digital transformation of their business models in order to maintain a leading position in the industry by creating technological barriers that their competitors will not be able to overcome.

The modern period of development of society is focused on accelerated digitalization of all processes and phenomena. In particular, if in the 80s of the twentieth century quality played a key role, and in the 90s-reengineering of business processes, then the key concept of the last two decades was speed.

The introduction of information technologies in the hospitality sector is explained by the speed of changes in the very nature of this business, including the need for operational management of business processes and the dynamics of changes in consumer requests under the influence of greater availability of information.

The actual interest in the use of digital technologies in the hotel business is due to the fact that on their basis it is possible to transfer the usual communication mechanisms to the digital environment, which allows using traditional schemes on a qualitatively new digital basis.

In the conditions of high competition in the hotel business, hoteliers are constantly faced with the need to maintain an individual approach to the guest, including on the basis of innovative marketing tools. [9].

The complex and ambiguous problem of digital management of business processes in a hotel enterprise is quite successfully solved by accommodation management systems or PMS systems (from the English "Property management system"). They are a type of automated control systems (automated control

systems) and are designed primarily to reduce the "manual" work of hotel staff and reduce costs.

In December 2019, a team of well-known hotel experts from Hotel Tech Report presented the results of an interesting study: what will be most important in the hotel industry in the coming years? [20]:

1. digitalization:

- Smart mirrors are hybrids that combine a TV screen and a mirror. While shaving or brushing their teeth, guests can watch the news, find out the weather, or book hotel services using the concierge function.;

- wireless charging for gadgets. Electricity is transmitted from the charging "mat" to a device such as a smartphone or headphones. Hotels can use a platform such as Chargifi for wireless charging in their rooms;

- intelligent number Management. Google Nest-type services that allow you to organize "digital" control of room temperature, lighting, and power. Nest, for example, can be configured and programmed with a single tap of your finger from your smartphone or any other device;

- tablet-to help. It is necessary to forget about the traditional printed booklets offering all hotel services lying on the desktop in the room. Guests want to know the main things: restaurant opening hours, menu and room service prices, spa services, recommendations like "Where to go nearby". All this is best presented to them by a tablet or smartphone, which is also able to play music, control the lighting and temperature in the room and "accept" some special requests (passing them to the Department for work with guests, concierges or maids) . Popular brands are Crestron, INTURITY, SuitePad, and Crave;

- new technologies in sound insulation. The latest generation of soundproof windows uses acoustic technology to minimize noise from traffic, planes, or loud music. This means that guests will never contact you again with complaints about this;

- voice control. Smart speaker update. For example, by ordering Alexa from Amazon (Amazon Alexa) to "learn" how to handle typical hotel requests using a

system like Volara. This "tandem" allows guests to use voice commands to request services such as room cleaning;

- access to the room without a key. The code entered on the smartphone keyboard - the digital version of the room key - together with the corresponding application eliminates the need to use traditional keys or room cards and simplifies the process of checking into the hotel. Note the ASSA ABLOY Global Solutions service;

- contact the concierge. Thanks to the use of Crave communication systems (fast QR code scanning is used), guests can communicate with concierges in real time-in video chat or Messenger. Thus, the guest saves time and effort on "going" to the lobby, and the employee gets the opportunity to process incoming requests faster and more efficiently.;

- smart TV. Many guests prefer to watch their favorite shows like Netflix instead of cable TV. A Smart TV with a built-in Internet connection or an add-on (like Apple TV or Roku) will come to the rescue, allowing the viewer to choose their favorite streaming services from the app catalog. When it comes to smart hotel TVs, Samsung and LG are the undisputed leaders;

- own streaming services. Portable streaming devices like the Amazon Fire Stick allow guests to "carry" their favorite movies or shows with them in their luggage. However, they can only be viewed if the TV in the room is equipped with a USB port. What else can you think of? We recommend that hoteliers use a platform such as Enseio, which allows guests to log in to their favorite streaming accounts and automatically "log out" when leaving the hotel.

2. Ecology and landscaping

Compliance with the direction of sustainable development is no longer a new phenomenon, but in modern conditions, customers prefer environmentally friendly products and services. In particular, the modern traveler tends to stay in hotels where environmental practices are integrated into all aspects of the business - from construction (including solar panels) to the F & B menu with a selection of

vegetarian and vegan dishes, as well as products from a local manufacturer.

Current trends in this area include:

- LEED certification. LEED is short for "leadership in energy and environmental design", an international certificate that characterizes the environmental friendliness of the building as a whole. Aspects such as water efficiency and indoor environmental quality are evaluated. Certificates are divided into "Certified", "Gold", "Silver" or "Platinum»;

- use of solar energy. Hotels can receive it both thanks to their own panels installed on the surface of the building / adjacent territory, and by purchasing solar energy from their supplier "elektrotopliva". A good example is the Hampton Inn Bakersfield, which switched to using solar energy to not only reduce energy bills by 45% or more, but also take advantage of a 30% federal tax credit;

- save water. Any attempt, even the simplest, to minimize water consumption will help the accommodation facility become "environmentally friendly". And there are many methods: from using watering cans with diffusers in the bathroom to reduce water consumption, to purchasing more efficient washing machines and recycling water (for example, redirecting used water from bathrooms to watering plants on site).

- plastic- "no"! Are consumers reducing their plastic consumption? Hotels should too! The rejection of plastic straws, water bottles, glasses, disposable cutlery or cocktail decorations is no longer new. Mini-bottles with hygiene accessories in bathrooms replace large dispensers and dispensers - for example, the Marriott chain has taken up this task on a particularly large scale.

- meat "alternatives". Hotels can add vegan and vegetarian options to the menu, as well as offer lean meals.

3. optimization of the workforce.

In parallel with the "digitalization" of the hotel industry, the tasks of employees are also changing. As well as the employees themselves: after all, changes are not only in the demographics caused by the increase in representatives of Generation Z with their requirements and priorities, but also in the growing

attention to security issues, as well as "technologies for working with human resources". Current trends in this area include:

- "global labor force" / immigration. Economic and political factors force many people to move not only to another city, but also to another country, an obvious plus - you can hire a competent specialist from abroad who will agree to work for less money, while generously sharing knowledge and ideas. However, the disadvantage is that immigration is becoming more complicated in the legislative sense, and the employer should take care of this.

- "Generation Z": young people born between the mid-1990s and early 2000s. These are "digital Aborigines" who have never lived in the "pre-internet" era and have no idea how to do without it. Their views and habits regarding the use of technology and social networks may differ from those of the older generation - as well as their approach to work;

- safety precautions: 2020 will be the "year of safety" for hotel industry employees. Several US states and cities have already passed laws obliging hotels to implement employee safety devices (ESD), and the American Hotel Association program is exploring additional features and resources to ensure this - from "alarm" buttons to call the police or security forces at the reception to portable devices for service personnel [5]:

- remote work. The growing trend of digitalization will allow even more employees of the hotel industry to work outside the hotel-from time to time or constantly;

- Uber cadres, or "guest workers": millions of professionals, contractors, and creatives working independently or on a contract basis. Such hoteliers are increasingly attracted to temporary - or not only - work, but they require a certain skill of interaction.

4. Use of innovative technologies in the hotel's operational activities:

- use of new features of upsell programs - upgrade the room category and offer additional F & B services, sightseeing tours, etc.;

- in tariff formation: many revenue management systems already use pricing algorithms supported by artificial intelligence, which determines optimal tariffs by analyzing the collected sales statistics for the previous period and available forecasts;
- in the booking procedure: services such as Autopilot and Triptease Convert in Hotelchamp use artificial intelligence that tests existing models for an item to increase the speed of making direct online orders;
- in simplifying the sale of conference facilities: thanks to new services, customers can now not only choose their own conference facilities at the hotel remotely, but also book them online.
- Instagram Instagram: more and more Instagram users are not reading posts, but only viewing Stories, but also attracting a new audience through the strategic use of TikTok videos and Instagram Stories;
- booking from gadgets.

The success of a hotel is determined by the effectiveness of strategic planning. There are different views on the strategic planning process. Their rather detailed critical analysis is given by R. Mintsberg, who considers strategic planning as a process of formal, analytical, design, foresight, mental, negotiation, transformation, etc. despite the variety of views on this process of the possibility of predicting changes, the main essential stages remain in force: the process should include both the development of a system of goals and plans, and the allocation of resources to achieve these goals. Strategic planning then engages the firm in the process of realizing, anticipating, and responding to market changes to make sure that resources are focused on achieving market opportunities that match the firm's capabilities.

When evaluating the market environment, it is necessary to make a strategic decision on choosing the target segment. In this context, a marketing strategy is a fundamental long - term decision that defines guidelines and directs individual organizational, economic and social marketing measures to achieve the goals set. However, in the process of organizing marketing management, the choice of

strategy is limited by external and internal conditions. To clearly formulate a strategy, you need to use a number of strategic definitions. In our opinion, these include:

- spatial allocation of the market;
- getting to know the market;
- market processing volume (one segment, multiple segments, entire market);
- market processing method (differentiated, undifferentiated, concentrated);
- focus on one of the marketing tools (price, quality); - primary goal (sales, profitability);
- attitude to competitors (aggressive, neutral);
- attitude to cooperation;
- attitude to growth rates (fast, moderate, reduced); -attitude to innovation.

The strategy covers various solutions, tools, and ways to achieve the company's goals. It consists in bringing the company's capabilities in line with the external environment. At the same time, the problem is to choose from among the possible options the most appropriate strategy for each market and product that meets the requirements for achieving marketing goals. The development of a strategic planning system at enterprises involves conducting a situational analysis of the internal and external environment of the enterprise. The internal environment has a constant and direct impact on the functioning of the enterprise.

The internal environment has several factors, each of which includes a set of key processes and elements of the organization, the state of which together determines the potential and opportunities that the enterprise has. The personnel factor of the internal environment covers such processes as interaction between managers and workers; hiring, training and promotion of personnel; evaluation of Labor results and incentives; creation and maintenance of relationships between employees, etc. the organizational factor includes: communication processes; organizational structures; norms, rules, procedures; distribution of rights and responsibilities; hierarchy of subordination. The production factor includes product

manufacturing, supply and storage management; maintenance of the technological fleet; research and development. The marketing factor of the internal environment of the enterprise covers all those processes that are associated with the sale of products. This is a product strategy, pricing strategy; product promotion strategy in the market; selection of sales markets and distribution systems. The financial factor includes processes related to ensuring the efficient use and flow of funds in the enterprise. In particular, it is maintaining liquidity and ensuring profitability, creating investment opportunities, etc.

After evaluating the internal environment of the enterprise, it is necessary to complete the correlation process by applying the so - called SWOT analysis. The abbreviation is made up of the first letters of English words: strength, weakness, opportunity, threat. SWOT analysis is a fairly widely recognized approach that allows you to conduct a joint study of the external and internal environments. The SWOT methodology involves first identifying strengths and weaknesses, as well as threats and opportunities, and then establishing chains of links between them, which can later be used to formulate the organization's strategy. A SWOT matrix is created to establish relationships.

To successfully apply the SWOT analysis methodology of an organization's environment, it is important to be able not only to identify threats and opportunities, but also to try to evaluate them in terms of how important it is for the organization to take into account each of the identified threats and opportunities in its behavior strategy. This analysis and evaluation provides the manager with the necessary information to decide which products to remove, which to support, and which customers to pay special attention to.

Although the basic principles of strategic planning are universal and invariant in relation to the type of market, the specifics of the industrial market provide significant features of this process. What works well in the consumer market works very differently in the industrial market. This is due to a whole group of factors, for example, the presence of various markets that can be mastered through numerous channels, each of which requires a special approach. For

example, a computer hardware manufacturer may sell its products in the commercial, educational, and public markets, each of which requires a unique marketing plan. Unlike consumer marketing, a successful strategy in the industrial market depends more on coordination with other structural divisions of the enterprise. When marketing, for example, emphasizes the importance of custom manufacturing and fast delivery, production must be brought into line with marketing in order to be able to complete production by the deadline. In addition, planning in the industrial market requires more combining the efforts of various functional areas and a closer connection with the overall strategy of the organization than in the consumer market.

Strategic planning carried out at the enterprise can be considered from two sides: the formulation of the strategy, that is, determining in which direction the company should go; the implementation of the strategy, that is, the decision on how to go to the goals set.

PART 2. APPLIED ASPECTS OF IMPLEMENTING THE MARKETING STRATEGY OF THE KHRESHCHATYK HOTEL, KIEV

2.1. Assessment of the economic activity of the hotel's functioning

Khreshchatyk hotel is one of the top 10 best hotels in the center of Kiev. Among the hotels in Kiev, the Khreshchatyk hotel stands out for its unique location on the main street of the capital of Ukraine. The hotel's comfortable rooms are equipped with mini-safes, electronic security system, satellite TV, mini-bars, climate control, sound and light control, hair dryers, underfloor heating in the bathroom.

Khreshchatyk hotel is an ideal place for both business travel and a full-fledged comfortable stay.

Among all the hotels in Kiev, Khreshchatyk is distinguished by its unique location on the main street of the capital of Ukraine and Independence Square. All major cultural and historical attractions, museums, theaters, business centers, shopping and entertainment centers, fine restaurants and bars are located in the immediate vicinity, including the world-famous Buddha bar Lounge restaurant.

The hotel offers rooms of the following categories: single business class, double business class, junior suite-terrace, Junior Suite business class, apartment, apartment Avenue, Suite.

Prices for accommodation in the Khreshchatyk hotel are shown in Table. 2.1.

Table 2.1.

Prices for accommodation in the Khreshchatyk hotel, per day
(January-November 2020)

Room category	prices for accommodation, UAH per day
single business class	2700 UAH
double business class	2480 UAH
Junior Suite-terrace	3500 UAH
Junior Suite bisnes class	5500 UAH
apartment	7000 UAH
apartment Avenue	8500 UAH
suite 6500	UAH

The management structure of Hotel Khreschatyk. The linear control structure is the most logical and formally defined structure, but at the same time is the least flexible. Because in the linear structure of management decisions are transmitted by the chain "from top to bottom", and the head of the lower level of management subordinates to the higher level manager, a kind of hierarchy of leaders is formed. In this case, the principle of unity is applied, the essence of which is that the subordinates do the will only of their direct supervisor. The supreme governing body has no right to order any executors, bypassing their direct manager. The organizational structure of Hotel is shown in the figure below.

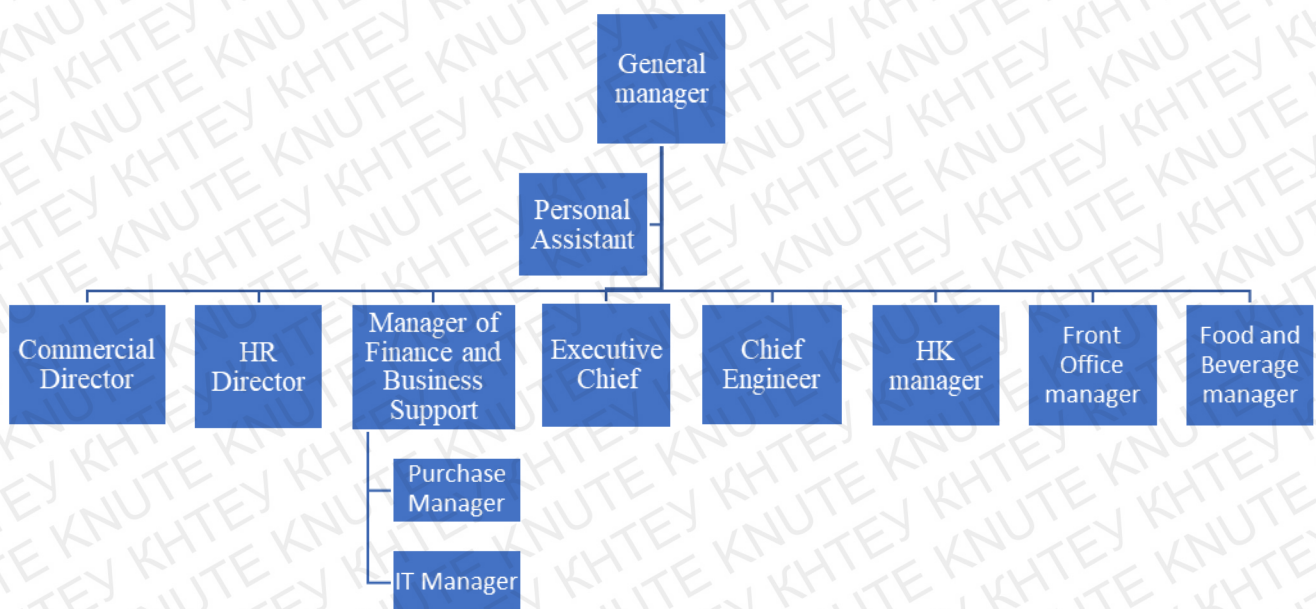


Table 2.2 Organizational Structure of Khreschatyk Hotel

Khreshchatyk 4 * hotel is an ideal place for holding business meetings, conferences, seminars, trainings, negotiations, presentations. The hotel's conference center includes multifunctional rooms equipped with individual air conditioning and heating systems, built-in screens, multimedia projectors, sound system, microphones, flip charts and other necessary equipment. All conference rooms have access to cable and wireless Internet (Wi - Fi).

Khreshchatyk is an ideal place for conferences, trainings and seminars with a total audience of up to 500 people (the total area of the hall is 450 sq.m). The Grand Hall is additionally equipped with a stage and a large LED screen, a separate reception, a bar, a smoking room, and relaxation areas.

Organization of the most memorable events in your life. Wedding, Birthday, Corporate Event. A party with a total audience of up to 200 people.

Concerts, presentations of films and music videos with an audience of up to 400 people with the possibility of organizing a buffet. Equipment for an additional fee:

- multimedia projector;
- sound reinforcement;
- microphone (different types) ;
- laptop;
- plasma TV;
- grandstand

Office "French": total area - 62.3 M2. Capacity up to 10 people.

Office "Austrian": total area - 24.5 M2. Capacity up to 5 people.

American office: total area - 82.1 M2. Capacity up to 20 people.

English office: total area - 42.6 M2. Capacity up to 6 people.

Khreshchatyk Hotel invites you to visit some of the best restaurants in Kiev. You can spend a wonderful evening, meet for a business lunch with a partner or just have a cup of coffee in our restaurants, or in one of the bars located in the hotel.

Without leaving the hotel, you can visit the island of Japanese and Indian cuisine, taste Ukrainian dumplings and doughnuts, relax in the lounge bar of the world-famous brand Buddha-bar.

Banquet Hall "Grand Hall Khreshchatyk". The domed architecture of the Hall has a system of illumination of the dome and columns, which gives the desired color, adds a touch of sophistication and exclusivity. Grand Hall Khreshchatyk is a modern event venue with convenient access, parking, located next to the Metro Station "Maidan Nezalezhnosti".

It offers: a gym in the style of "Hi-Tech", equipped with "X-Line" simulators, a luxury spa center "Majory"-the shore of a warm tropical island in the very center of Kiev, an exclusive beauty salon Mei Mei. The hotel offers the world-famous Lounge restaurant Budda-bar Kiev. Gourmets will appreciate Indian, Chinese, Japanese and Thai dishes. The most glamorous and pretentious parties in Kiev with the participation of fashionable DJs are held here. The restaurant is popular with celebrities. SPA center "MAJORY" is open 24 hours a day. Unique discounts and various promotions are available for hotel guests. The hotel room rate includes free access to the MAJORY Spa from 08:00 to 13:00. Gym in the style of "Hi-Tech". Opening hours: from 7: 00 to 23: 00. Access to the gym is included in the price. Let's consider the main technical and economic performance indicators of the Khreshchatyk hotel (table 2.2.)

Table 2.3.

Economic performance indicators of the Khreshchatyk hotel
for 2017-2019

Indicator	2017	2018	2019	absolute deviation (thousand UAH) 2018-2017	relative deviation, % 2018-2017	absolute deviation (thousand UAH) 2019-2018	relative deviation, % 2019-2018
Net income from sales of products (goods, works, services) (thousand UAH)	254875	275663	304782	20788	8.1	29119	10.6
Cost of products sold (goods, works, services) (thousand UAH)	210394	190798	167325	-19596	-9.3	-23473	-12.3
Gross profit (thousand UAH)	80384	84865	137457	4481	5.5	52592	62.0
Other operating income (thousand UAH)	98346	107117	42297	8771	8.9	64820	-60.5

Continuation of the Table 2.3.

Indicator	2017	2018	2019	absolute deviation (thousand UAH) 2018-2017	relative deviation, % 2018 2017	absolute deviation (thousand UAH) 2019-2018	relative deviation, % 2019 2018
Administrative expenses (thousand UAH)	20940	26609	30946	5669	27	4337	16.3
Sales expenses (thousand UAH)	19550	23486	16519	3936	20.1	-6967	-29.7
Other operating expenses (thousand UAH)	160448	157523	12980	-2925	-18.2	-144543	-91.8
Profit (loss) from operating activities (thousand UAH)	100439	15636	119309	84803	-84	134945	863
Financial result before tax (thousand UAH)	790395	860639	12708	70244	88.8	-847931	-98.5
Net profit (thousand UAH)	10399	12708	860639	2309	22.2	847931	6672

In 2019, the revenue of Khreshchatyk hotel amounted to UAH 304,782 thousand, an increase of UAH 29,119 thousand (10.6%) compared to 2018.

During the year, services were sold in the amount of UAH 205,453 thousand and goods - UAH 99,329 thousand. there is a rapid reduction in the cost of services sold, in particular, in 2019, this figure decreased by UAH 23,473 thousand - 12.3%.

The gross profit of the Khreshchatyk hotel in 2019 increased by 62.0%, which amounted to UAH 52,592 thousand. there is an increase in administrative expenses. In 2019, this indicator increased by 16.3%, which amounted to UAH 4,337 thousand.

The Net Profit of the Khreshchatyk hotel in 2019 amounted to UAH 860,639 thousand, an increase of UAH 847,931 thousand compared to 2018.

Khreshchatyk hotel retains its reputation as one of the Leaders year after year due to its activities, which is confirmed by its commitment to developing the Ukrainian hotel services market at the level of international quality standards.

2.2. Identification of the type of marketing strategy

General strategy of the Khreshchatyk hotel:

- implementation of planned activities in terms of marketing and sales department,
- ensuring an appropriate level of Service and up-to-date offers of products and services to the target audience. Maintaining the usual service for guests and improving it at certain stages.

Key strategic actions:

- achieving the specified KPIs in terms of working with corporate and Group segments to ensure sales of the number of rooms;
- preserving the existing hotel staff and creating conditions for hiring the best personnel on the market when closing vacancies;
- implementation of the activity plan by the restaurant service;
- implementation of the Wellness Club Activity Plan;
- regular tracking of guest feedback by all available means to correct service procedures and possible changes to hotel products to get a better customer experience;
- conducting regular training and improving motivational programs for employees.

To study the service market, study the external and internal environment of a business entity, and draw conclusions about the development strategy of a hotel or tourist enterprise, it is necessary to analyze the influence of the main environmental factors. The results are summarized in Table 2.4.

Table 2.4

Analysis of macroenvironment factors of the Khreshchatyk hotel»

Positive factors	Negative factors
Long history	incomplete compliance of Personnel Training in the tourism industry with the requirements of the labor market in terms of quality and quantity
rich cultural monuments	lack of Environmental Protection
favorable geographical location, attractive nature.	centralization of tourism establishments mainly in the city
State support for Tourism	Development a small number of people in the regions who are fluent in foreign languages
Availability of qualified labor.	unsatisfactory Organization of work on the submission
Location of the country in a favorable geographical crossroads.	incomplete provision of prompt passage of foreign citizens arriving in the country through border checkpoints
The presence of experience in conducting major international events	is an imperfect basis for conducting analyses in the tourism sector
State identification of the tourism sector as one of the priority sectors in the development of the non-oil sector.	failure to conduct regular monitoring to measure the level of satisfaction of tourists arriving in the country.

When the state is interested in the tourism industry in the country developing, this is expressed in a single concept of priority progress of the hospitality industry, in the adoption of legislative and regulatory acts that encourage and regulate the hotel business, in particular, and the development of tourism in general, as well as in financial and economic measures to support and develop the infrastructure of enterprises for guest accommodation, hotel construction and progress of the hospitality industry. Thus, one of the first plans in the complex of strategic marketing tasks of the Khreshchatyk hotel is put forward marketing tasks and the organization of service provision.

At the same time, it should be taken into account that the industry of providing evaluation services is very sensitive to innovation and competitive positions can change very quickly, since the amount of funding for basic science and Applied Research in the world is much higher.

Market and product strategies. Strategy for covering the entire market. Services are offered to all market segments – for experienced market players.

One of the central and most common approaches to strategic planning is the analysis of the strengths and weaknesses of the enterprise, or SWOT analysis. In general, SWOT analysis (the Thompson and Strickland method) is a fairly easy-to-use tool for quickly assessing a company's strategic position. SWOT analysis emphasizes that the enterprise strategy should best combine the internal potential of the company (i.e., its strengths and weaknesses) and the external situation (which is partially reflected in opportunities and threats).

At the enterprise, SWOT analysis is carried out, which is reflected in the business plan according to the classic scheme. It is based on the understanding that strengths are unconditional achievements of the enterprise and naturally formed advantages.

The latter include, for example, the profile of the enterprise itself, which in fact is a potential carrier of new technologies. The SWOT results are shown in tables 2.5.

Table 2.5

SWOT analysis of Khreshchatyk hotel activities

Strengths	Weaknesses
<ul style="list-style-type: none"> - availability of its own material and technical base and public catering enterprises; - flexible pricing policy, taking into account the category of rooms and preferences of consumers of hotel services; - availability of a permanent segment of hotel service consumers; 	<ul style="list-style-type: none"> - lack of analytical information about consumers of hotel services and their advantages; - passive role of marketing policy of hotel service manufacturers; - a narrow list of hotel services; - lack of analytical information on the degree

<ul style="list-style-type: none"> - Reconstruction and renewal of fixed production assets of hotel service producers; - availability of specialization and opportunities to provide hotel services in several market segments; - Organization of an advertising campaign on the Internet. 	<ul style="list-style-type: none"> of impact of advertising events on consumers of hotel services; - lack of a clearly defined strategy for the development of hotel service manufacturers; - low economic efficiency of hotel service manufacturers; - lack of qualified personnel in the hotel services market.
Threat	Opportunities
<ul style="list-style-type: none"> - conquering new segments of the hotel services market; - possibility of comprehensive service of additional groups of consumers of hotel services; - expansion of the range of hotel services; - formation of loyalty of consumers of hotel services; - formation of a system of training and motivation of hotel staff; - systematic marketing research of the hotel services market. 	<ul style="list-style-type: none"> - the emergence of new competitors and increasing competition in the hotel services market; - dynamic change in the solvency and preferences of hotel service consumers; - lack of external investment associated with risks in the implementation of investment projects; - changes in External market conditions; - lack of professionally trained personnel in the hotel services market.

The results of SWOT analysis of the internal and external environment of hotel service manufacturers in the market, allowed us to conclude that one of the strengths of hotel service manufacturers is the availability of their own material and technical base and public catering enterprises, which will allow us to use the opportunities of comprehensive service to hotel service consumers and expand the range of services in hotels.

Thus, one of the first plans in the complex of tasks of strategic marketing of the Khreshchatyk hotel is put forward marketing tasks and organization of sales of services. At the same time, it should be taken into account that the industry is very sensitive to innovation and competitive positions can change very quickly, since the amount of funding for Applied Research in the world is much larger.

Market and product strategies. Strategy for covering the entire market. Services are offered to all market segments – for experienced market players.

National market strategy. This is the main strategy, but it cannot be implemented in its pure form – solid investments are needed in the system of promoting services and building a hotel network.

Positioning services by price and quality. The successful operation of the Khreshchatyk hotel is a confirmation that the services are correctly positioned in the market and the price/quality ratio meets the requirements of consumers.

Pricing strategies. Price support strategy. The goal is to maintain its market share in the same volume.

Strategy for building a market share (taking into account the work on reducing the cost of production). This strategy is Auxiliary and is aimed at achieving the largest market share due to price levers. At the same time, there should be a margin for expenses.

Price reduction strategy (taking into account the good financial stability of the hotel). A strategy based on reducing the price allows you to respond to the challenge of competitors. The financial stability of Ukrainian hotels allows us to apply this method within reasonable limits.

Distribution and promotion strategies. It doesn't apply at all.

Direct marketing, i.e. individual work with key consumers, becomes a decisive factor in a successful sales policy (taking into account the limited effective demand)

Competitive Strategies. Cost leadership. Optimization of raw material supplies for restaurants and hotels. Introduction of energy-saving technologies. Optimization of production processes.

Service lifecycle-based strategies.

Technical strategies. Khreshchatyk hotel has developed a program for further technical re-equipment of the main experts, which, together with their renewal, ensures quality improvement in order to strengthen its position in the market. For the implementation of technical and social measures, a positive financial condition

of the Khreshchatyk hotel is required, additional income is needed, which should be obtained both by reducing costs, saving material and energy resources, and by improving the technical level and quality of hotel services required by customers. Transition to precautionary actions that are aimed at getting ahead of the needs of consumers.

2.3. Monitoring the effectiveness of the marketing strategy

To assess the effectiveness of the hotel services marketing strategy, we have introduced a unified Five-Point Rating Scale, which provides for the following ranks::

5 points-the value of the marketing strategy element fully meets the needs of consumers and exceeds their expectations about hotel services;

4 points - the value of the marketing strategy element fully meets the needs of consumers and meets the expectations of consumers of hotel services;

3 points-the value of the marketing strategy element fully meets the needs of consumers, but does not fully meet the expectations or expectations of consumers higher;

2 points - the value of the marketing strategy element does not fully meet the needs of consumers and does not meet the expectations of consumers of hotel services;

1 point-the value of the marketing strategy element for this hotel does not meet the needs of consumers.

It should be noted that consumers can assess the price availability of the hotel product and the level of service at the place of consumption of the hotel product. This is determined by the fact that consumers will be able to evaluate the

Table 2.6

Results of evaluating the effectiveness of the Khreshchatyk hotel marketing strategy

Distributi on of consumer ratings, score	Indicators			
	5	4	3	2
1 price availability	28.1	47.3	21.9	2.7
2 service level	45.3	32.2	18.9	3.6
3 Hotel product quality	31.8	46.1	18.8	3.3
4 system of discounts and bonuses	13.8	22.9	52.2	11.1

quality of services that make up a hotel product only at the time of their provision at the place of their production, that is, directly at the hotel.

Thus, the results of the analysis of quality estimates of hotel services provided by market participants allowed us to draw the following conclusion: consumers are not fully satisfied with the quality of Service. Thus, 3.6% of consumers rated the level of service at 2 points, 11.1% of consumers are dissatisfied with the system of discounts and bonuses, 3.3% - with the quality of the hotel product, 2.7% - with price availability.

The results showed that they are not fully satisfied with the main characteristics of hotel services controlled within the marketing package: the quality of the hotel product, its price availability, including the system of discounts and bonuses, and the level of Service.

The next step in determining the effectiveness of the hotel's marketing strategy in the market using the marketing mix was to evaluate them according to the selected indicators on a 5-point scale and sum up the points obtained (table 2.7).

Table 2.7

Evaluating the effectiveness of a marketing strategy

	Indicators	point scores								
		1	2	3	4	5	6	7	8	9
Element Hotel product										
1.	complexity of hotel services	4	3	5	4	3	3	4	4	3
2.	form and quality of Service	4	4	5	3	2	3	5	5	2
3.	Information Service	3	3	4	3	3	3	4	4	2
4.	professional qualities of the staff	3	3	3	3	3	3	3	3	3
5.	security of hotel services	4	4	4	4	4	3	4	4	2
Item cost										
6.	price of a complex hotel product	4	4	5	3	4	4	5	5	3
7.	availability of price and non-price incentives	4	4	4	4	3	3	5	5	3
Promotion element										
8.	image of a hotel service manufacturer	4	4	5	5	3	3	4	4	2
9.	the latest hotel services	3	3	4	3	3	3	4	3	2
10.	use of advertising tools	3	3	4	3	2	2	4	3	2
11.	loyalty programs	3	3	3	3	3	3	3	3	3
Location element										
12.	Organization of the contact zone	4	4	5	4	4	4	5	5	4
13.	facade, adjacent territory, interior	4	4	5	5	4	4	5	5	4
14.	Hotel arrangement	4	4	5	4	4	4	5	5	4
15.	hotel opening hours	4	4	5	4	4	4	5	5	4

The next and final stage of evaluation is to adjust the number of points based on weighting coefficients, as well as calculate and compare integral indicators of marketing mix elements used by hotel service manufacturers in Kiev (table 2.7).

Table 2.8

Point assessment of the company's position among its main competitors

Indicators	Khreshchatyk Hotel	Kiev Hotel	Goloseevsky Hotel
Item hotel product	95	95	65
Item cost	75	85	80
Promotion element	95	90	80
Location element	85	75 65	

Based on the establishment of the position and level of use of the opportunities of the marketing complex, hotels of the region can be used by them when choosing a strategy for the development of marketing of hotel services, to ensure its orientation to the consumer in order to increase customer satisfaction and loyalty.

The perception of hotel services as a commodity requires a special approach to positioning in the service sector.

At the same time, the conducted research convinces that in order to achieve customer satisfaction of hotel services, it is necessary to constantly monitor not only the dynamics of quantitative indicators of market development and the quality of services provided, but also the use of marketing tools for doing business. Non-systematic application of individual elements of the marketing mix discredits this approach, while the combination of correctly selected tools of traditional, internal and interactive marketing, used on a systematic basis, will maximize the achievement of targets for all subjects of market interaction: the consumer, hotel staff and hotel service manufacturers.

PART 3. DIRECTIONS FOR IMPROVING THE MARKETING STRATEGY OF THE KHRESHCHATYK HOTEL, KIEV

3.1. Marketing activities to promote the hotel brand

The hotel complex is one of the most important branches of the service sector, so there is a need for hotels to switch to a market model, in which the priority of development becomes a strategic approach to the development of marketing of hotel services focused on the target consumer.

Economic reform, insufficient accounting of supply and demand in the hotel services market, imperfection of the economic mechanism of management led to low results of hotels' activities, erroneous management decisions on their development. In this situation, it became necessary to form a comprehensive marketing strategy for hotel services, focused on the consumer, and directions for its implementation.

A comprehensive consumer-oriented hotel services marketing strategy is provided by the implementation of a set of management solutions aimed at creating, developing and long-term maintaining a position in a dynamic consumer market by maximizing the satisfaction of their requests in an unstable market environment.

A comprehensive marketing strategy for hotel services is formed as a result of the influence of the exogenous environment and possible endogenous prospects for the company's activities, taking into account the market environment, while marketing support for the enterprise is important, which affects its behavior in the market, taking into account the existing competition.

The formation of a comprehensive marketing strategy for hotel services can ensure the dynamic development of hotels in an unstable exogenous and endogenous environment.

When choosing a marketing strategy for a hotel, it is necessary to take into account all the features related to its position in the market. In general, the process of developing an enterprise's marketing strategy includes four main stages: [1].

Stage 1. Marketing audit of an enterprise, which involves analyzing and diagnosing the market, competitors, and the enterprise itself.

Marketing audit is a process that includes the study of the external environment of the enterprise (macro - and microeconomic environment) and the internal marketing sphere of the enterprise.

The goals of a marketing audit are to prepare an information base for developing and selecting a marketing strategy and defining marketing requirements for business processes and enterprise structure.

Marketing audit is carried out in the following sequence: defining the audit objectives; working out all suitable methods and means of obtaining information; evaluating the quality of selected methods; collecting information; evaluating the preparation of information; analyzing information; preparing an opinion on the audit results.

Stage 2. Defining the goals and objectives of the strategy.

Before planning anything, the company must conduct a full marketing audit and decide on its goals and development plans. It should be understood that the goals of the enterprise should be specific, achievable, consistent with each other, measurable, connected in time, and the goals should correspond to the general orientation of the enterprise and the qualifications of its personnel: [2].

It should be mentioned that the goal of the enterprise and, accordingly, the marketing strategy being developed, does not always have to be something material, tangible. Sometimes a strategy is developed to form the company's image in the consumer market.

Stage 3. Selection of fundamental strategic marketing areas, where it is also necessary to determine the target segment, positioning and brand policy of the enterprise.

It would be careless to immediately form a marketing mix immediately after completing the analysis and diagnosis of the situation and setting common goals of the marketing strategy, since in order for it to be effective, it is necessary that all its elements are imbued with some common basic ideas. These main ideas, which make up the five fundamental elements of a marketing strategy, relate to the choice of sales sources, Target groups, positioning, brand policies, and priority strategic development directions.

Stage 4. Definition and formulation of a marketing mix, where it is necessary to clearly define on the basis of all the above-mentioned fundamental areas and finally formulate the so-called marketing mix, that is, a set of Product, Price, Sales and communication policies.

Evaluating a marketing mix means identifying whether it will allow – and to what extent-to achieve the overall goals that were set for the company as part of the marketing strategy. This assessment can and should be carried out, on the one hand, in a qualitative way, on the other – in a quantitative way.

Thus, when developing a marketing strategy, a situational approach is mainly used. In other words, when choosing this strategy, you must::

- 1) compare several scenarios of marketing activities with a detailed description of marketing policies, with an economic assessment of the company's performance, with sales forecasts;
- 2) assess the risks and choose the most appropriate marketing strategy for the company.

Based on the analysis of the competitive potential of the Khreshchatyk hotel, we have developed a marketing strategy to increase our strategic advantages (Table 3.1).

Table 3.1

Marketing strategy to increase competitive advantages in the short term

Strategic goal	Tactical goal
Goal 1. improving the material and technical base of the hotel	<ul style="list-style-type: none"> 1.1. improving the interior design of the hotel and expanding the number of rooms 1.2. expansion of the range and differentiation of hotel services, taking into account the requests of target customers 1.3. development of the hotel's production and technological sector 1.4. search for external investment opportunities 1.5. improving marketing and sales strategies on the internet 1.6. improvement of the hotel's financial support system and profit maximization
Goal 2. improvement of innovation and investment potential	<ul style="list-style-type: none"> 2.1. development of innovation activities in the restaurant segment 2.2. development of innovative activities in the service segment 2.3. introduction of advanced innovative technologies in customer service 2.4. digitalization of operational processes and elimination of bureaucratic procedures
Goal 3. Improving the hotel's reputation at the domestic and global level	<ul style="list-style-type: none"> 3.1. improving the hotel concept, modernizing it with an emphasis on modern customer requests 3.2. improving partnership relations with international partners 3.3. ensuring social responsibility of business 3.4. popularization of the hotel brand as the best 5 * Hotel in Kiev 3.5. ensuring reliable customer relations and trust in the hotel 3.6. improving business efficiency
Goal 4. Ensuring the protection of corporate information through the implementation of a digital development strategy	<ul style="list-style-type: none"> 4.1. creating a system for protecting personal data of customers and partners using modern technological capabilities 4.2. ensuring timely receipt of information by hierarchy levels 4.3. development of a corporate network based on blockchain technologies
Goal 5. improving the quality of a comprehensive hotel product	<ul style="list-style-type: none"> 5.1. improving the quality of a comprehensive hotel product 5.2. promotion of the trademark by means of digital communication 5.3. ensuring compliance with international and domestic standards of hotel service 5.4. ensuring an attractive price/quality ratio for the client 5.5. introduction of marketing technologies for collecting reliable information about the demand for hotel services and quick response to these changes 5.6. modernization of the hotel product to meet customer requests 5.7. improving the quality of Service
Goal 6. improvement of the system of forage interactions with the goal of improving the quality of Service	<ul style="list-style-type: none"> 6.1. improving the system of interaction with suppliers, consumers, agents, distributors
Goal 7. increasing the flexibility and dynamism of operational activities	<ul style="list-style-type: none"> 7.1. increasing the flexibility and dynamism of operational activities 7.2. development of the research sector within the hotel 7.3. development of a system for motivating innovation activities 7.4. ensuring the dynamism and efficiency of business processes

Thus, the marketing strategy of the Khreshchatyk hotel is a tool for forming and ensuring sustainable competitive advantages. With the help of strategic planning, ways to implement the overall development strategy of the enterprise are specified and determined.

The main strategic objectives of the hotel to strengthen and maintain its position in the market in 2021 should be highlighted:

- achievement of planned indicators of loading and income of the room stock;
- increase in revenue by 18%;
- increase in sales in the group segment;
- restoration of the development of the hotel's catering services;
- increase revenue from private events and increase the attractiveness of restaurants through photo reports from event agencies;
- achieve the recognition of " Best Breakfast in Kiev "and" Best Restaurant for romantic meetings»;
- improve logistics and complete concept creation;
- renovation of rooms and common areas;
- maintaining the operability of the hotel's engineering systems and updating it (repair of the roof of the building and the facade of the hotel);
- performing engineering and technical works that will allow the building to be operated in trouble-free mode,
- performing scheduled preventive repairs of engineering systems and building structures;
- implementation of a balanced tariff policy for all hotel services, taking into account changes in market conditions.

3.2. Development of marketing programs for the segment of loyal consumers

To increase customer loyalty, it is proposed to implement a CRM system. The main goal of implementing a CRM system in an enterprise is to increase the company's revenue through optimal interaction with customers and optimize internal coordination. This goal is achieved by increasing the profitability of the customer base and reducing the cost of servicing it. However, many companies view the CRM system as a means of reducing costs rather than increasing revenue, although it helps to solve both problems. Increasing customer loyalty or automating the routine work of managers ways to achieve them results of implementing a CRM system.

The most common criteria for the effectiveness of implementing a SAM system are customer loyalty and effective relationships with them.

The main indicators of customer loyalty are:

1. Loyalty Index.
- 2.the number of customers who left.
3. share of sales to old customers.
4. the cost of a loyal customer.

The main indicators of customer loyalty for a certain period of time are the volume of revenue and the Customer Loyalty Index.

There are no small things in the hotel service, so you need to enter any information about customers and their preferences in the CRM system:

- check-in dates;
- number of guests;
- preferred room types;
- booking amounts;
- personal and contact information;

– individual requests identified at the stage of booking a room or on a previous arrival.

In addition to creating and maintaining a customer base, a modern and well-thought-out CRM system for a hotel can solve the following tasks::

Prompt processing of applications. CRM allows you to automate the processing of applications, so that the time required to complete each operation from check-in to check-out of the guest will be significantly reduced, and visitors will be satisfied with the service.

Increase customer satisfaction and loyalty.

First, the implementation of CRM for the hotel allows you to minimize failures in processing requests and processing requests for accommodation, so that customers become more loyal.

Secondly, CRM can record any customer requests (please wake up at a certain time, serve vegetarian food for lunch, do not clean the room, or, conversely, hang up new towels before the next shift). this information will not be lost and will be used at the right time. Compliance with the individual requirements of guests, combined with the overall high quality of Service, determine the loyalty of customers, their desire to return to the hotel again and again, to recommend it to their friends and acquaintances.

Customers who have agreed to receive mailings can be segmented by wealth (rich customers and, conversely, prefer economy class rooms), by type (travelers, business travelers), and by social status (traveling alone, with their family, or with a large friendly company). For each segment, the marketer can come up with their own promotions and offers that will motivate customers to stay in a hotel. For some, it will be free accommodation for children, for others — a discount on a large company, for others — luxury rooms at the price of standard ones. At the same time, we are talking not only about those who stayed at the hotel, but also about all the contacts that the company has collected during its work.

Analytics is not only one of the most important components of business planning, but also allows you to quickly assess the current state of affairs in the

hotel. Data in the CRM system about hotel customers is an excellent basis for analyzing and making further management decisions. Thanks to CRM, you can analyze the dynamics of customer requests, draw appropriate conclusions and make forecasts. For example, you can track the number of guests for each month and identify the "high season" for the hotel or determine which types of rooms are most in demand. This data can be used when forming the hotel's pricing policy.

CRM for the hotel will allow managers of any level to quickly access the necessary customer information and track the status of completing the service task: whether the request of a potential client has been processed, whether the resident's request to repair the air conditioner has been fulfilled.

There are software packages that automate all business processes in the hotel, starting with accounting and room management and ending with warehouse accounting and restaurant management. The line of systems today includes:

- MaxiBooking;
- CLOFFHotel;
- Logus HMS;
- Otelix;
- Bnovo PMS.

MaxiBooking is a fairly flexible and functional system that has a booking module and special tools for comfortable hotel management. The program is great for small and medium-sized companies. It works on the Web Application, Windows, Mac, Linux, Android, iOS, and Windows Phone platforms. Successfully integrates with 4 useful services. In its functionality, the system has a set of 15 useful functions. The main tools of the program are customer base, Order Management, Product Catalog, Email Newsletters, and staff performance monitoring. CPM lacks such functions as a sales funnel, call center and telephony, and loyalty systems. CLOFFHotel is a powerful tool for managing hotels of any format. The program perfectly copes with automation of work processes in small, medium and large companies. Works on Web Application Platforms, Windows, Mac, Linux, Android, iOS, Windows Phone. Freely integrates with 5 services. This

CPM has 21 useful functions in its functionality. I'll tell you, just a great set. It contains a sales funnel, product catalog, web forms, file storage, customer base, and other options. With all the abundance of useful tools, the program is not deprived of disadvantages. Users note the lack of flexibility of the system and the heavy use of a number of options. Overall, 4.5 points is an excellent rating for a promising and developing product.

Logus HMS is a system optimized for the realities of the domestic hotel business. It can manage hotels and hostels of any format. The size of the company doesn't matter. The program runs on the web application and Windows platforms. Logus HMS the CPM functionality consists of 15 useful options. The toolbox lacks a sales funnel, support management, file storage, and some other features. The system interface has a fairly clear design. However, only pre-trained personnel can master it in the shortest possible time.

Otelix is a pretty good CRM for a hotel or hotel. The system is designed specifically for small and medium-sized companies. The web application runs on the platform. It is installed in the cloud. It has a free version of operation. It can be used by every user who wants to test the product's performance. The CPM piggy bank includes 15 useful functions. There is no sales funnel, call center and telephony, staff performance monitoring, Gantt Chart, time management. The program has options: customer base, loyalty system, Email Newsletters, integration with mail, etc.

Bnovo PMS is a good solution for small and medium-sized businesses. This CPM includes a number of products: Bnovo PMS, Channel Manager, Online Booking module. The web application runs on the platform. The cost of its operation starts from 840 rubles per month. As for me, it's a bit expensive for a program that has only 12 useful functions. There are no tools such as a sales funnel, call center and telephony, data export and import, API for integration, etc. Bnovo PMS received 3.6 points from users. Limited tools and incompetence of the support service significantly affected the assessment. In general, the system

does a good job of automating processes in the hotel. Therefore, the number of her fans is quietly but steadily growing.

AmoCRM. The system is designed for businesses of any format. It has free two-week demo access for testing your work. It is installed in the cloud. Integrates with 1C, Mail, online chats, websites, IP telephony, mailing services (MailChimp, UniSender), WebHook. AmoCRM-user-friendly interface and easy operation. The program has a compact database of transactions, a sales funnel, automatic recording of orders, task management and other useful tools. The system can be used without installation and from a mobile app.

So for the Khreshchatyk hotel, choose AmoCRM. In order to build a clear work of structural divisions and their employees, companies develop standard rules for performing their official duties. Their absence leads to a decrease in the effectiveness of management, since the head of the department has to systematically distract from current affairs to train newly arrived employees.

Improving the competitiveness of Khreshchatyk and developing plans for the future should be based on an assessment of its activities in the previous period, which will allow us to identify the main areas of development and focus on them when training new hotel employees. The CRM system is an indispensable tool for internal coordination and competitiveness of the Khreshchatyk hotel. To effectively manage Khreshchatyk and achieve its goals, it is enough to automate business tasks, in general, and also automate the interaction of employees between departments, as well as with the customer base as a whole. The introduction of automation using specialized software gives Khreshchatyk the opportunity to conduct competent management activities, while monitoring communication with the client at all its stages. The main tool for interaction of Khreshchatyk hotel employees with clients will be a specialized CRM system. This program is primarily necessary for creating an information base about the client, as well as other third-party counterparties.

The main stages and steps of implementing a CRM system in Khreshchatyk include: preparation of implementation, technical work; formalization of

preliminary) training (topics for training), implementation in work, monitoring compliance with regulations, collecting feedback, analyzing, adjusting regulations based on the results of practical work.

It should be noted that CRM systems systematize work with clients of the Commercial Department of the hotel, due to which sales increase, as well as the introduction of a CRM system ensures the security of the hotel's customer base. In addition, an important feature of the CRM system is the availability of functionality for correcting and improving business processes.. Based on the studied factors and the results of the study, a model of tools for improving Khreschatyk's competitiveness was developed based on the implementation of the AMOCRM CRM system at the enterprise.

This model includes the main tools for improving the internal coordination system; measures aimed at activating these tools, as well as levels of measures to introduce a new form of internal coordination.

To activate these tools, you need to take the following measures::

At the management level:

- appoint a person responsible for implementing the CRM system;
- together with the contractor, agree on a budget for the introduction of a new form of internal coordination;
- during the entire period of implementation of the CRM system, monitor the operation of the CRM system, while it is necessary to identify the need for additional training of employees once a week;
- on the part of the management, it is necessary to assess the economic efficiency of implementing a CRM system in the enterprise.

At the IT department level:

- The contractor should prepare the basis for installing software, check the serviceability of equipment, telephone lines, and an internet device;
- provide the software developer with all the necessary information, all databases, all functions that should be included in the CRM system;
- install the CRM system by the software developer;

- get complete instructions on how to use the CRM system from the software developer;
- conduct training of Khreshchatyk employees»;
- monitor the operation of the CRM system, it is necessary to identify the need of employees for additional training once a week.

At the division level:

- provide the head of each division with all possible assistance from the IT department to collect a complete set of information base;
- when implementing a CRM system, prepare your work computers for software installation;
- if necessary, provide the IT department with information about the needs of employees for additional training.

Thus, the proposed measures are aimed at activating a new form of internal coordination of Khreshchatyk - the AMOCRM CRM system. A program for improving internal coordination and mechanisms for its implementation based on the implementation of a CRM system was developed. The developed program for 2 years (2 half of 2020 - 2 half of 2022) to improve intra-company coordination and mechanisms for its implementation based on the implementation of the AMOCRM CRM system is presented in Table 8 and includes the main activities, deadlines and those responsible for the implementation of these activities (see table. 3.2).

The goal of the program is to create a set of conditions for ensuring the implementation of the AMOCRM CRM system in Khreshchatyk.

This paper provides for three main stages of implementing the Khreshchatyk competitiveness improvement program based on the implementation of the AMOCRM CRM system:

- preparatory stage of the program implementation;
- the main stage of program implementation;
- final analytical stage of the program implementation

Table 3.2

Khreshchatyk competitiveness improvement program

Stages of CRM system implementation	deadlines	cost	contractor
Defining a CRM platform	July-August 2020	-	IT department
Checking the serviceability of equipment, telephone lines, internet device; in case of a malfunction of technical equipment, it is necessary to fix the problem by repairing or purchasing new equipment / equipment	August-September 2020	4000	IT department
Conclusion of a contract with the software developer AmoCRM (purchase of the boxed version)	October 2020	110 000	IT department guide
Installing a CRM system by a software developer	November 2020		IT department software developer
Premier Palace hotel staff training	November-December 2020	20000	software developer
Implementation (monitoring the use of CRM by employees)	January 2021-December 2021		IT department management
Evaluation of results (evaluation of economic efficiency; assessment of the overall effect of implementing a CRM system)	January 2022		Management Commercial Director

At the preparatory stage of the implementation of the program for improving the competitiveness of the Khreshchatyk hotel based on the implementation of the AMOCRM CRM system, it is planned to determine the timing of the program implementation, appoint those responsible for the successful outcome of the proposed activities, and identify the approximate cost of the activities carried out within the developed program.

The main stage of the program implementation is fully presented in Table 3.2 and provides for the implementation of the activities of the management, specialists of the hotel's IT department and software developers.

The final analytical stage of the program implementation includes: evaluation of the results obtained; assessment of economic efficiency, as well as monitoring of employee satisfaction. At the same time, at this stage, the customer base of the Khreshchatyk hotel is being replenished.

3.3. Evaluating the effectiveness of a marketing strategy

After implementing the developed measures, it expects a positive result, that is, an increase in sales volumes of its products. Forecast values of net income (revenue) growth from sales of products using the method of expert assessments, using a survey of leading specialists and department managers. The data are shown in Table. 3.3.

Table 3.3

Results of the expert survey

Experts	1	2	3	4	5	6	7
Increase in net income (revenue) from sales, th. UAH	3100,00	3898,07	3926,19	3954,30	3982,42	4028,56	4051,63

The values of this forecast should be checked for reliability and typicality.

We determine the average square deviation that characterizes the scattering of opinions of individual experts relative to the average value.

$$\alpha = \sqrt{\frac{\sum (O_i - O_{\text{н\ddot{a}}})^2}{n}} \quad (3.1)$$

Table 3.4

Results of the expert survey

Experts	1	2	3	4	5	6	7	Together
Increase in net income (revenue) from sales, th. UAH	3100,00	3898,07	3926,19	3954,30	3982,42	4028,56	4051,63	
Auxerre	3848.74							
K = O _i + Auxerre (deviation)	-748.74	49.33	77.45	105.56	133.68	179.82	202.89	-
K ²	560607.91	2433.67	5998.27	11143.92	17870.63	32335.45	41164.50	671554.34

We find the arithmetic mean of the forecast values of net income (revenue) from sales:

$$\text{Auxerre} = (26941.16) / 7 = 3848.74 \text{ thousand UAH.}$$

$$\alpha = \sqrt{\frac{\sum (O_i - \bar{O})^2}{n}} \quad (3.2)$$

$$a = \sqrt{(671554,34/7)} = 309,74\%$$

We determine the coefficient of variation that characterizes the uniformity of a set of expert opinions:

$$w = \frac{a}{O_c} \times 100\% = 309,74/3448,74 \times 100 = 8,05\%$$

Since the calculated value of the coefficient of variation ω is $< 33\%$, the set of expert opinions can be considered homogeneous, which indicates the possibility of using the data of expert assessments for further calculations.

The most likely sales volume (B) is determined by the median method and taken at the level of 3954.30 thousand UAH as the average value of the series:

$$3100,00 < 3898,07 < 3926,19 < 3954,30 < 3982,42 < 4028,56 < 4051,63$$

where the pessimistic (smallest) value (N) is 3100.00 and the optimistic (largest) value (O) is 4051.63

We calculate the forecast values for the increase in sales volumes as a result of the implementation of the event:

We calculate the forecast values for the increase in sales volumes as a result of the implementation of the proposed event:

$$Op = (o + 4 \times V + P) / 6 = 3828.14 \text{ thousand UAH.}$$

Calculating the increase in net income (revenue):

$$3828,14 / 231132,00 \times 100 = 1,66\%,$$

where 231132,00 thousand UAH is the value of net income in 2019.

Net income (revenue) from sales in the project year will be:

$$231132,00 + 3828,14 = 234960,14 \text{ thousand UAH}$$

Total expenses (PV) in the base year amounted to UAH 213,869. 00 thousand, including fixed expenses – UAH 53,467. 25 thousand, variable expenses – UAH 160,401.75 thousand.

Let's calculate the growth of variable costs in the project year:

$160401.75 \times 0.0016 = 2656.66$ thousand UAH.

The total cost of holding the planned event is UAH 850.00 thousand.

Thus, the total costs in the project year will be:

$53467,25 + 160401,75 + 2656,66 + 850,00 = 217375,66$ thousand UAH.

Increase in total expenses: $217375.66 - 213869.00 = 3506.66$ thousand UAH.

Calculate the increase in profit from sales in the project year:

$\Delta PR = 3828.14 - 3506.66 = 321.47$ thousand UAH.

Consequently, the profit from sales in the project year will be:

$16534.00 + 321.47 = 16855.47$ thousand UAH

where 16855,47 thousand UAH – the value of profit from sales in 2019

The increase in net additional profit from sales will be:

$321.47 \times (1 - 0.18) = 263.61$ thousand UAH.

Here are the expected results from the tasting in Table. 3.5

Table 3.5

Expected results from the proposed measures, th. UAH.

Indicators	indicator values
Increase in net income (revenue) from sales of products	3828.14
Increase in total production and sales costs	3506.66
Profit growth from sales of products	321.47
Net profit growth	263.61

So, the implementation of the project will have the following impact on the company's performance indicators: net income (revenue) from sales in the project period will increase by UAH 3828.14 thousand. total expenses will increase by UAH 3506.66 thousand. profit from sales will increase by UAH 321.47 thousand, and net profit will increase by UAH 263.61 thousand. That is how proper marketing strategy will positively influence the Hotel Khreschatyk.

CONCLUSIONS

Strategic marketing planning is the management process of creating and maintaining a strategic correspondence between a firm's goals, potential opportunities, and marketing chances. Based on the analysis of the competitive potential of the Khreshchatyk hotel, we have developed a marketing strategy with the aim of increasing strategic advantages and a quality management system as a component of the overall management system of the Khreshchatyk hotel, which is closely related to the strategic development of the enterprise, personnel and resource planning, marketing and sales strategy, labor protection and safety. The main tasks of the Khreshchatyk hotel are defined to strengthen and maintain its position in the market in the near future, in particular: achieving planned indicators of loading and income of the room stock; increasing revenue by 18%; increasing sales in the group segment; organizing effective communication and promoting the hotel brand; restoring the development of the hotel's catering services; increasing revenue from private events and increasing the attractiveness of restaurants through photo reports from event agencies; achieve the recognition of " Best Breakfast in Kiev "and" Best Restaurant for romantic meetings"; improve material and technical equipment and complete the creation of the concept; update rooms and common areas; maintain the operability of the hotel's engineering systems and its renewal (repair of the roof of the building and the facade of the hotel).

The proposed measures are aimed at activating a new form of internal coordination of Khreshchatyk - the AMOCRM CRM system. A program for improving internal coordination and mechanisms for its implementation based on the implementation of a CRM system was developed.

The developed program for 2 years (2 half of 2020 - 2 half of 2022) to improve intra-company coordination and mechanisms for its implementation based on the implementation of the AMOCRM CRM system is presented in Table 8 and includes the main activities, deadlines and those responsible for the implementation of these activities

So, the implementation of the project will have the following impact on the company's performance indicators: net income (revenue) from sales in the project period will increase by UAH 3828.14 thousand. total expenses will increase by UAH 3506.66 thousand. profit from sales will increase by UAH 321.47 thousand, and net profit will increase by UAH 263.61 thousand.

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