

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

FINAL QUALIFYING PAPER
on the topic:
“REPUTATION MANAGEMENT OF THE HOTEL
“NUMBER 21”, KYIV”

Student of the 2^d year, group 2a,
specialty 073 “Management”
Specialization “Hotel and Restaurant
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Task for a final qualifying paper Tetiana S. Rospopa

1. Topic of a final qualifying paper: Reputation management of the hotel «Number 21», Kyiv.

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2. Term of submitting by a student his/her terminated paper: 20.11.2020

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Purpose of the paper is to develop theoretical and methodological regulations, methods of effectiveness estimation, guidelines and suggestions and develop practical recommendations for improving the formation of reputation management in the hotel business.

The object of research the process of formation and development of reputational management of the hotel business.

The subject of research theoretical, methodological and practical principles of forming the system of reputation management of the hotel business.

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

INTRODUCTION

PART 1. THEORETICAL FUNDAMENTALS OF REPUTATION MANAGEMENT OF A HOTEL BUSINESS ENTITY

1.1. Analytical review of literature sources

1.2. Methodological bases of formation of reputational management of the subject of hotel business

Conclusion to the part 1

PART 2. DIAGNOSIS OF THE DEVELOPMENT OF REPUTATION MANAGEMENT OF THE HOTEL «NUMBER 21», KYIV

2.1. Strategic analysis of the hotel "Number 21", Kyiv

2.2. Research of hotel reputation management system

2.3. Assessment of the impact of reputation management on the competitiveness of the hotel

Conclusion to the part 2

PART 3. IMPROVEMENT OF REPUTATION MANAGEMENT OF NUMBER 21 HOTEL, KYIV

3.1. Substantiation of the program of measures to improve the reputation management of the hotel "Number 21", Kyiv

3.2. Forecasting the effectiveness of the proposed areas of improvement of reputation management

Conclusion to the part 3

CONCLUSIONS AND SUGGESTIONS

REFERENCES

APPENDICES

5. Time schedule of the paper:

№	Stages of the final qualifying paper	Terms of the final qualifying paper	
		de jure	de facto
1	Choosing and approval of the final qualifying paper topic	01.09.2019.- 31.10. 2019.	01.09.2019.- 31.10. 2019.
2	Preparation and approval of task for the final qualifying paper	01.11.2019.- 31.12.2019.	01.11.2019.- 31.12.2019.
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8	Writing and defense of the 3 rd part of the final qualifying paper in scientific adviser	11.09.2020. - 28.10.2020.	11.09.2020. - 28.10.2020.
9	Registration of the final qualifying work and abstract for preliminary protection in commissions	29.10.2020.- 31.10.2020.	29.10.2020.- 31.10.2020.
10	Presentation of final qualifying paper and abstract on the department	20.11.2020	20.11.2020 p
11	Presentation of the final qualification work to the Dean's Office for receiving a referral for an external review	16.11.2020. 18.11.2020	16.11.2020. 18.11.2020
12	Preparation of final qualifying paper to defense in the Examination Board	18.11.2020.- 01.12.2020.	18.11.2020.- 01.12.2020.
13	Defending of the final qualifying paper in the Examination Board	According to the schedule	According to the schedule

6. Date of receiving the task: 28.12.2019

7. Scientific adviser of the final qualifying paper

Avdan O. H.

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9. The task received by the student

Rospopa T. S.

(last name, initials, signature)

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

Student Rospopa T. S. completed the final qualifying paper, according to the issued task and the approved schedule.

The student substantiated the need to form a reputation management of the hotel “Number 21”, provided the strategic analysis of the hotel, researched the hotel reputation management system, assessed the impact of the reputation management on the competitiveness of the hotel.

In the paper the substantiation of the program of measures to improve the reputation management of the hotel is proposed, the effectiveness of the proposed areas of improvement are forecasted.

Based on the evaluation, the economic and social effect was determined.

The final qualifying paper is made according to the requirements.

The final qualifying paper is a qualified final work and is recommended for defense in the examination commission.

Scientific adviser of a final qualifying paper

Avdan O.H.

11. Resume about a final qualifying paper research

A final qualifying paper (project) of the student Rospopa T. S.

(last name, initials)

_____ can be admitted to defence in the Examination Board.

Manager of the educational program

_____ Melnichenko S. V.

Head of the Department

_____ Boyko M. H.

_____, _____, 2020

CONTENT

INTRODUCTION	7
PART 1. THEORETICAL FUNDAMENTALS OF REPUTATION MANAGEMENT OF A HOTEL BUSINESS ENTITY	10
1.1. Analytical review of literature sources	10
1.2 Methodological bases of formation of reputation management of the subject of hotel business	19
Conclusion to the part 1	28
PART 2. DIAGNOSIS OF THE DEVELOPMENT OF REPUTATION MANAGEMENT OF THE HOTEL "NUMBER 21", KYIV	29
2.1. Strategic analysis of the hotel "Number 21", Kyiv	29
2.2. Research of hotel reputation management system.....	37
2.3. Assessment of the impact of reputation management on the competitiveness of the hotel	45
Conclusion to the part 2	48
PART 3. IMPROVEMENT OF REPUTATION MANAGEMENT OF NUMBER 21 HOTEL, KYIV	50
3.1. Substantiation of the program of measures to improve the reputation management of the hotel "Number 21", Kyiv.....	50
3.2. Forecasting the effectiveness of the proposed areas of improvement of reputation management.....	57
Conclusion to part 3	63
CONCLUSIONS AND SUGGESTIONS	65
REFERENCES	68
APPENDICES	

INTRODUCTION

Actuality of theme. Relevance of research. In the conditions of globalization of economy and fierce competition domestic enterprises of hotel business began to pay more and more attention to their reputacy. Reputation for the hotel business is increasingly becoming a key source of differences that guides potential customers. At the same time, relationships with consumers and partners are formed through the satisfaction of consumers with all the activities of the hotel, in all areas and basic elements. In modern conditions, the best strategy for the development of the hotel business can be the one that will provide the greatest benefits for consumers, partners, business owners. After all, during a crisis, most people reconsider their habits, as well as lifestyle. As their incomes decline, consumers are looking for more affordable hotel services that best meet their needs. Under such conditions, it is the strengthening of the emphasis on reputation management technologies that becomes an important tool for strategic development. Reputation management is one of the most effective methods of competition of hotels in the market of hotel services, because they allow to strengthen the commitment of guests to the foam hotel and its range of services; to form the perception of the hotel as a holistic and positive image; increase the efficiency of ironing hotel services.

Peculiarities of reputation management organization at hotel business enterprises are revealed in the works of such scientists as Inversini A, Shegg R, Ferguson R, Hlavinka K., Bosovska MV, Boyko MG, Danilenko MI, Gremler D., Brown S., Griffin J., Kostynets VV, Melnichenko SV, Rogova N., Romanchuk LD, Tkachenko TI, Vedmid NI, Verezomska IG and others. The study of literature sources indicates the need for further substantiation of the theoretical and practical principles of reputation management in the hotel business.

The purpose of the final qualification work is to substantiate the theoretical and methodological principles and develop practical recommendations for improving the formation of reputation management in the hotel business.

Achieving the goal of the work involves solving the following **tasks**:

- to determine the essence of the reputation management of the hotel business;
- to explore the features of the organization of reputation management in the hotel business;
- consider the features of reputation management in the hotel business;
- to study the practice of using reputation management technologies in the hotel;
- evaluate the effectiveness of the use of reputation management in the hotel;
- to substantiate the directions of growth of efficiency of the organization of reputational management of hotel;
- to substantiate the prospects for improving the reputation of the hotel management.

The object of research is the process of organization of reputation management technologies in the hotel business.

The subject of research is the theoretical, methodological and practical principles of organization of technologies of reputation management of the hotel "Number 21", Kyiv.

The main **research methods** in the final qualification work are both general scientific methods (comparison, deduction and induction, historical-logical approach, synthesis of scientific categories, etc.) and special methods of economic research (statistical analysis, graphical analysis, economic-mathematical methods, statistical methods). modeling, etc.).

The information base for the final qualifying work is: textbooks and manuals on management, including management of hotel enterprises, economic analysis, monographs of scientists, periodicals, legislation of Ukraine, Internet resources. A particularly important source of information in the study process is the data of financial and statistical reporting of the studied hotel (form №1 "Balance Sheet (Statement of financial position)", form №2 "Statement of financial performance (Statement of comprehensive income)", organizational documents, etc.) .

The **practical significance** of the final qualifying work is to study the peculiarities of the formation of the competitiveness of the hotel industry and justify areas for its provision.

Approbation of research results. Based on the results of the study, a scientific article was prepared and published on the topic: "Formation of the system of reputation management of the enterprise of the hotel business."

Paper structure. The final qualifying work structurally consists of an introduction, 3 parts, conclusions and suggestions, a list of sources used with 72 titles and appendices. The total volume of the work is 68 pages of printed text.

PART 1

THEORETICAL FUNDAMENTALS OF REPUTATION MANAGEMENT OF A HOTEL BUSINESS ENTITY

1.1. Analytical review of literature sources

In modern conditions of formation of the market of hotel services there is an intensified process of strengthening of business reputation in various segments of the market. In today's business development, the value of the enterprise is significantly affected by intangible assets. Reputation has a special place in their composition, so it is advisable for hotel business enterprises to engage in the formation of business reputation, otherwise they will lose their position in the market of hotel services.

The formation of a positive opinion about the hotel business plays a significant role for its efficient and productive activities. To do this, actively developing reputation management programs, the main task of which - to create a favorable image of the organization, based on a high business reputation. Business reputation increases the level of trust of partners, increases the value of the enterprise, attracts investors. Business reputation is an objectively formed set of opinions about the company of stakeholders so or otherwise related to the company (employees, investors, creditors, consumers, government officials, analysts, media and others) [26].

In order to find out the fundamental principles of the company's reputation in the context of the modern management paradigm in the hotel industry, we consider the approaches of various scholars to determine the content of the reputation.

The origin of the term "reputation" (English Reputation, from the Latin "reputatio" - reflection, contemplation) takes us back to a time when it characterized the moral qualities of man. However, already in the XIX century it was used in relation to enterprises. The author of this study suggests that the process of "endowing" the reputation of the business was a natural consequence of the growth of industrial enterprises, separating them from one specific person - the owner through the spread of joint ownership. Thus, gradually the main business unit of the economy

became not a natural person - an entrepreneur, but a legal entity - an enterprise. Today, the company's reputation is a much broader concept than the reputation of an individual - the owner, employee, any of its stakeholders. Of course, the reputation of the individual, especially ATS (decision maker), remains one of the factors shaping the reputation of the enterprise, but not equal to the latter [41].

We consider it necessary to emphasize the closeness of the concepts of "image" and "reputation" of the enterprise. Thus, according to Graham Dowling, author of the study "Firm Reputation: Creating, Managing and Evaluating Effectiveness", image is a set of feelings of target groups about the company, and reputation - value characteristics and opinions caused by corporate image and a set of observable actions and decisions of the company "[35] formation of a system of values.

Referring to the history of the formation of the basic categories of our study, it should be noted that "reputation", compared to the category of "image", a term that spread to companies in the second half of the twentieth century, with the image fixed the meaning of artificial image formed in public and individual consciousness through the media and psychological influence, which can combine both the real properties of the object and non-existent. It follows from the above that trust in the company is the essence of both reputation and image, so the categories "image" and "reputation" will continue to be used by us as synonyms.

As additional arguments of equivalence of the specified categories from the point of view of the purposes of the enterprise, and means and management, we will result opinions of sociologists and psychologists. So the specialist in sociology of management and imageology Spilnyk IV understands reputation as "an individual image or halo created by the media, a social group, or one's own efforts." Primak TO defines reputation as "a stereotyped image of a specific object that exists in the mass consciousness."

Reputation as a form, the appearance of its carrier, needs to be filled with content: specific actions and deeds, which, according to some researchers - sociologists [22] justified the problem of primacy (determination) of form or content

before the management of the enterprise in choosing and forming reputation management strategies, to which we try to turn in further research.

We consider it necessary to dwell in more detail on the opinion of psychologists regarding the distinction of image as a special tool to stimulate the necessary actions of man by influencing his subconscious, which occurs, in particular, in the works of OP Rooster, IV Sofronova, IV Tkachenko [59]. The spread of management practices by influencing the human subconscious, in our opinion, is associated not only with the development of psychological techniques of such influence, but also with the essence of the information society of the XXI century: information congestion and lack of time to understand it. for change. However, the impact on both the consciousness and the subconscious of man, we consider only as a means, tools for building trust in the company; the latter, as noted above, is the purpose of reputation management and means the willingness of the stakeholder to support the development of the company (for example, buying its products)

Business reputation is the "good name" of a company, which is formed by such factors as image, brand, authority, popularity. It is taken into account in the intangible assets of legal entities, along with know-how, copyright, trademarks. Company leaders must be aware of the need to increase reputational capital, because its impact on the competitiveness and efficiency of the company exceeds the result of increasing material resources and gives a longer-lasting effect.

Melnikovich OM notes that. The reputation of the enterprise is formed from the following components: financial stability of the enterprise, goodwill, reputation, organizational culture, reputation of the management of the enterprise, the level of quality of production and social responsibility. .vidality of the enterprise [45].

According to the scientist NA Krakhmalyov [38], the reputation of the enterprise is a generalizing and valuing vision of the qualities, advantages and disadvantages of the enterprise in such spheres of activity as business, eco-logic. and social, stakeholders (shareholders, employees, partners, creditors, public authorities or citizens) that. involves determining the influence of the nature of mutual relations with them [38].

Yes, Leontiev Yu.Yu. [40] under the reputation of the enterprise understand the degree of faith of contact audiences enterprises, his activities and products produced by him.

Derevyanko OG [26], as a result of the case analysis of the concept of "reputation", came to the conclusion that this concept is multifaceted and is characterized by the following elements: the reputation of the management of the enterprise; the reputation of employees of the enterprise; the level of prestige of the brand; brand name, etc. What, along with the fact that the author stated. The components of the company's reputation are: financial (characterizes the rate of economic growth, the level of financial stability, the level of attractiveness for investors); market (demonstrates the level of product quality, mutual relations with clients and partners, positioning of the enterprise in the market); organizational (determines the level of reputation of the leader, the prestige of the enterprise, the training of staff); social (reflects the level of social and social responsibility, social guarantees and social benefits).

Taking into account the above, among the main elements of the company's reputation it is also advisable to highlight: goodwill, product quality, company reputation, brand, economic and social characteristics of the enterprise [14].

In turn, TS Tomal and NS Amons [70] believe that the level and, accordingly, the type of reputation of the enterprise depends on the level of product competitiveness, level of corporate governance, financial condition of the enterprise, level of social responsibility, investment in production development and innovation. Deterioration of the above factors negatively affects the level of reputation of the enterprise and causes the risk of loss of reputation [70].

As shown by a study of the work of Mr. LV, Abramovich OK. [55], the company's reputation has the ability to influence the level of its competitiveness. In this context, the key common factors of reputation and competitiveness of the enterprise should be called product competitiveness (quality, price and concept of development), reputation of the enterprise, level of economic efficiency, level of financial stability, management system, personnel, management system, level of

production innovation, environmental friendliness. production, obedience to the law [55].

According to the scientist Krakhmalyov N.A, the company's reputation is a generalized evaluative vision of the qualities, advantages and disadvantages of the enterprise in such areas as business, environmental and social, stakeholders (shareholders, staff, partners, creditors, public authorities) or community, which involves determining the impact of the nature of the relationship with them [38].

According to the results of a thorough analysis of the concept of "reputation", carried out by scientists VS Ponomarenko and OO Yastremska determined that the concept of the company's reputation is multifaceted and is characterized by the following elements: the reputation of the company's management; the reputation of employees of the enterprise; the level of prestige of the brand; brand name, etc. [6].

Komelina OV. under the reputation of the enterprise determines the degree of trust of contact audiences to the enterprise, its activities and products [32]. However, Ivannikova MM argues that the reputation of the hotel industry - is the image of the restaurant in a positive state, which increases the income and value of the enterprise, which is formed in the perception of the corporate audience on the results of the enterprise in the market [28].

Thus, the reputation of the hotel business can be defined as the image of the company in a positive state, which increases the income and value of the company, which is formed in the perception of the corporate audience on the results of the company in the market. Reputation has the ability to influence the level of competitiveness of the hotel business. In this context, the key factors influencing the reputation and competitiveness of the enterprise as a whole should be called: product competitiveness (quality, price and development concept), the level of economic efficiency and financial stability, enterprise management system, etc.

It should be noted that in the information economy it is necessary to consider the reputation of the enterprise in a broader sense than the category "business reputation" common in the scientific literature. Business reputation is traditionally understood as "assessment of professional (business) qualities of a legal entity in the

public consciousness" [22], which allows to identify it with the assessment obtained by subtracting from the market value of business the sum of the values of its assets and liabilities [19].

Arguments in favor of the role of business reputation of the hotel business are:

- the importance of taking into account not only the consequences of business activities (contacts in the immediate environment), but also socially significant acts such as charity, participation in political processes, educational and cultural activities, etc. (environment for the formation and implementation of business reputation - only the immediate environment of the enterprise - the micro level, the reputation of the company as such is influenced by factors and meso- and macro-level);

- the need for a systematic study of the phenomenon of the company's reputation not only as a valuable result of previous activities, but as a resource for future development (business reputation - only "tangible past", while the company's reputation as such exists simultaneously in all three time dimensions - past, present, future »);

- doubt about the need to limit the methodological means of measuring and analyzing the impact of reputation on the enterprise by assessing its (reputation) value (as noted above, reputation is formed under the influence of political, educational, cultural and other factors that are not unambiguously valued);

- the difference between the main tools for the formation of business reputation and the reputation of the enterprise as such: the first is the result of managing production and sales (performance of works, services) and those who provide them (lending, investing, supply of raw materials, hiring, etc.), the second - as a result not only of high-quality management of the above-mentioned processes, but also of direct formation of public opinion about the enterprise through mass media, by carrying out socially significant actions, etc.

- emphasized the focus of reputation management is not on obtaining today's benefits, but on creating conditions for stable development of the enterprise in the long run (business reputation - purely business qualities of the enterprise known to business partners, while reputation in a broad sense implies a positive attitude to the

enterprise and wide audiences, which, for example, are not consumers of its products / services, have not yet credited it, have not worked on it, etc., but the image of the company causes them a certain empathy, which over time it may result in the consumption of its products or other form of support for its development).

The term "reputation of the enterprise" consists of the following main components (Fig. 1.1).

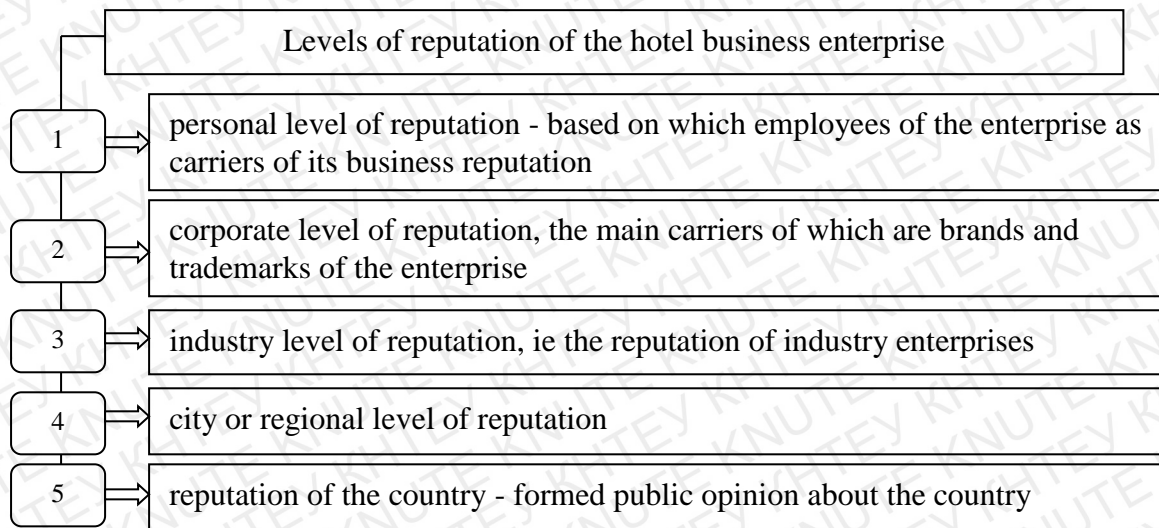


Fig. 1.1. Levels of reputation of the hotel business enterprise [70]

The company's reputation is characterized by the quality of doing business. It includes business and moral and ethical features of management, nomenclature and quality of enterprise products, as well as its image.

A common feature of image and reputation is that they can be destroyed by one reckless act, but the formation of the attractiveness of the enterprise for consumers and partners - a long process that requires a lot of time and effort. According to various estimates, the share of goodwill in the market value of enterprises is 20-25%, sometimes reaching 80%, and its reduction by an average of even 1% causes the market value to fall to 3%.

Thus, the reputation of the enterprise - a multifaceted and complex concept, all its components are interconnected and only in the complex can provide an adequate impression of the firm organization.

Thus, the analysis of literature sources allowed to identify the main elements of the company's reputation in any field of economic activity, including in the hotel business: goodwill, product quality, brand, economic and social characteristics of the enterprise.

According to Khatykova ZV, the structuring of the reputation of the hotel business depends on the level of competitiveness of products and services, corporate governance, financial condition of the enterprise, the level of social responsibility, investment in production development and innovation [8].

We propose to consider the components of the reputation of the hotel business (Table 1.1). It should be noted and sources of information, ie who directly creates the impression. Such information can be provided by the hotel business itself, and will use advertising, various promotions and PR-enterprises, which aim to attract the attention of tourists and contractors, and secondly - to build their business reputation [25].

Table 1.1

Elements of the reputation of the hotel business [25]

<i>Components of reputation</i>	<i>Characteristic</i>
Organizational culture	as an internal source of reputation
Reputation of the head	which cannot be better than the reputation of the hotel business he heads
Financial stability of the hotel business	partners need to know that they are dealing with a stable hotel business
Social responsibility of the company	acts as a necessary condition for trust in the hotel business
Quality of tourist service	in market conditions, the tour operator can not have a positive reputation without the availability of quality hotel services

Reputation creates added value to the actual value of the hotel business - the market capitalization, which is more than just the value or liquidation value of assets. Businesses with a higher level of reputational capital have the following strategic

advantages: first, the growth of competitive advantages of the enterprise in a crisis of confidence in business, especially in the financial sector; second, the ability to actively control and manage risks; third, the balance of financial and social spheres of activity, which contributes to the long-term success of doing business.

Many hotel businesses that have a high reputation in the market, in addition to management research, annually conduct research to assess their reputation - reputation audit, whose task - to identify areas of reputation, timely assess reputational threats and prevent their implementation.

The most significant factors that can reduce the reputation are business inefficiency, low level of management, problematic relations with the state, conflicts between owners, as well as corporate history [48]. From the standpoint of minimizing the negative impact of the above factors, anti-crisis reputation management plays an important role.

Reputation cannot be copied or replaced - it is a unique characteristic of each company, a rare and unique asset that cannot be bought or obtained without some effort. It is acquired in the process of development and is an integral part of the company [12].

Thus, the reputation of the hotel business can be defined as the image of the company in a positive state, which involves increasing the income and value of the company, which is formed in the perception of the corporate audience on the results of the company in the market. Reputation has the ability to influence the level of competitiveness of the hotel business. In this context, the key factors influencing the reputation and competitiveness of the enterprise as a whole should be called: product competitiveness (quality, price and concept of development), level of economic efficiency and financial stability, enterprise management system, etc. all its components are interconnected and only in the complex can provide an adequate impression of the hotel.

1.2 Methodological bases of formation of reputation management of the subject of hotel business

In today's market relations, the company's reputation becomes a fundamental intangible asset, as it is able to influence the increase in its shareholder value. Therefore, reputation management is, first of all, an original and competently developed strategy for forming the reputation and brand image in the relevant market. Thus, the level of development of enterprises increasingly depends on how it is perceived in society.

Reputation management is the result of the interaction of external and internal environment of the hotel business, so the size of reputational capital and its impact on the competitiveness of the institution will depend on the effectiveness of the interaction of these environments [18].

The need to develop a long-term strategy for the formation of the reputation of the hotel business involves the use of techniques and tools of reputation management. This area of management is quite new, it is a set of strategic measures aimed at forming, maintaining and protecting the reputation of the hotel business.

The main tool of reputation management is PR, which includes work with the media, non-profit and community organizations, local communities and investors. The development of charitable and sponsorship programs is also considered an effective tool.

Reputation management includes market research, evaluation of existing reputation of the hotel business enterprise, development of strategy of behavior of the hotel business enterprise and realization of strategy on formation of reputation and reputational capital.

It is worth noting that the process of forming reputation management takes a long time. The result of the application of reputation management will be the appearance of the following competitive advantages (Fig. 1.2) [70]:

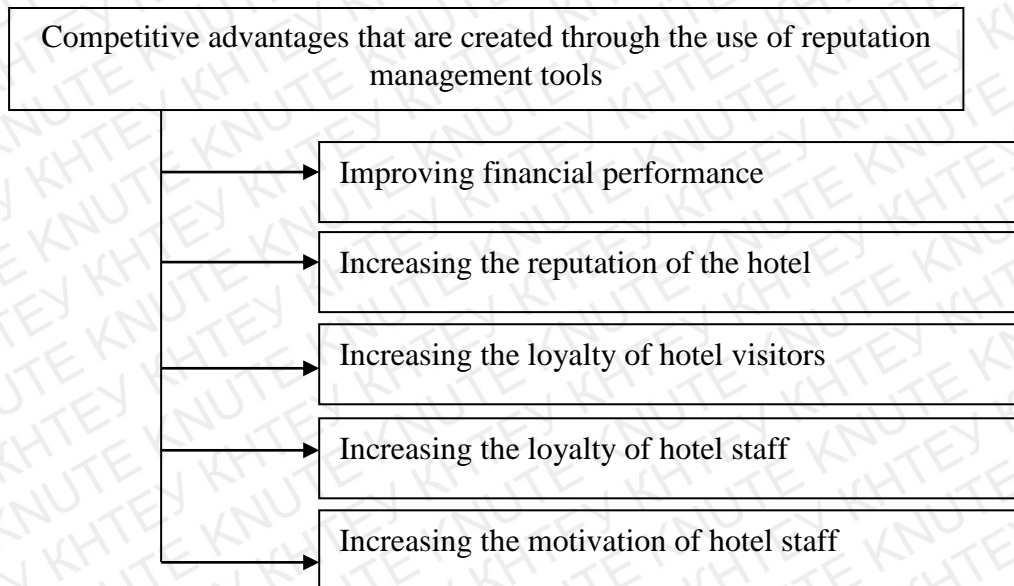


Fig. 1.2. Competitive advantages that are created by using the means of reputation management of the hotel [70]

According to experts, properly organized reputation management can increase the value of the company by 40%. Therefore, we should never forget that reputation management is the most important basis for the well-being of the organization [70].

The main purpose of reputation management is to form and maintain a positive reputation of the company and create a favorable reputation field that promotes long-term and trusting relationships with the main groups of stakeholders of the hotel business.

The main principles of reputation management are shown in Fig. 1.3:

The use of reputation management is aimed at the prospect of obtaining results in the long run. All components of reputation management in one way or another contribute to the improvement of the company, and the effectiveness of reputation management depends on the professionalism of management.

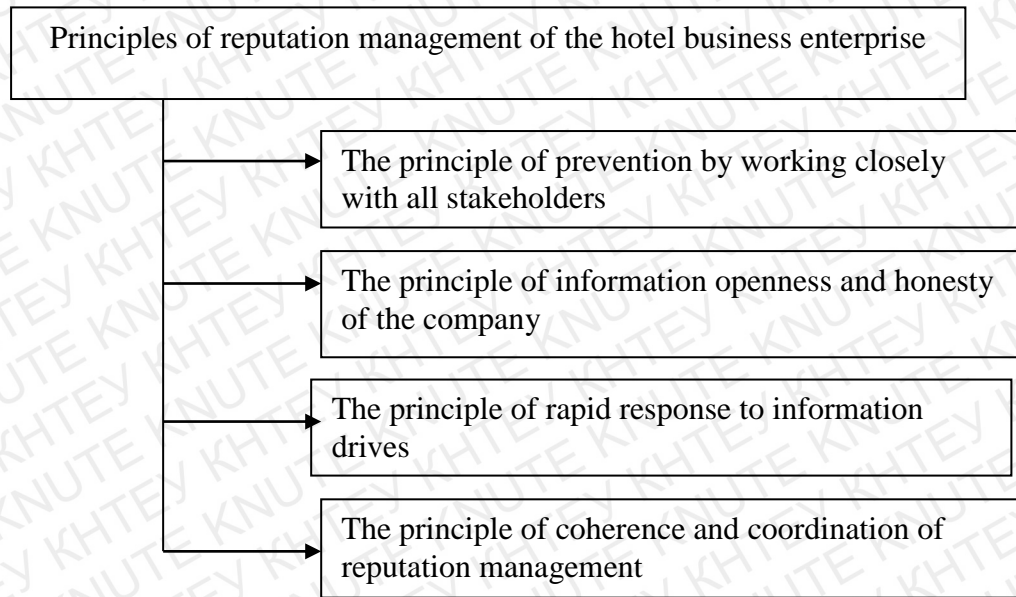


Fig. 1.3. Competitive advantages that are created by using the means of reputation management of the hotel business [26]

The structure of reputation management consists of the following components [6] (Fig. 1.4):

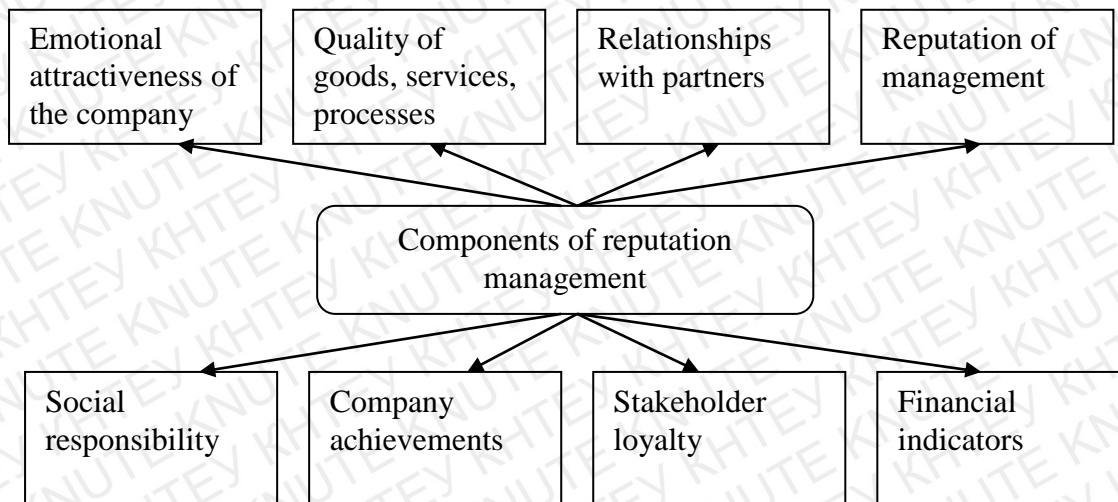


Fig. 1.4. Components of reputation management of the hotel business enterprise [26]

The whole set of these components can be divided into the following consolidated groups: strategies to influence the company's customers; strategies aimed at increasing the company's investment attractiveness to investors; strategies

aimed at partners and employees of the company; components aimed at competitors. The main thing when choosing the components of reputation - to ensure the balance of interests of these groups.

The formation of the reputation of the hotel business is made in accordance with the master plan, which consists of 4 main parts (Fig. 1.5):

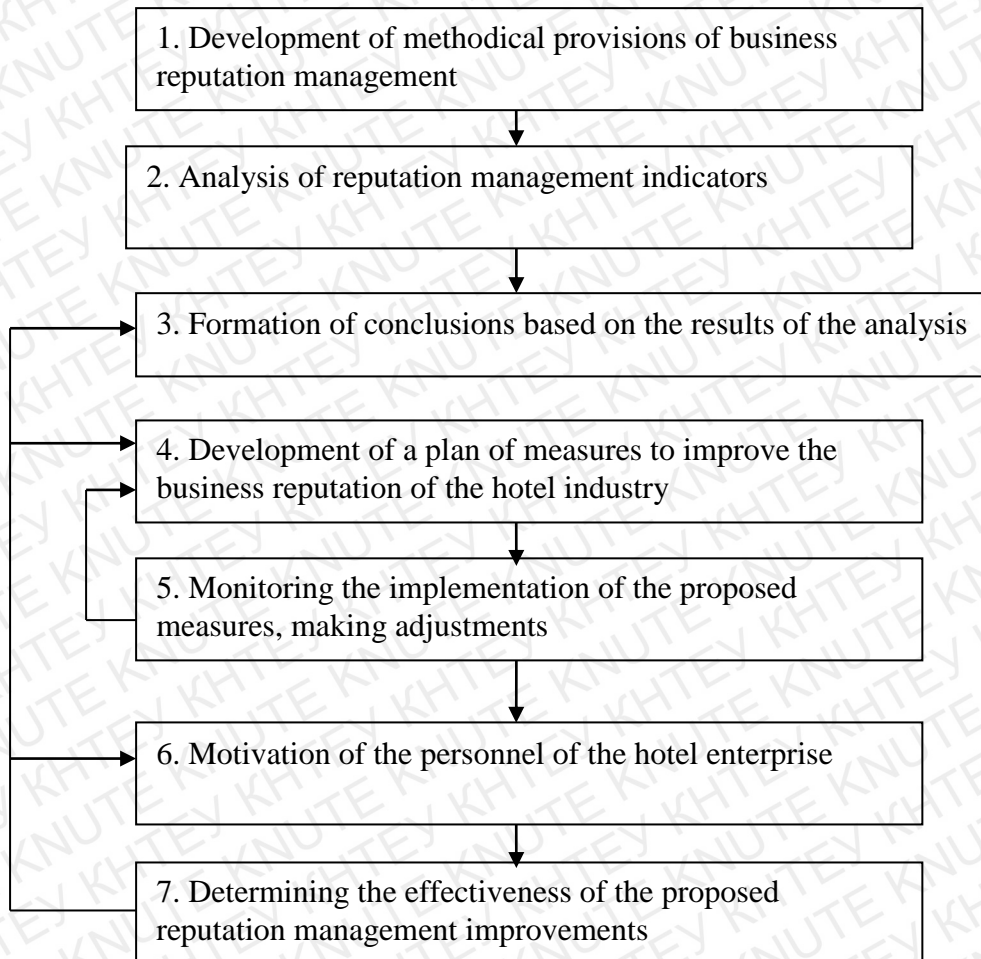


Fig. 1.5. Stages of formation of reputational management of the hotel industry

[70]

The main means of reputation management are the following [24]:

1. Corporate identity - the basis of business reputation, the main means of its formation.

2. Visual means - design techniques for building a business reputation, which include the design of shop windows, offices, exhibitions, development of ad layouts.

3. Original layouts can be different, but one element (detail), constantly present in all positions, makes a whole series of layouts recognizable, no less important role is played by the color chosen by the company.

4. Verbal (verbal) means - specially selected style, focused on the consumer.

5. Advertising tools - used in each case, advertising tools that contribute to the formation of a favorable attitude.

6. PR-activities - well-thought-out, planned, constant efforts to establish and strengthen mutual understanding between the company and the public. These are exhibitions, presentations, press conferences, sponsorships. When conducting PR-campaigns, it is necessary that the specifics of the organization correspond to the specifics of the event. The attitude of the target groups to the conducted PR-actions, as well as the scale of the audience of the sponsored action is important. [24]

A detailed consideration of the elements of business reputation management allows us to draw the following conclusions [36]:

1. Management of the business reputation of the hotel business enterprise is based on information about goods, services, ideas and the hotel business enterprises-manufacturers.

2. The only difference is whether the information is paid for or free of charge; in the addressee of the elements of business reputation (individual, group of people or society as a whole); in the form of communication with a potential buyer (personal or indirect); in the direction of information (whether it is unidirectional or feedback).

In our opinion, the concept of "business reputation management" should also be understood as an analysis of problems, as well as planning, organization, implementation and control of measures aimed at solving these problems [7].

Reputation management requires much more intelligence from the managers of the hotel business, which, in turn, involves the development of appropriate control systems. That is, we can say that the control system of the elements of business reputation is built into the management system of the enterprise as a whole.

When forming the reputational management of the hotel industry, it is necessary to competently build work with target audiences, as they are the direct

addressees of the image of the institution. Selective work with target audiences can not only not bring the desired results, but also negatively affect the image of the organization.

The set of elements of the image of the hotel industry affects the perception of its target audiences and creates in their eyes a certain image of the enterprise.

External image functions include:

- informing - providing information to the surrounding society, meeting the natural needs of people in the knowledge of the world around them;
- action - changes in attitudes and behavior aimed at the enterprise (increasing the number of consumers and customers, improving interaction with citizens, government and public organizations, and so on);
- coordination - the formation of a general picture of the world for the citizens of the country [2].

Thus, the formation of a favorable image of the hotel industry in the international market becomes a necessary condition for the hotel to achieve sustainable and long-term business success, and is one of the main factors of competitiveness in both domestic and foreign markets.

Hotel enterprises have a number of features. If most enterprises in other industries are limited to performing only one or two functions, such as trade enterprises - the sale of products, the hotel industry performs three interrelated functions:

- production of culinary products;
- sale of culinary products;
- organization of its consumption.

The hotel business, on the one hand, is one of the means of highly liquid use of capital, and on the other - an environment with a high degree of competitiveness. Throughout the civilized world, it is one of the most common types of small business, so institutions and businesses are constantly fighting for market segmentation, for finding new and for retaining regular consumers of their products and services. All institutions and enterprises must have a high level of competitiveness [1].

Guest service in the hotel industry is a system of activities that provide a high level of comfort and meet a variety of household, economic and cultural needs of guests. Every year the demands and requirements for services increase. Moreover, the higher the culture and quality of service, the higher the image of the hotel industry, the more attractive it is for guests, the more successful its activities.

Service culture, reliability, clarity, speed - all this is important to create a positive image of the hotel business. It is very important to consider all components of the image of the hotel industry, namely:

1. The image of staff (appearance, level of culture, level of professionalism, loyalty to the institution, communication skills, mastery of business communication techniques);
2. Management style of the organization (democratization of management processes, team building);
3. The level of corporate culture (system of values, beliefs, convictions, rules, traditions that exist in the institution and determine the behavior of each of its employees);
4. Creating feedback that allows you to check whether the image of your organization [13].

The positive image of the organization implies a high level of professional education of staff and its innovative activity. To do this, the head must provide a collective opportunity for professional and personal development through the exchange of experiences with other educational institutions, the study of advanced pedagogical and psychological experience, presentations of new professional literature, attending various seminars, conferences, trainings.

The life cycle of the hotel industry has a number of stages, at each of which there are new problems associated with the management process of its activities. Consider the issues and main directions of management at each stage in table 1.2.

So, as can be seen from table 1.2 at the stage of maturity, the main goal in management is already changing, and quite significantly The main purpose of

management at the stage of maturity is to form the image of the enterprise and balanced growth.

Table 1.2

Hotel life cycle [16]

<i>Stage</i>	<i>The main goal of the company</i>	<i>Main task</i>
vital cycle	Survival	Entering the market
Birth	Short-term profit	Consolidation of market position
Childhood	Accelerated growth of sales and profits	Capture your market share
Youth	Constant growth of volumes of activity	Diversification of activities (development of additional users of services, and their involvement)
Early maturity	Formation of the company's image and balanced growth	Consolidation of the company's position in the developed market
Maturity	Saving positions	Ensuring the stability of economic activity
	Revival (search for additional impulses of activity)	Rejuvenation (new contractors - foreign partners, new technologies for hotel services)

Forming the image of a hotel business is a matter not only of specialists. After all, it is formed by the high quality of products, the attitude of staff to the consumer, advertising, etc. A favorable image of the enterprise must be adequate, original, plastic. The property of adequacy means compliance with the actual image or specificity of the enterprise. To be original means to be different from the images of other products and enterprises, especially substitutes. The property of plasticity does not mean obsolescence, but the freshness of ideas, adherence to fashion, which is constantly changing [16].

The main purpose of the elements of business reputation is to form a situation of success of the firm in society. In the control of elements of business reputation can be divided into three main aspects [36]:

- technological control - checking and ensuring the accuracy of the transmitted symbols of information;
- semantic control regulates the accuracy of transmission of symbols of the desired value;

- efficiency control reveals how effectively the content and significance of the received message and related financial resources on the development of events in the required direction and on the activities of the hotel business as a whole, optimality.

The effectiveness of business reputation management is influenced by many factors, both external and internal, which at different stages of development of society form the environment in which it operates a particular business structure.

In this regard, the task of managing the business reputation of the hotel business can be described as follows [55]:

- creating an image of prestige of the manufacturer and its products;
- creating conditions for informing potential buyers about the new product, low (or, if necessary, high) prices, features of the product;
- conducting advertising research of the market and determining the state of purchasing power of potential buyers of this product;
- offering new products, services or ideas on behalf of the manufacturer;
- maintaining the popularity of products that have long (or relatively long) existed in the target market and have already begun to lose their position;
- providing buyers or intermediaries with information on the conditions of incentives offered by the manufacturer;
- justification of low, high or stable producer prices;
- providing feedback to the buyer to determine the attitude towards the manufacturer and his product.

In any enterprise, the flow of information, labor, energy, materials (elements of any system) must be coordinated through communication systems or business reputation systems. Without the mechanism of the latter, it is impossible to create a common language system for all parts, to develop guidelines for responsibilities and responsibilities, clear instructions, etc., which facilitate the integration of direct and feedback between units and increase the efficiency of the management system as a whole [61].

Practice proves that the formation of reputational management of the hotel business is a complex and multifaceted process. Virtually every company that

recognizes the need to ensure a certain reputation and promotion in the market, has full-time employees who deal with these issues. When planning and implementing a program to consolidate the reputation of the hotel business, it should be constantly remembered that the use of methods of its formation should be carried out simultaneously, in a coordinated and continuous manner.

Conclusion to the part 1

Thus, according to the results of the study, the following conclusions can be drawn:

Reputation of the hotel business can be defined as the image of the company in a positive state, which involves increasing the income and value of the company, which is formed in the perception of the corporate audience on the results of the company in the market. Reputation has the ability to influence the level of competitiveness of the hotel business. In this context, the key factors influencing the reputation and competitiveness of the enterprise as a whole should be called: product competitiveness (quality, price and concept of development), level of economic efficiency and financial stability, enterprise management system, etc. all its components are interconnected and only in the complex can provide an adequate impression of the hotel.

Reputational management of the hotel business as a whole is formed from the location, services and amenities offered, external perception, the internal atmosphere of the hotel business, the level of staff qualifications. The system of reputation management of the hotel business enterprise allows to organize constant current control over the course of formation of indicators of its level, to guarantee optimum spending of the allocated means for their improvement, to react in due time to deviations from the accepted decisions. The main purpose of reputation management is to form and maintain a positive reputation of the company and create a favorable reputation field that promotes long-term and trusting relationships with the main groups of stakeholders of the hotel business.

PART 2

DIAGNOSIS OF THE DEVELOPMENT OF REPUTATION MANAGEMENT OF THE HOTEL "NUMBER 21", KYIV

2.1. Strategic analysis of the hotel "NUMBER 21", KYIV

«Number 21» is a hotel in Kiev, located in the heart of Kyiv's historic riverside Podil district. This classical style building was completely renovated in 2006. The hotel "Number 21" is managed by the LLC "Impressa" company. The location of the Hotel is Kyiv, Sagaidachnogo Street 21.

It is located 0.5 km from St. Sophia Cathedral. The city center is about 2 km away. In the surrounding area you will find restaurants and bars. This hotel is located close to several famous attractions, including the Mariinsky Park. Kontraktova Ploshcha metro station is a 5-minute walk away.

Cozy rooms with individual air conditioning, multi-channel TV and central heating are also equipped with a private bathroom with towels, a shower cap and a hairdryer. There is also a dishwasher, coffee maker and refrigerator.

The hotel has its own restaurant "The Kitcen 21". Modern Indian cuisine this is your gourmet trip to India. When choosing dishes from most of India, most of dishes are served in a modernized way, using local products, but preserving the authenticity of India. The restaurant is an ideal place for all kinds of corporate and private events.

There is also a designated smoking area, a newsstand and free parking. Free Wi-Fi is available throughout the hotel. Free private parking is available on site. Year of reconstruction: 2006. Number of rooms is 18.

Lets analyze the main indicators of the hotel. Full description and analysis of performance indicators according to the forms of statistical reporting is given in tab. 2.1.

The analysis of the indicators of the production and operational program of the hotel "Number 21" revealed that during 2017-2018 the total number of visitors and the load factor gradually increased (tab. 2.1).

Table 2.1

Dynamics of the production and operational program of the hotel "Number 21", Kyiv for 2017-2019 Years

Indicators	Units	Years			Abs. deviation		Growth rate, %	
		2017	2018	2019	2017-2018	2018-2019	2017-2018	2018-2019
1	2	3	4	5	6	7	8	9
Total area	sq.m.	647	647	647	-	-	-	-
Living area of all rooms	sq.m.	385	385	385	-	-	-	-
Capacity	seats	54	54	54	-	-	-	-
Number of all rooms at the end of the year, total	units	18	18	18	-	-	-	-
Calendar service life	days	365	365	365	-	-	-	-
Served visitors	persons	2102	1984	2082	-118	98	-5,6	4,9
Total time of stay of visitors	man-days	7357	8134	8120	777,4	-15	10,6	-0,2
Bandwidth is possible	man-days	19710	19710	19710	0	0	0	0
The average length of stay of a guest in a hotel	days	4,1	3,7	4,3	-0,4	0,60	-9,8	16,2
Load factor	units	0,373	0,413	0,412	0,04	0,00	10,6	-0,2

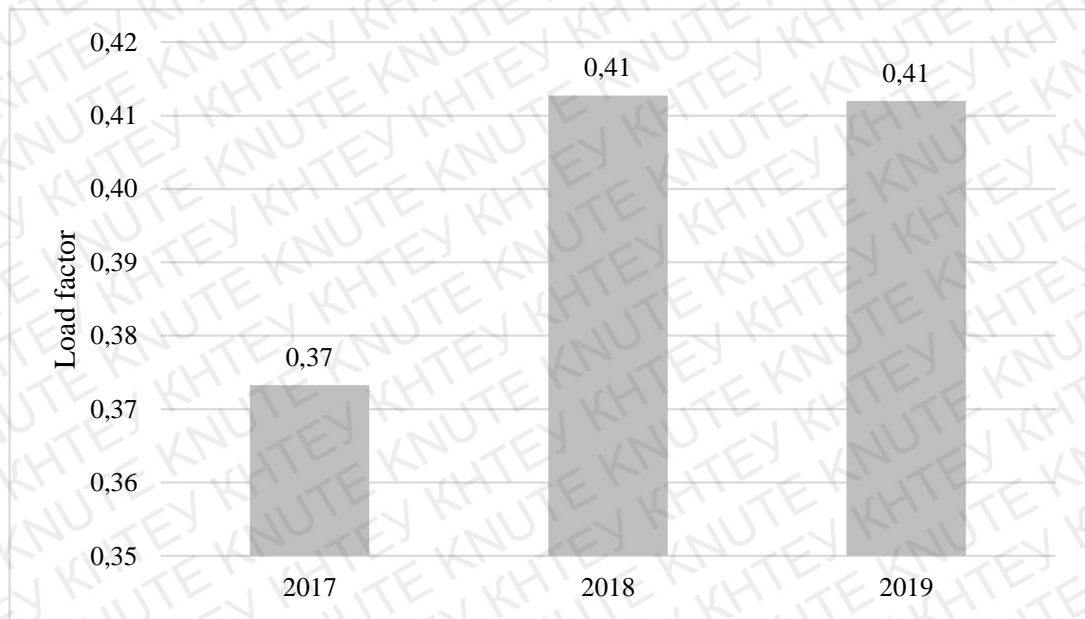
Source: compiled by the author according to the hotel (Appendix B)

In 2017, the average length of stay of visitors in the hotel was 4.1 days, in 2018 this figure decreased by 9.8%, and in 2019 compared to 2018 this figure increased by another 5.1%.

The hotel's occupancy rate in 2017 was 0.37, in 2018 it increased to 0.41 (an increase of 9%), and in 2019 it remained at 0.41.

Analysis of the operational program of the hotel "Number 21" determined that during 2017 - 2019 the hotel had a tendency to increase the number of guests, but a low load factor.

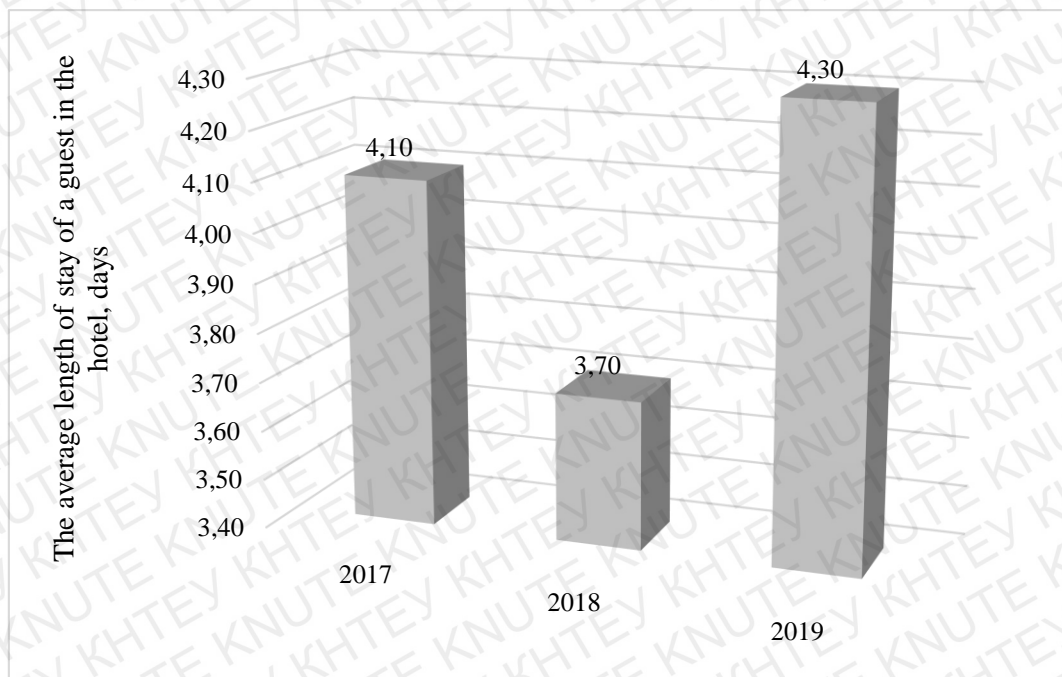
During 2018 and 2019, the volume of guest service increased. The number of served visitors in 2017 was 2102 people, in 2018 - 1984 people.



Pic. 2.1. Dynamics of guest service at the hotel "Number 21", Kyiv for 2017 - 2019 Years

Source: compiled by the author according to the hotel (Appendix B)

In 2019, the average number of guests increased by 98 people, to 2,082 visitors, and the average length of stay at a hotel increased (Pic. 2.2).



Pic. 2.2. Dynamics of the total time of stay of guests in the hotel "Number 21", Kyiv for 2017-2019 Years

Source: compiled by the author according to the hotel (Appendix B)

Let's analyze the main results of economic activity of the hotel.

The main financial and economic indicators of the hotel "Number 21", their level and dynamics are calculated on the basis of financial statements and are given in tab. 2.2.

Table 2.2

**Dynamics of income, expenses and profit of the hotel "Number 21", Kyiv
for 2017-2019**

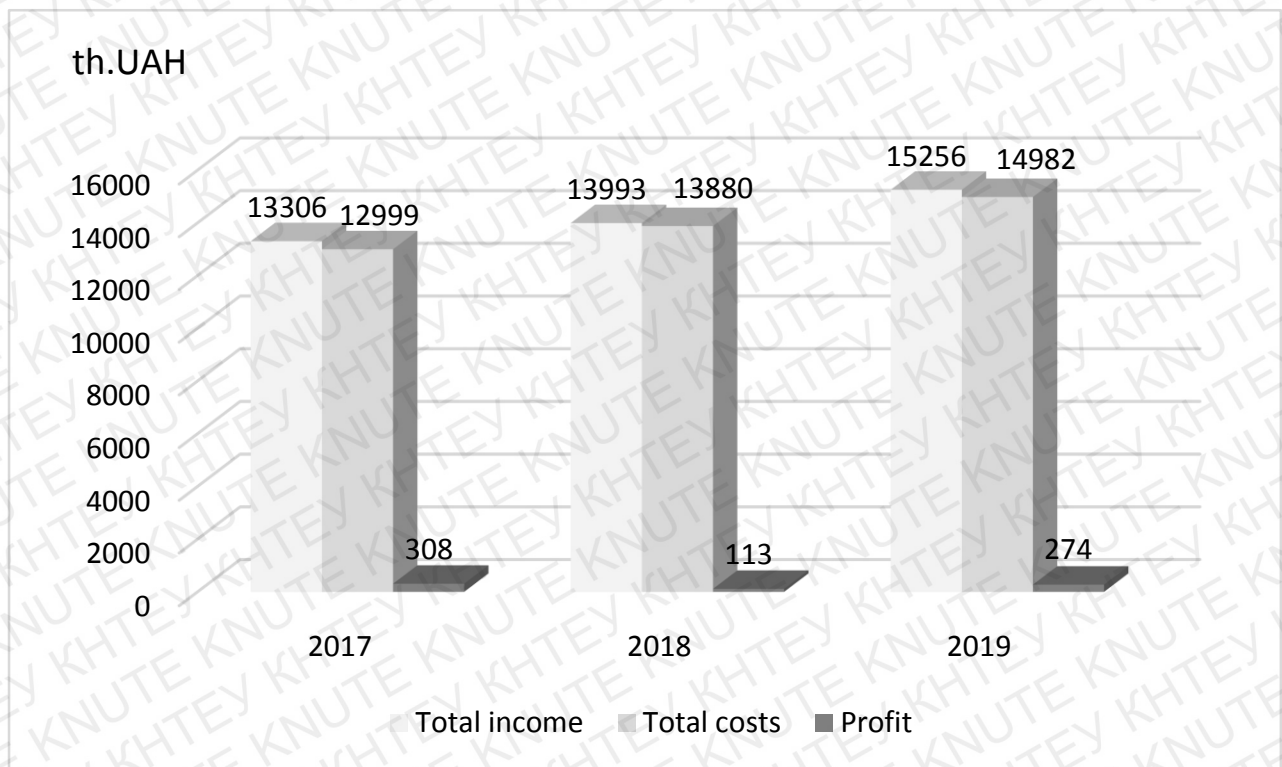
Indicator	Years			Abs. deviation		Growth rate, %	
	2017	2018	2019	2018- 2019	2017- 2019	2018- 2019	2017- 2019
Net income from sales of services	13154	13829	15161	675	1332	5,1	9,6
Cost of goods sold (goods, works, services)	10125	11088	11451	963	363	9,5	3,3
Gross profit	3029	2741	3710	-288	969	-9,5	35,4
Other operating income	152	164	95	12	-69	7,9	-42,1
Administrative expenses	1488	1681	1825	193	144	13,0	8,6
Selling expenses	1222	984	1565	-238	581	-19,5	59,0
Other operating expenses	96	102	81	6	-21	6,3	-20,6
Financial result from operating activities: profit	375	138	334	-237	196	-63,2	142,0
Pre-tax financial result: profit	375	138	334	-237	196	-63,2	142,0
Expenses (income) from income tax	68	25	60	-42,66	35,28		
Net financial result: profit	308	113	274	-194,34	160,72	-63,2	142,0

Source: compiled by the author according to the hotel (Appendix C)

According to Table 2.2., in general, the hotel during 2017-2019 increased revenue. In 2017, the hotel received 13,154 thousand UAH of net income. In 2018, there was an increase in income by 675 thousand UAH or 5.1%, and in 2019 - by 1332 thousand UAH or 9.6%.

Net profit tended to decrease in 2017-2018. In 2017, the hotel received a net profit of 308 thousand UAH, in 2018 the profit was 113 thousand UAH, in 2019 - the profit increased to 274 thousand UAH.

It can also be noted that the volume of operating costs of the hotel is growing at a slower pace compared to the volume of activity, which gave the hotel in 2018-2019 to have a positive financial result from operating activities. In general, there is a tendency to increase the cost of the hotel. Administrative, marketing and other operating expenses are constantly increasing due to inflation and expansion of activities (Pic. 2.3).



Pic. 2.3. Dynamics of profit formation of the hotel "Number 21", Kyiv for 2017-2019

Source: compiled by the author according to the hotel (Appendix C)

According to Pic. 2.3, in general, the hotel grew its total profit during 2017-2019. Let's analyze the main indicators and ratios of the financial condition of the hotel. Two main methods can be considered the most effective for assessing the level of financial condition: the method of standard rapid diagnostics of financial monitoring of the hotel.

One of the tasks in order to assess the level of solvency is to provide conditions for the stable operation of the hotel throughout its life. The current solvency status is

determined by the amount of money available to the hotel on a given date compared to the amount of liabilities and payments that need to be made on that date.

The liquidity of a hotel is determined by the ability and duration of the conversion into cash of its current assets that the hotel has to meet external obligations.

The liquidity situation characterizes the ability to meet the obligations to repay the borrowed capital at the expense of available current assets, and the time required for this.

Consider and calculate the indicators of assessment of the solvency of the hotel "Number 21" (tab. 2.3).

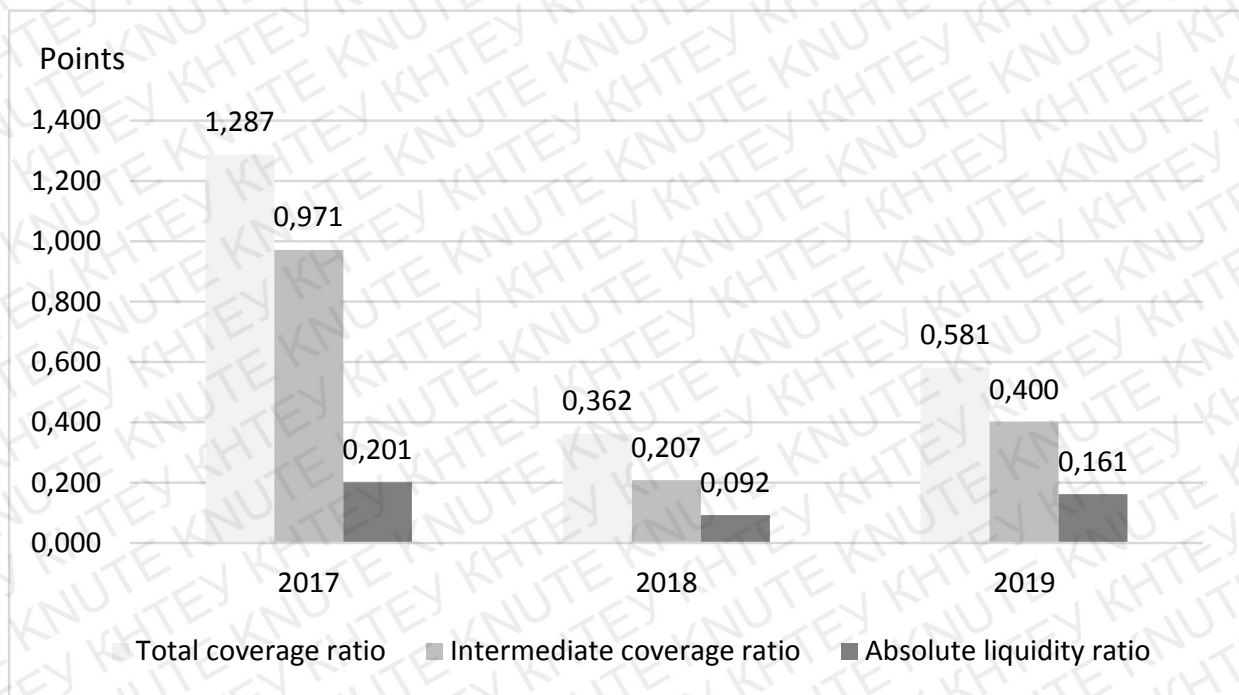
Table 2.3

Dynamics of liquidity and solvency of the hotel "Number 21", Kyiv for 2017 - 2019 Years

Indicators	At the end of the year:			Abs. deviation		Growth rate, %	
	2017	2018	2019	2018-2019	2017-2019	2018-2019	2017-2019
1	2	3	4	5	6	7	8
Coefficient of security:							
-liquid assets	0,016	0,017	0,024	0,001	0,006	8,3	35,6
-quick liquid assets	0,012	0,010	0,016	-0,002	0,006	-17,8	62,8
- ready-made means of payment	0,003	0,004	0,007	0,002	0,002	76,8	47,8
Total coverage ratio	1,287	0,362	0,581	-0,925	0,219	-71,9	60,5
Intermediate coverage ratio	0,971	0,207	0,400	-0,764	0,192	-78,6	92,7
Absolute liquidity ratio	0,201	0,092	0,161	-0,109	0,069	-54,1	74,9
Current assets distraction ratio:							
- in stock	0,245	0,427	0,312	0,182	-0,115	74,0	-26,9
- in receivables	0,005	0,001	0,001	-0,005	0,001	-89,1	92,0
Coefficient of maneuverability	0,223	-1,763	-0,721	-1,986	1,042	-890,8	-59,1

Source: compiled by the author according to the hotel (Appendix D)

As shown in tab. 2.3 data, in general, the hotel "Number 21" had positive values of all solvency indicators. The level of current assets (inventories, receivables and cash) was high in 2017 compared to current liabilities. In 2017, the hotel covered its current liabilities 1,287 times. However, in 2018, there was a sharp decline in the overall level of solvency of the hotel due to a decrease in current assets relative to current liabilities. The dynamics of the hotel's solvency ratios is also illustrated in Pic. 2.4.



Pic. 2.4. Dynamics of solvency indicators of the hotel "Number 21", Kyiv for 2017 - 2019 Years

Source: compiled by the author according to the hotel (Appendix D)

The ratio of intermediate coverage and the ratio of absolute liquidity also had a similar dynamics to the level of total coverage. In general, we can conclude that in 2018-2019 the level of solvency of the hotel decreased significantly.

We will also analyze the internal and external environment of the hotel using the SWOT methodology. Analysis of the strengths and weaknesses of "Number 21" of its marketing opportunities and threats can be determined on the basis of SWOT-analysis (tab. 2.5).

Table 2.5

SWOT-analysis of the hotel "Number 21", Kyiv

		Features:		Threats:	
Strengths:		Improving the living standards of the population	+2	Changing consumer preferences	-2
		Changing advertising technologies	+1	The emergence of substitute services	-1
		Development of the information industry	+3	Declining living standards	-4
		The emergence of new suppliers	+2	Rising inflation	-5
		Changes in tastes	+1	Rigidity of legislation	-2
		Reduction of raw material prices	+5	Changing the price level	-3
		Tax cuts	+2	Exchange rate jumps	-5
		Improving management	+2	Increasing competitive advantage by competitors	
		Reducing unemployment	+5	Rising taxes	-3
		Reduction of mandatory legislation	+2	Increasing competition	-2
			+3	Unemployment rising	-1
	Strengths:		"Strength and opportunities"		"Power and threats"
Reliable market monitoring	+5	Entering new markets, increasing the range will increase the amount of funds; Sufficient popularity will promote entry into new markets; Qualification of the personnel, quality control, bad behavior of competitors and development of advertising technologies will give the chance to keep up with growth of the market; A clear strategy will allow you to use all the opportunities.	Increased competition, government policy, inflation and rising taxes, changing consumer tastes will affect the strategy; The emergence of competitors causes additional costs of financial resources; Popularity will add competitive advantages; Reliable monitoring will detect changes in consumer tastes.		
Established sales network	+2				
A wide range of services	+2				
Working capital growth	+5				
Highly qualified staff	+2				
Good staff motivation	+3				
Sufficient popularity	+2				
Weak sides:					
High price level	-5	Non-participation of staff in decision-making and insufficient control over the implementation of orders in reducing unemployment can lead to sabotage	The emergence of new competitors and the average price level will worsen the competitive position; Unfavorable state policy can lead to withdrawal from the industry		
Not fully loaded	-2				

Thus, the conducted strategic analysis made it possible to determine that the model of strategic development of the hotel "Number 21", Kyiv. The hotel's occupancy rate in 2017 was 0.37, in 2018 it increased to 0.41 (by 9%), and in 2019 it remained at 0.41. During 2018 and 2019, the volume of visitor services increased.

The number of served visitors in 2017 was 2102 people, in 2018 - 1984 people. In 2019, the average number of guests increased by 98 people, and amounted to 2082 visitors and increased the average length of stay at the hotel. Net income tended to decrease in 2017-2018. In 2017, the hotel received a net profit of 308 thousand UAH, in 2018 the profit amounted to 113 thousand UAH, in 2019 - the profit increased to 274 thousand UAH. The level of current assets (inventories, receivables and cash) was high in 2017 compared to current liabilities. In 2017, the hotel covered its current liabilities 1,287 times. However, in 2018, there was a sharp decline in the overall level of solvency of the hotel due to a decrease in current assets relative to current liabilities. In 2018-2019, the level of solvency of the hotel decreased significantly.

2.2. Research of hotel reputation management system

Having conducted a strategic analysis of the hotel, we turn to the analysis of the means of reputation management technology. The system of reputation management of the studied hotel consists of a set of techniques by which the hotel communicates with its target audience. To do this, we analyze the consolidated actual budget for the implementation of reputation management measures, as well as their structure within the general budget (tab. 2.6).

Table 2.6

Dynamics of the general budget of means of reputation management of hotel in 2017-2019

Indicators	Years			Abs. deviation, thousands.uah.		Growth rate, %	
	2017	2018	2019	2017-2018	2018-2019	2017-2018	2018-2019
The cost of communication on the Internet	94,3	104,9	118,9	10,6	14,0	11,2	13,3
Communications in the press		44,6	43,5	44,6	-1,1		-2,5
Representative PR events	143,9	241,7	314,3	97,8	72,6	68,0	30,0
Social responsibility measures		32,1		32,1	-32,1		-100,0
Together	238,2	423,3	476,7	185,1	53,4	77,7	12,6

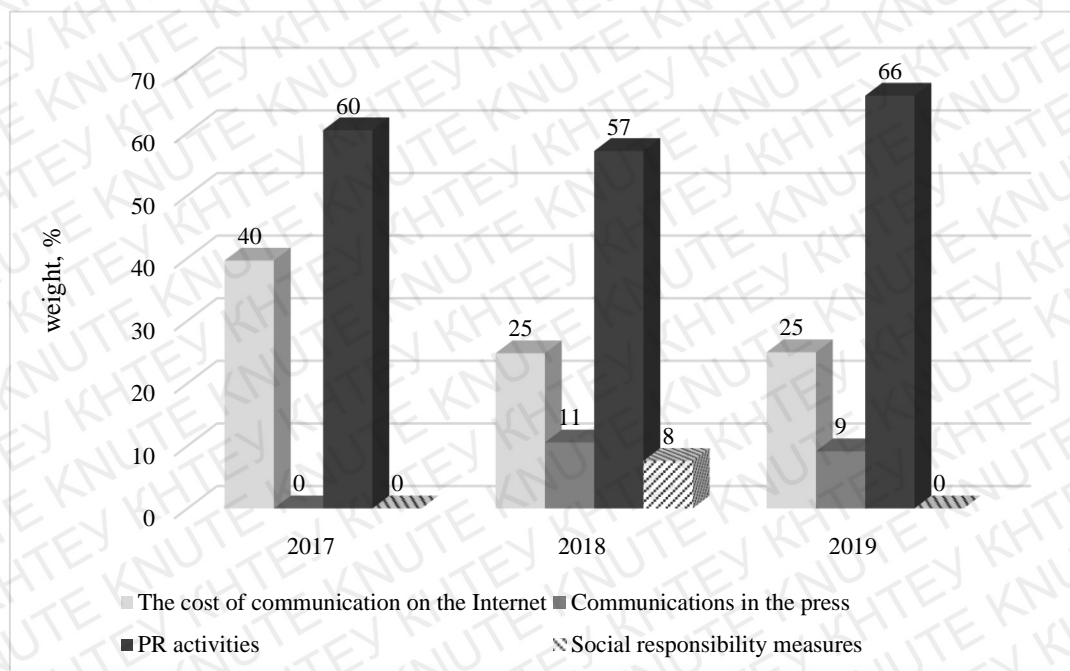
* compiled on the basis of information received from the hotel manager

Hotel "Number 21" actively used such tools of reputation management as communication in the Internet and the press, PR events and social responsibility measures. The main representative PR events of the hotel in 2019 were as follows:

- invitation of the hotel management to existing partners (representative tour operators) to a meeting to discuss prospects for deepening cooperation;
- presentation of the hotel to potential partners, preparation of presentations with cooperation schemes for them.

Characterizing the measures of reputation management, it should be noted that the hotel management organized support for the program "Happy World". Under this program, the hotel is partially involved in the financing of orphanages.

The structure of individual elements of the set of reputation management technology tools in the overall PR-communication budget is shown in Pic. 2.5.



Pic. 2.5. Structure of separate elements of a complex of means of reputation management in the general marketing budget "Number 21", Kyiv (%)

** compiled on the basis of information received from the hotel manager*

Characterizing the dynamics of the general budget of expenditures for reputation management activities, we note that its dynamics was growing. In 2018, compared to the level of 2017, the volume of expenditures on hotel reputation

management activities increased by 77.7%, and in 2019 - by 12.6%. The costs of Internet communications and the costs of preparation and implementation of PR activities grew the most dynamically. According to Pic data. 2.5, in the general budget of reputational management measures, the structure of expenses had the largest share of expenses for communication on the Internet (25%) and PR measures (66%).

In the process of analyzing the system of reputation management technology tools, we will consider some tools of reputation management technology tools.

Internet. The hotel has its own personal website on the Internet (number21.com.ua) but it needs updating, because it is possible to make only pre-booking rooms without payment. The site also contains information about the location of the hotel, prices and list of services, features of services.

The use of the Internet as one of the elements of the marketing system can affect the positive image of the hotel under study and consumer awareness of services. An important aspect of the analysis of the hotel's reputation management technology is the study of costs incurred in the context of each event. The budget for Internet advertising activities is given in tab. 2.7.

Table 2.7

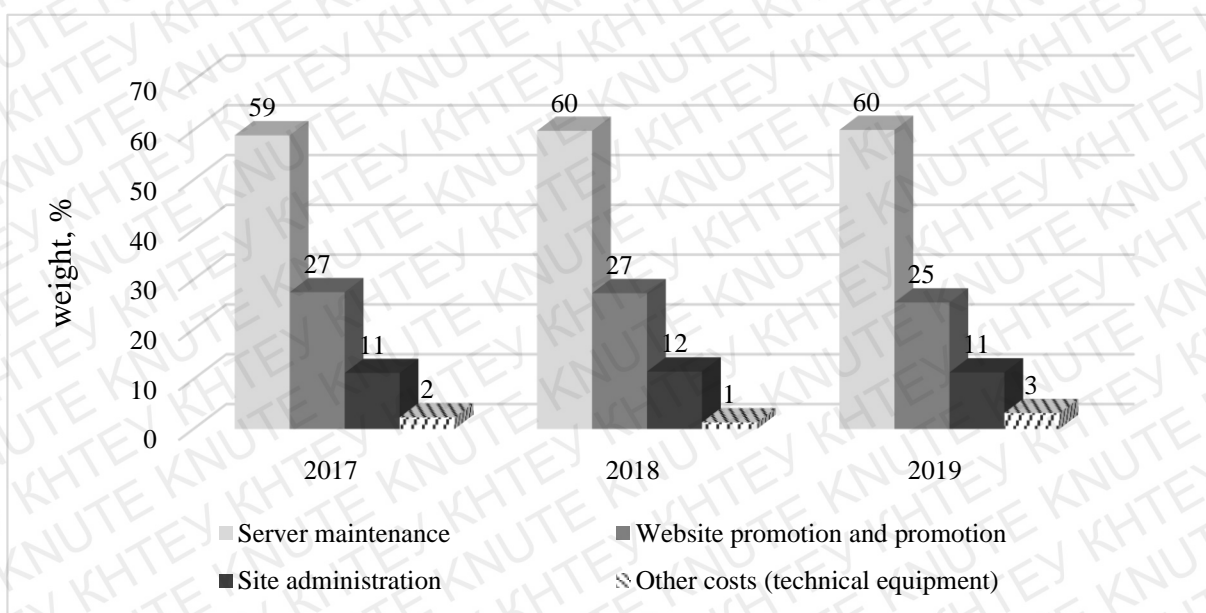
**Dynamics of costs for PR-technologies in the Internet hotel "Number 21",
Kyiv for 2017-2019, thousand UAH**

Indicators	Years			Abs. deviation, thousands.uah.		Growth rate, %	
	2017	2018	2019	2017- 2018	2018- 2019	2017- 2018	2018- 2019
Server maintenance	55,6	62,8	71,4	7,2	8,6	12,9	13,7
Website promotion	25,9	28,6	30,2	2,7	1,6	10,4	5,6
Site administration	10,6	12,1	13,5	1,5	1,4	14,2	11,6
Other costs (technical equipment)	2,2	1,4	3,8	-0,8	2,4	-36,4	171,4
Total costs of communication on the Internet	94,3	104,9	118,9	10,6	14	11,2	13,3

* compiled on the basis of information received from the hotel manager

In 2018-2019, the hotel offered several types of advertising campaigns: contextual advertising in search engine results (Google AdSense, Meta), directories and rankings; advertising using banner systems and systems with targeting - banner advertising; advertising campaigns on popular thematic resources (banners, Top-Line, Pop-under, Rich-media); search engine optimization and promotion. Combining different types of advertising campaigns, we achieve maximum results.

The structure of the budget of hotel PR development activities on the Internet is shown in Pic. 2.6.



Pic. 2.6. Structure of financing of the budget of expenses for PR-technologies in the Internet of hotel «Number 21», Kyiv (%)

** compiled on the basis of information received from the hotel manager*

As you can see Pic. 2.6, in general, the largest share of the budget costs for PR-technologies on the Internet falls on server maintenance (60%) and promotion and promotion of the site online (25%).

As evidenced by the data tab. 2.7, the amount of costs for financing the means of reputation management technology in the Internet hotel in 2017 amounted to 94.3 thousand UAH, in 2018 the cost of activities increased by 10.6 thousand UAH (+ 11.2%) and amounted to 104.9 thousand .рн. In 2019, the cost of the formation of reputation management technologies on the Internet increased by UAH 14.0 thousand

(+ 13.3%) and amounted to UAH 118.9 thousand. Quite a significant cost of reputation management technology on the Internet is explained by the fact that the cost budget includes not only the cost of promoting the site, but also the cost of administering the entire information network of the hotel - server maintenance, equipment costs, etc. The amount of expenses exclusively for the administration of the site in 2017-2019 amounted to only 10.6-13.5 thousand UAH. Services for site promotion and promotion were also relatively expensive, as this type of service must be ordered from specialized agencies.

Advertising in the press. Note that the hotel during 2018-2019 was published in such magazines and publications as "Hotelier", "Hotel and restaurant business", "Hospitality Academy". The main focus of advertising in these publications was to offer hotel services and hotel services. Advertising in the press in recent years is losing its relevance, giving way to measures of reputational management technology on the Internet. The actual media report of press appeals for 2019 is given in Table 2.8 below.

Table 2.8

**Actual media report of the number of advertising appeals of the hotel
"Number 21", Kyiv in the press for 2019**

Name of the publication	Circulation, thousand.	Frequency of release	Location	Advertising area in sq.cm.	Price with VAT and, UAH	circles outputs	General price with VAT and VAT, UAH	Dis-count	The amount, of all. discounts, including VAT, UAH
Hotel and restaurant business (http://hotelbiz.com.ua/)	6000	1 a month	1/2 A4	180x130	1391,9	12	16702,4	6,00 %	15700,3
Hotelier (https://hotelier.pro/)	8500	2 a month	15 price lines x 4out.	180x130	1231,3	24	29550,4	6,00 %	27777,4
Total with VAT, UAH									43477,6

* compiled on the basis of information received from the hotel manager

During 2019, Hotel Number 21 actively uses the press strategy only in 2 specialized publications (tab. 2.8). The main sources are such publications as "Hotel and Restaurant Business" and "Hotelier". These publications contained general information about the hotel's activities, provided a description of the list of services and contact information of the hotel.

Active use of advertising in the press allows the hotel to most effectively and fully reach the potential audience, to form an active information field, to attract the attention of hard-to-reach categories of consumers. Also, to maximize the core of the target audience, emphasize the benefits, contact with the publication and advertising lasts as long as a person needs to understand what the advertisers want to say.

The formation of reputational management technology of the studied hotel is characterized in addition to printing in publications and a number of other marketing tools. The nature of the PR system of the hotel largely depends on the type of structural systems used to build the management system.

In addition to official (formal) reputation management technologies, informal (informal) communications play an important role in the Number 21 hotel. In the practical activities of the hotel "Number 21" official structures and official communications. Many issues are addressed and addressed informally by groups that are not officially empowered and are based on friendships, old school ties, and other interests.

Hotel managers maintain business relationships with one or more informal groups inside and outside the hotel. Elements of corporate culture are successfully used in the hotel for the development of informal technologies of reputation management with the external environment. An important aspect of the development of reputation management technologies with the external environment is the principle of social responsibility, which adheres to the hotel in its policy.

The distribution of budget funding for PR activities is shown in Table 2.9 and Pic below. 2.7.

Table 2.9

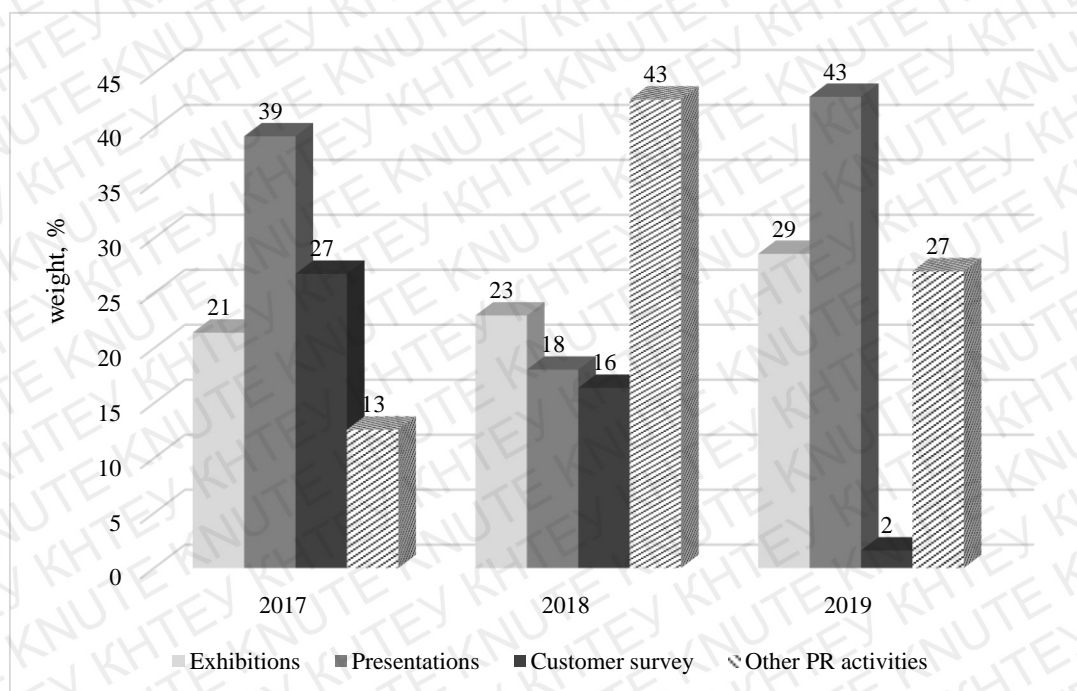
**Distribution of budget funding for PR-events of the hotel "Number 21", Kyiv
during 2017-2019, thousand UAH**

PR-events	Years			Abs. deviation, тис.грн.		Growth rate, %	
	2017	2018	2019	2017- 2018	2018- 2019	2017- 2018	2018- 2019
Exhibitions	30,8	55,5	89,8	24,7	34,3	80,2	61,8
Presentations	56,5	43,6	134,7	-12,9	91,1	-22,8	208,9
Customer survey	38,5	39,6	5	1,1	-34,6	2,9	-87,4
Other PR activities	18,1	103	84,8	84,9	-18,2	469,1	-17,7
Total	143,9	241,7	314,3	97,8	72,6	68,0	30,0

** compiled on the basis of information received from the hotel manager*

According to the above data, the amount of costs for financing PR-events of the hotel in 2017 amounted to 143.9 thousand UAH, in 2018 the cost of events increased by 97.8 thousand UAH (+ 68.0%) and amounted to 241.7 thousand .грн. For 11 months of 2019, the cost of PR activities increased by 72.6 thousand UAH (+ 30.0%) and amounted to 314.3 thousand UAH.

The structure of the budget for financing PR activities of the hotel is shown in Pic. 2.7.



Pic. 2.7. Structure of budget financing of expenses for PR-events of hotel «Number 21», Kyiv (%)

** compiled on the basis of information received from the hotel manager*

As you can see Pic. 2.7, in general, the largest share of the budget for PR events falls on presentations and exhibitions. In recent years, there has been an increase in the volume and share of costs for exhibition activities.

The hotel management pays special attention to printed advertising materials. Materials at exhibitions, presentations and at the entrance to the hotel must be of the highest quality. This is a fundamental principle of work in the field of public relations.

The hotel also sponsors - supports public, cultural, sports, religious organizations and figures, publications, television programs, film screenings, radio stations, as well as socially significant events and initiatives to attract or maintain a positive public reputation, popularity. Sponsorship can be seen as a more modern version of charity, in which the desire for profit, advertising and publicity is clearly visible. The hotel exchanges its financial and other support for these benefits.

Very often presentations are held at the hotel:

- a) display of new books, newspapers, magazines, films, television programs and other new goods, products, services to the public, the implementation of which is often associated with advertising and commercial purposes;
- b) a means of PR, which consists in presenting the invited audience of the company, innovations, discoveries, awards, new services created by the hotel.

Presentation events include product demonstrations and a cultural program, as well as a buffet (lunch, dinner, etc.). Presentations can be combined with a formal reception. They are arranged not only for journalists, but also for potential consumers, buyers, investors, partners, influential officials, etc. Usually the set of presentation events includes the following chain of events: press conference, demonstration, informal communication with music, farewell (possibly with the presentation of a gift).

Other equally important principles of PR-events of the hotel include:

- Formation of a positive image of the hotel for visitors;

- PR of an individual (director). The director is present at all events. If it is necessary to create an image of financial reliability, meetings with the head of the financial service are arranged.

Thus, we have considered the features of reputation management technologies and some tools to ensure it. In the structure of the hotel's reputation management tools should be noted advertising in the press, advertising on the Internet, PR activities and social responsibility activities. Characterizing the system of reputation management of the hotel in 2017-2019, we note that in 2019 the structure of reputation management technologies was maximally optimized in terms of costs. Advertising in the press was placed in 2019 in only 2 editions, and social responsibility measures were replaced by an increased emphasis on PR. In the total budget of reputational management technologies, the largest share was accounted for by Internet communications (25%) and PR activities (66%).

2.3. Assessment of the impact of reputation management on the competitiveness of the hotel

To assess the impact of reputation management on the competitiveness of the hotel, we propose to use methods of statistical and integrated assessments of the competitiveness of the studied hotel "Number 21" and its competitors - "Vozdvyzhensky Boutique Hotel" and "City Park Hotel".

To ensure the adequacy of the assessment of the competitiveness of hotels, we need to use to compare with competitors more accurate Indicators, which are the data of financial statements.

Therefore, the analysis of the competitiveness of the three hotels on the basis of financial reporting indicators - balance sheet and statement of financial performance.

Based on the tab. 2.10 indicators, it is possible to assess the competitiveness of the hotel "Number 21" in comparison with its three main competitors - "Vozdvyzhensky boutique hotel" and "City Park Hotel".

Table 2.10

Indicators of economic efficiency of competing hotels in 2018-2019

Indicators	«Number 21»		«Vozdvizhensky boutique hotel»		«City Park Hotel»	
	2018	2019	2018	2019	2018	2019
Profitability of hotel services,%	5,65	3,46	3,86	9,56	12,33	7,96
Profitability of operating costs,%	5,14	3,22	10,19	5,42	12,79	4,33
Return on equity,%	0,34	0,22	0,48	11,94	2,52	10,91
Labor productivity, UAH	423,93	431,56	99	104,1	58,3	65,1
Asset turnover ratio	0,07	0,07	1,52	1,78	1,62	1,64

** compiled by the author*

To assess the competitiveness of hotels, key Indicators of their activities were selected - profitability of hotel services, operating costs and equity, labor productivity, asset turnover ratio.

The first three Indicators express the overall efficiency of the hotel business and return on investment. The indicator of labor productivity expresses the efficiency of labor resources. Asset turnover ratio characterizes the efficiency of financial resources.

Therefore, based on the calculated indicators, we can begin the assessment of competitiveness.

1. Method of Ranks. The maximum level of competitiveness is chosen on the principle of rank growth. That is, the lower the average rank, the higher the level of competitiveness.

The analysis of this table gives grounds to claim that the most competitive hotel complex among those analyzed in 2019 was the hotel "City Park Hotel".

Analysis tab. 2.11 gives grounds to claim that the most competitive in 2011 was "Vozdvizhensky boutique hotel", and as for 2019, the company is slightly behind the indicators of "City Park Hotel".

Table 2.11

Competitiveness of hotels by the method of ranks in 2019

Indicators	Number 21	Vozdvizhensky boutique hotel	City Park Hotel
Profitability of realization	2	2	1
Profitability of operating costs	3	2	1
Return on equity	3	2	1
Productivity	1	2	3
Asset turnover ratio	3	3	2
Total points	12	11	8
Rank	III	I	II

* compiled by the author

As we can see, during 2018-2019 on "Number 21" are low Indicators such as profitability of hotel services, profitability of operating costs, asset turnover ratio and return on equity - this negatively affects the share of net profit of the company and does not allow to develop their economic activity.

The low value of the profitability of operating costs is due to inefficient sales policy of the hotel. So "Number 21" should improve the marketing tools to promote hotel services.

As for the labor productivity indicator, its value during 2018-2019 is the highest in "Number 21", which is evidence of an effective personnel policy.

Competitive advantages of "Number 21" provide such factors as:

- targeted costs of working with staff;
- effective management of fixed assets.

The results of the assessment are due to the fact that when determining the level of competitiveness by the method of ranks is taken into account only the absolute advantage of the rank of a particular indicator, but does not take into account the positional advantage due to the accumulation of advantages of other indicators.

2. The method of reducing partial performance indicators to a comparable base

The application of the method of reducing partial indicators to a comparable base has the advantage that the calculations are simple and allow you to quickly get

the result. But along with this there are disadvantages: the contribution of the value of each indicator, on the basis of which the competitiveness assessment is carried out, to the generalized result is not taken into account (tab. 2.12).

Table 2.12

Assessment of hotel competitiveness by the method of reducing partial efficiency indicators to a comparable base, 2019

Hotels	Profitability of realization	Profitability of operating costs	Return on equity	Productivity	Asset turnover ratio	Total points
Number 21	3,46	3,22	0,22	431,56	0,07	3,49
Vozdvyzhensky boutique hotel	9,56	5,42	11,94	104,10	1,78	6,22
City Park Hotel	7,96	4,33	10,91	65,10	1,64	5,29
Average value	7,0	4,3	7,7	200,3	1,2	x

** compiled by the author*

"Vozdvyzhensky boutique hotel" has the highest level of competitiveness among the set of researched hotels. City Park Hotel has the lowest level of competitiveness. This difference in the evaluation results is due to the fact that when determining the level of competitiveness by the method of ranks takes into account only the absolute advantage of the rank of a particular indicator, but does not take into account the positional advantage due to the accumulation of advantages of other indicators.

As for "Number 21", the hotel occupies the last position and is inferior mainly in terms of profitability of hotel services, return on operating costs and return on equity.

The results of all analyzes involve the development of measures to increase competitiveness. The development of a set of measures involves the definition of targets, the achievement of which will be aimed at measures to increase competitiveness.

Conclusion to the part 2

Thus, according to the results of the study, the following conclusions can be drawn:

1. Conducted strategic analysis made it possible to determine that the model of strategic development of the hotel "Number 21", Kyiv. The hotel's occupancy rate in 2017 was 0.37, in 2018 it increased to 0.41 (by 9%), and in 2019 it remained at 0.41. During 2018 and 2019, the volume of visitor services increased. The number of served visitors in 2017 was 2102 people, in 2018 - 1984 people. In 2019, the average number of guests increased by 98 people, and amounted to 2082 visitors and increased the average length of stay at the hotel. Net income tended to decrease in 2017-2018. In 2017, the hotel received a net profit of 308 thousand UAH, in 2018 the profit amounted to 113 thousand UAH, in 2019 - the profit increased to 274 thousand UAH.

2. Characterizing the system of reputation management of the hotel in 2017-2019, we note that in 2019 the structure of reputation management technologies was maximally optimized in terms of costs. Advertising in the press was placed in 2019 in only 2 editions, and social responsibility measures were replaced by an increased emphasis on PR. In the total budget of reputational management technologies, the largest share was accounted for by Internet communications (25%) and PR activities (66%).

3. Based on the assessment of the competitive profile of hotels, we can say that the hotel "Number 21" occupies the lowest number of points in the comparative ranking of services. Its competitor, Vozdvyzhensky boutique hotel, has the most points in this rating. As a result of the introduction of the proposed measures to improve the quality management system, the possible economic effect may amount to 879 thousand UAH. The low value of the profitability of operating costs is due to inefficient sales policy of the hotel. So "Number 21" should improve the marketing tools to promote hotel services. As for the labor productivity indicator, its value during 2018-2019 is the highest in "Number 21", which is evidence of an effective personnel policy. Competitive advantages of "Number 21" provide such factors as: targeted costs of working with staff; effective management of fixed assets.

PART 3
IMPROVEMENT OF REPUTATION MANAGEMENT OF NUMBER 21
HOTEL, KYIV

3.1. Substantiation of the program of measures to improve the reputation management of the hotel "NUMBER 21", KYIV

Improving the management of Reputation Management Technologies at the enterprise should be based on the conclusions about the results of its operation, which were formulated in the 2nd part. According to the results of the study, in general, the organizational and information system of reputation management technologies at the enterprise is far from perfect and needs further development. Given the specifics of the hotel, as well as the scale of its activities, to propose the creation of a separate marketing department or additional positions that would be responsible for the organization of PR-communication activities, is not economically feasible.

Management of Reputation Management Technologies requires a systematic approach from Number 21 management, from the formulation of goals, methods and tools used, to the evaluation of effectiveness, analysis of results and development of recommendations for future PR-communication campaigns. Therefore, to conduct effective PR-communication activities, you must first determine a number of initial parameters.

The criteria for choosing PR-communication tools and forms of influence on the audience depend on the tasks set before the measures of reputation management technology. Intermediate goals also depend on the final tasks - attracting visitors, filling in applications, receiving feedback, etc.

The main target audience for the formation of reputation management technology is:

- direct customers-consumers of hotel services (these are visitors of hotel - physical persons: citizens of Ukraine and foreign states);

- tour operators (enterprises that provide partial provision of the hotel to visitors-tourists).

The secondary target audience of the formation of reputation management technologies is:

- companies that order hotel services (legal entities that book rooms for business trips of their employees);
- contact audiences (organizations and institutions through which it is possible to disseminate information about the hotel).

The general strategy of formation of means of technologies of reputation management of hotel "Number 21", as it was already told, should be defined by strategy of marketing, including advertising. The overall strategy of "Number 21" can be implemented in the following areas:

1. Improving the quality of services.
2. Maintaining market share.
3. Maximizing the total current profit of the firm.
4. Ensuring the survival of the firm (under certain market conditions). Each area has certain features in pricing, communications and public relations. A factor such as the life cycle stage of certain groups of the company's products has a particularly great influence on the development of a marketing plan.

When forming a program of measures for the development of reputation management should be based on the requirements of the hotel business and the functionality of advertising. However, they must be subject to socially acceptable goals and not support illegal or negative actions or plans.

Strategic planning of reputation management technology tools consists of four different areas related to the overall plan:

- preventive assessment of the possible impact of social factors on the course and results of PR-communication activities;
- development of programs of reputation management technologies;
- implementation of measures and programs of reputation management technologies;

- research and evaluation of results.

Here is a list of measures to implement the development and improvement of reputation management technologies of the hotel "Number 21" for 2021.

Many companies turn to advertising in the media. "Number 21" is no exception. The choice of media in the company depends on the target groups of customers targeted by advertisements.

In the previous section, it will be explored that "Number 21" is more focused on its target audience. As for media relations, Number 21 should work with all special editions related to the hotel's activities. All relationships are built on personal connections. Rarely when it comes to advertising, ie paid services. The key to success is a friendly relationship with the media and as a result - favorable reviews in the press. If we talk about the financial side of the case, there is an advertising budget, which is drawn up for each year, it includes such items as: the cost of various events, advertising, publications (if necessary), exhibitions.

An important aspect of forming a program of measures for the development of reputation management is the holding of conferences. This promotional event provides the hotel with advertising in the business community of potential customers, as well as image growth among competitors.

The costs of organizing PR events are given in table. 3.1.

Table 3.1

**Expenditure plan for the organization of Reputation Management
Measures for 2021**

Name	Price, UAH	Number	Cost, UAH
Treating customers with tea or coffee	UAH 12.00 per serving	2000 servings	24,000.00
Organization and maintenance of a detailed file of regular customers of the hotel	free	-	x
Participation in specialized conferences	10,000.00	1.00	10,000.00
Together	x	x	34,000.00

** compiled by the author*

Within the framework of the PR program on establishing contacts with clients, the organization and maintenance of a detailed card index of regular clients of the hotel enterprise gives a high effect.

In the process of PR-communication activities, "Number 21" should use various forms of PR-activities to attract new customers and create a favorable image in the eyes of the public. In this regard, the agency should introduce a tradition of treating customers with tea or coffee, which will form a fairly positive image of the hotel.

To improve the organization of PR-communication activities of the hotel, it is also advisable to review its planning in print media. Thus, in the second section it was noted that the company advertises in such publications as the magazines "Hospitality Academy" and "Hotelier". In our opinion, in order to advertise hotel services, it is advisable to leave advertising in publications related to the B2B market, ie in the magazines "Hospitality Academy", "Hotelier" and the newspaper "Hotels and Restaurants".

The cost plan for advertising in the press is given in tab. 3.2.

Table 3.2

Cost plan for advertising in print for 2021

Name	Price, UAH	Number	Cost, UAH
Payment of staff in the preparation of the image article	-	-	4000
Hospitality Academy Magazine	250	50,0	12500
Hotelier Magazine	420	48,0	20170
Hotels and Restaurants Magazine	380	35,0	13300
Total	x	x	49960

** compiled by the author*

When planning, the funds allocated by the hotel management for various items of expenditure may be "transferred". The budget of the hotel business is not very large, so the goal of managers to use funds economically and efficiently.

The tasks of the media plan, influencing the choice of means used, are:

- geographical criteria (country, region, region, city, district, quarter, etc.);
- socio-demographic criteria of the target group (gender, age, level of education, income, etc.);
- consumer characteristics (frequency of purchases, brand preference, roles of "consumer" / "buyer" / "influencing decisions").

Also on the basis of the formed plan of PR-communication activity of hotel we will form a media plan of measures of development of reputation management (tab. 3.3).

Table 3.3

Media plan for placing information about the hotel "Number 21", Kyiv in the print media for 2021

Names	Frequency of release	Location	Advertising area in sq. cm	Number of outputs, units.
Issue	Once a month	1/12 advertising in headings	48.75 x 116.4	12
Hospitality Academy Magazine	2 times a month	15 price lines x 4s.	17.5x6 cm.	12
Hotelier Magazine	Once a month	1/12 advertising in headings	48.75 x 116.4	12

** compiled by the author*

In 2021, it is proposed to place advertisements in such print media as the Hospitality Academy magazine, the Hotelier magazine and the Hotels and Restaurants magazine. Each of these publications is published once a month. It is planned to place information about the hotel in each monthly issue of the magazine.

Table 3.4

Media plan for the publication of advertising appeals of the hotel "Number 21", Kyiv on the Internet for 2021

Names	Number of outputs, units
Issue	7 000,00
Number of information updates on all banners (units)	10 000,00

** compiled by the author*

It is also worth noting that in order to save money in 2021, advertising in the press will take place in much smaller print formats. This will be ensured by reducing the capacity of information messages and leaving only the most basic information about the hotel.

Depending on the combination of all conditions, choose a set of media that provide the best use of the budget, given that advertising contact in the press is three times more effective than contact on TV.

The main media planning characteristics of the publication are:

- the size of the audience of the publication;
- thematic orientation of the publication and the relevance of the advertisement to the subject of the publication;
- the relative cost of advertising in this publication;

Additional parameters are:

- index of relevance, which shows how specific this publication is for the target audience (defined as the ratio between the audience of the publication among "everyone" and in the target audience);
- composition index, which shows the share of the target audience in the total audience of the publication.

Effective management of marketing PR-communication activities requires the creation of optimal ways of organizing the means of reputation management technologies. This means that the company "Number 21" has to choose between different types of information channels between the company and the target audience. One of the promising areas of creating your own information channel is the use of Internet technologies.

To justify the use of online advertising, it is advisable to consider the advantages and disadvantages of online advertising in comparison with traditional means of advertising.

Many businesses are now betting on online advertising. Hotel "Number 21" has an interesting web-site advertising and information plan. Using the Internet, the

client receives a wide range of information. Therefore, it will be useful to offer a statement of all planned activities, promotions, and proposals on your own web-page.

The estimated cost of Internet advertising in 2021 is given in tab. 3.5.

Table 3.5

Internet advertising spending plan for 2021

Name	Price, UAH	Q-ty	Amount, uahh
Online advertising:	5000.00	70 000,00	5000,00
banners	(50 banners) is free of charge	100 000,00	-
E-mail			5 000,00

** compiled by the author*

The introduction of additional elements for the possibility of payments via the Internet will increase the level of convenience of using hotel services, which will improve the quality of customer service. Creating an element of the site "Number 21 -club" is aimed at increasing the level of loyalty of site visitors to the hotel. Advertising about the company on Internet resources will help raise the awareness of the target audience about new types of services and promotional programs.

Thus, the main directions of improvement of information and organizational support of the management system of Reputation Management Technologies at the researched enterprise were substantiated in the work. It was proposed to determine the strategy of forming the means of reputation management technology "Number 21" in accordance with the overall marketing strategy. General management of Reputation Management Technologies of the hotel "Number 21" is proposed to be carried out in the following areas: gaining leadership in terms of service quality; gaining leadership in terms of market share; maximizing the total current profit of the firm; ensuring the survival of the firm (under certain market conditions). In order to improve the information system of reputation management technologies at the enterprise, the main components of the information system of planning individual means of reputation management development measures were identified. Based on this, some optimized areas of PR-communication activity were proposed, as well as an annual advertising budget and a media plan for advertising for 2021 were

developed. The introduction of reputational management technology measures should ensure the preservation and strengthening of positions in the market of hotel services for consumers in the B2C and B2B segments, increase the efficiency and competitiveness of the hotel.

3.2. Forecasting the effectiveness of the proposed areas of improvement of reputation management

Now we will form the consolidated budget of promotion of Internet advertising of hotel. Formation of the consolidated budget of measures of means of technologies of reputation management in the Internet provides grouping of expenses on separate Internet resources and derivation of the general summary of these expenses. The advertising budget for Internet sources is given below:

Table 3.6

Monthly budget for Internet advertising (2021)

Web-site	Update frequency	Advertising area in MPK / mm.sq	Price with VAT and VAT, UAH	circles exits per month	General price with VAT and VAT, UAH.
Search engine optimization					
Google	Once a week	40X40	6840	1,00	6840
Ukr.net,	Once a week	40X40	6612	1,00	6612
Registration in the resources for booking hotels					
booking.com	Once a week	20X20	98,8	1,00	98,8
hotels24.ua	Once a week	20X20	114	1,00	114
Registration in catalogs					
hotels.ua	1 time in 2 weeks	30X25	3914	1,00	3914
trip.advisor.com.ua	1 time in 2 weeks	40X40	3648	1,00	3648
business-ua.com	1 time in 2 weeks	40X40	3420	1,00	3420
Hotels Search					
www.skyscanner.com.ua	Once a month	20X20	1368	1,00	1368
cityhotel.ua	Once a month	20X20	1444	1,00	1444
Total					27458,8

* compiled by the author

On the basis of the formed monthly advertising budgets forms the general consolidated monthly and annual budgets of actions of means of technologies of reputation management of the investigated hotel. (tab. 3.7).

Table 3.7

Consolidated budget of expenses for improvement of Internet technologies of means of technologies of reputation management of hotel "Number 21", Kyiv for 2021

Indicators	Freequency	Cost per Month, uah	Annual Costs, uah
1	2	3	4
Web-advertising, :		27459	219670
<i>SEO</i>		13452	107616
Google	Once a week	6840	54720
Ukr.net,	Once a week	6612	52896
<i>Registration in Web-ratinng</i>		213	1702
booking.com	Once a week	99	790
hotels24.ua	Once a week	114	912
<i>Registration in catalogs</i>		10982	87856
hotels.ua	1 time in 2 weeks	3914	31312
trip.advisor.com.ua	1 time in 2 weeks	3648	29184
business-ua.com	1 time in 2 weeks	3420	27360
<i>Hotels Search</i>		2812	22496
www.skyscanner.com.ua	Once a month	1368	10944
cityhotel.ua	Once a month	1444	11552

* compiled by the author

To implement these areas, it is necessary to develop a program of measures that will be implemented in the implementation of each area (tab. 3.8).

Table 3.8

Schedule of tasks for the implementation of the Internet advertising model for the hotel "Number 21" in 2021

Direction	Tasks	Implementation period in 2021				
		Feb.	Mar.	Apr.	May	Jun
1. Improving the design of the hotel site	1.1. Development of a new site design project					
	1.2. Choosing the best site design option					
	1.3. Site testing					

Direction	Tasks	Implementation period in 2021				
		Feb.	Mar.	Apr.	May	Jun
2. Introduction of elements for possibilities of calculations via the Internet	2.1. Formation of the concept of the settlement center					
	2.2. Development of the layout of the settlement center					
	2.3. Settlement center testing					
3. Creation of the element "Number 21-club"	3.1. Choice of target audience					
	3.2. Analysis of the needs of the target audience in the creation of the element "Number 21-club"					
	3.3. Element layout design					
	3.4. Layout testing					
4. Advertising on the company on other Internet resources	4.1. Choice of target audience					
	4.2. Research of the information environment of advertising					
	4.3. Choice of accommodation					
	4.4. Advertising					

* compiled by the author

The main directions of measures to implement the model of Internet advertising for the hotel "Number 21" in 2021 are: improving the design of the hotel site, the introduction of elements for payment via the Internet, creating an element of "Number 21-club", advertising about the company on other Internet -resources. The implementation of the proposed areas of improvement of the model of Internet advertising of the company Number 21 also involves determining the appropriate budget to be used for the implementation of measures. The program budget is given in tab. 3.9.

Table 3.9

Budget for the implementation of tasks for the implementation of the Internet advertising model for the company "Number 21" in 2021

Direction	Tasks	Costs period in 2021, th UAH					Annual Budget, th UAH
		Feb.	Mar.	Apr.	May	Jun	
1	2	3	4	5	6	7	8
1. Improving the design of the hotel site	1.1. Development of a new site design project	63	-	-	-	-	63
	1.2. Choosing the best site design option	5	-	-	-	-	5
	1.3. Site testing	-	4	-	-	-	4

1	2	3	4	5	6	7	8
<i>Total by direction</i>		68	4	0	0	0	72
2. Introduction of elements for possibilities of calculations via the Internet	2.1. Formation of the concept of the settlement center	-	12	-	-	-	12
	2.2. Development of the layout of the settlement center	-	-	14	-	-	14
	2.3. Settlement center testing	-	-	6	-	-	6
<i>Total by direction</i>		0	12	20	0	0	32
3. Creation of the element "Number 21-club"	3.1. Choice of target audience	-	-	-	-	-	0
	3.2. Analysis of the needs of the target audience in the creation of the element "Number 21-club"	-	-	-	-	-	0
	3.3. Element layout design	-	10	-	-	-	10
	3.4. Layout testing	-	6	-	-	-	6
<i>Total by direction</i>		0	16	0	0	0	16
4. Advertising on the company on other Internet resources	4.1. Choice of target audience	-	-	-	-	-	0
	4.2. Research of the information environment of advertising	-	25	-	-	-	25
	4.3. Choice of accommodation	-	-	-	-	-	0
	4.4. Advertising	-	-	-	-	101	101
<i>Total by direction</i>		0	25	0	0	101	126
Total by all directions		68	57	20	0	101	246

* compiled by the author

The implementation of the main tasks for the implementation of the new model of Internet advertising of the hotel "Number 21" should take place from February to June 2021. In May-June it is expected to complete the implementation of tasks and testing of developed Internet tools and improvements to the hotel site.

Thus, the total budget of expenses for introduction of improvements in model of Internet advertising of the company for 2021 makes 246 th UAH., Including for introduction of additional elements for possibilities of calculations via the Internet it is planned to spend 32 th UAH, on creation of an element «Number 21 - club» - 16 th UAH., For advertising about the company on other Internet resources - 126 th UAH.

In the future, in this section we will formulate a budget for the PR-communication activities of the hotel in 2021. To form a budget, we will use the method of consolidation of all the above items of advertising costs, which are projected to be carried out in 2021.

Strategic budget planning is a complex and multifaceted process. This is a kind of art of marketing game aimed at the masses of consumers to create a certain image of the hotel industry; a combination of wide awareness of the state of the hotel and the target audience; the art of shaping the psychological mood of consumers in the right direction for the hotel. The budget of measures for the development of reputation management is given in tab. 3.10.

Table 3.10

**Budget of marketing communication activities for the hotel "Number 21",
Kyiv for 2021**

Name	The price of advertising media, UAH per unit.	Number of funds, units	Budget for 2021, UAH
Advertising on the Internet	-	-	-
Banners	-	5000	5000
Improving the model of Internet advertising	24600	1	246000
<i>Total</i>	<i>x</i>	<i>x</i>	<i>251000</i>
Advertising with the help of printing materials	-	-	-
printing invitations to presentations, exhibitions, buffets, etc.	3	3000	9000
printing of booklets, hotel guides, greeting letters	8	5000	40000
<i>Total</i>	<i>x</i>	<i>x</i>	<i>49 000</i>
Conducting PR events	-	-	-
Treating customers with tea or coffee	UAH 12.00 per serving	2000 servings	24 000,00
Organization and maintenance of a detailed file of regular customers of the hotel	free	-	x
Participation in specialized conferences	10 000,00	1	10 000,00
<i>Total</i>	<i>x</i>	<i>x</i>	<i>34000</i>
Advertising in the press	-	-	-
Payment of staff in the preparation of the image article	-	-	4000
Hospitality Academy Magazine	250	50	12500
Hotelier Magazine	420	48	20160
Hotels and Restaurants Magazine	380	35	13300

Name	The price of advertising media, UAH per unit.	Number of funds, units	Budget for 2021, UAH
<i>Total</i>	<i>x</i>	<i>x</i>	49960
The total budget of reputational management technology	x	x	383960

Thus, for the formation of the budget of reputational management technology hotel "Number 21" will be allocated funds in the amount of 383,960 thousand UAH. These costs should ensure the company maintains and strengthens its position in the market of hotel services for consumers in the segments of B2C and B2B, increasing the efficiency and competitiveness of the hotel.

The next stage of forming a plan of measures for the development of reputation management is to assess its effectiveness. The effectiveness of the application of reputation management development measures on the basis of the economic approach is determined by the indicators of revenue growth from the implementation and realization of reputation management development measures.

Let's try to predict the economic efficiency of all the above measures. Let's determine the planned amount of net profit in 2021, which can be obtained as a result of the implementation of each of the above measures of reputation management technology. The calculation is based on the use of a general indicator of the level of effectiveness of reputation management development measures. In tab. 3.11 shows the calculation of the economic effect of improving the technology of reputation management of the hotel.

Table 3.11

Calculation of the economic effect of improving the technology of reputation management of the hotel "Number 21", Kyiv in 2021

Indicators	Fomulas	Value. th UAH
1	2	3
Income is expected (fact) by the end of 2020, th UAH	R	25 614

continue the tab. 3.11

1	2	3
Income growth rate for 2019-2020	$Tg = (R_{2020}/R_{2019})$	1,0674
PR efficiency ratio	$Kp.i$	5
Net profit is expected (fact) in 2020, th UAH.	PRn (excpeted)	154
The level of profitability is actual, points	$r = PRn / R$	0,006
Net profit is planned taking into account the measures of reputational management technologies on the Internet, th UAH.	$PR_{plan} = R * Tg * Kp.i * r$	820,2
Planned costs for the implementation of marketing technologies of reputation management on the Internet, th UAH.	I	383,96
The economic effect of the means of reputation management technology on the Internet, th UAH.	$E = PR_{plan} - PRn - I$	282.24

Thus, for 2021 the planned amount of net profit, taking into account the implementation of measures of technology of reputation management of the hotel will be 820.2 th UAH. It is taken into account that the efficiency ratio of measures will be 5 (a multiple increase in net profit due to increased profitability of PR). This indicator is determined by the author expertly on the basis of studying the sources of the Internet and the scientific literature on research issues. Given that the planned budget for the implementation of measures of reputation management technology on the Internet in 2021 will be 383.96 th UAH, the economic effect of these measures will be 282.24 th UAH. That is, we can say that the hotel "Number 21" in 2021 will be able to get an additional 282.24 th UAH net profit.

Conclusion to part 3

1. The main directions of improvement of information and organizational support of the management system of Reputation Management Technologies at the researched enterprise are substantiated. It was proposed to determine the strategy of forming the means of reputation management technology "Number 21" in accordance with the overall marketing strategy. General management of Reputation Management Technologies of the hotel "Number 21" is proposed to be carried out in the following areas: gaining leadership in terms of service quality; gaining leadership in terms of

market share; maximizing the total current profit of the firm; ensuring the survival of the firm (under certain market conditions).

2. In the process of improving reputation management technologies for the hotel "Number 21" it was proposed to choose between different types of information channels between the hotel and the target audience. The use of Internet technologies was chosen as a promising direction for the creation of its own information channel. Funds in the amount of UAH 383.96 thousand will be allocated for the formation of the budget of reputational management technologies of the Number 21 hotel. These costs should ensure the preservation and strengthening of positions in the market of hotel services for consumers in the segments of B2C and B2B, increase the efficiency and competitiveness of the hotel.

3. The planned amount of net profit, taking into account the implementation of measures of technology of reputational management of the hotel will be 820.2 th UAH. Given that the planned budget of expenditures for the implementation of measures of reputation management technology on the Internet in 2021 will be 383.96 th UAH, the economic effect of these measures will be 282.24 th UAH. That is, we can say that the hotel "Number 21" in 2021 will be able to get an additional 2th 282.24 UAH net profit.

CONCLUSIONS AND SUGGESTIONS:

Therefore, based on the results of the study we can draw the following conclusions and suggestions:

Reputation of the hotel business can be defined as the image of the company in a positive state, which involves increasing the income and value of the company, which is formed in the perception of the corporate audience on the results of the company in the market. Reputation has the ability to influence the level of competitiveness of the hotel business. In this context, the key factors influencing the reputation and competitiveness of the enterprise as a whole should be called: product competitiveness (quality, price and concept of development), level of economic efficiency and financial stability, enterprise management system, etc. all its components are interconnected and only in the complex can provide an adequate impression of the hotel.

Reputational management of the hotel business as a whole is formed from the location, services and amenities offered, external perception, the internal atmosphere of the hotel business, the level of staff qualifications. The system of reputation management of the hotel business enterprise allows to organize constant current control over the course of formation of indicators of its level, to guarantee optimum spending of the allocated means for their improvement, to react in due time to deviations from the accepted decisions. The main purpose of reputation management is to form and maintain a positive reputation of the company and create a favorable reputation field that promotes long-term and trusting relationships with the main groups of stakeholders of the hotel business.

The conducted strategic analysis made it possible to determine that the model of strategic development of the hotel "Number 21", Kyiv. The hotel's occupancy rate in 2017 was 0.37, in 2018 it increased to 0.41 (by 9%), and in 2019 it remained at 0.41. During 2018 and 2019, the volume of visitor services increased. The number of served visitors in 2017 was 2102 people, in 2018 - 1984 people. In 2019, the average number of guests increased by 98 people, and amounted to 2082 visitors and increased the average length of stay at the hotel Net income tended to decrease in

2017-2018. In 2017, the hotel received a net profit of 308 thousand UAH, in 2018 the profit amounted to 113 thousand UAH, in 2019 - the profit increased to 274 thousand UAH. The level of current assets (inventories, receivables and cash) was high in 2017 compared to current liabilities. In 2017, the hotel covered its current liabilities 1,287 times. However, in 2018, there was a sharp decline in the overall level of solvency of the hotel due to a decrease in current assets relative to current liabilities. In 2018-2019, the level of solvency of the hotel decreased significantly.

Characterizing the system of reputation management of the hotel in 2017-2019, we note that in 2019 the structure of reputation management technologies was maximally optimized in terms of costs. Advertising in the press was placed in 2019 in only 2 editions, and social responsibility measures were replaced by an increased emphasis on PR. In the total budget of reputational management technologies, the largest share was accounted for by Internet communications (25%) and PR activities (66%).

Based on the assessment of the competitive profile of hotels, we can say that the hotel "Number 21" occupies the lowest number of points in the comparative ranking of services. Its competitor, Vozdvyzhensky boutique hotel, has the most points in this rating. As a result of the introduction of the proposed measures to improve the quality management system, the possible economic effect may amount to 879 thousand UAH. The low value of the profitability of operating costs is due to inefficient sales policy of the hotel. So "Number 21" should improve the marketing tools to promote hotel services. As for the labor productivity indicator, its value during 2018-2019 is the highest in "Number 21", which is evidence of an effective personnel policy. Competitive advantages of "Number 21" provide such factors as: targeted costs of working with staff; effective management of fixed assets.

The main directions of improvement of information and organizational support of the management system of Reputation Management Technologies at the researched enterprise were substantiated in the work. It was proposed to determine the strategy of forming the means of reputation management technology "Number 21" in accordance with the overall marketing strategy. General management of

Reputation Management Technologies of the hotel "Number 21" is proposed to be carried out in the following areas: gaining leadership in terms of service quality; gaining leadership in terms of market share; maximizing the total current profit of the firm; ensuring the survival of the firm (under certain market conditions). In order to improve the information system of reputation management technologies at the enterprise, the main components of the information system of planning individual means of reputation management development measures were identified. Based on this, some optimized areas of PR-communication activity were proposed, as well as an annual advertising budget and a media plan for advertising for 2021 were developed. The introduction of reputational management technology measures should ensure the preservation and strengthening of positions in the market of hotel services for consumers in the B2C and B2B segments, increase the efficiency and competitiveness of the hotel.

For 2021 the planned amount of net profit, taking into account the implementation of measures of technology of reputation management of the hotel will be 820.2 th UAH. It is taken into account that the efficiency ratio of measures will be 5 (a multiple increase in net profit due to increased profitability of PR). This indicator is determined by the author expertly on the basis of studying the sources of the Internet and the scientific literature on research issues. Given that the planned budget for the implementation of measures of reputation management technology on the Internet in 2021 will be 383.96 th UAH, the economic effect of these measures will be 282.24 th UAH. That is, we can say that the hotel "Number 21" in 2021 will be able to get an additional 282.24 th UAH net profit.

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

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

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

Kyiv 2020

OCHERETIUK B. RESORT'S PRODUCT POLICY FORMATION.....	75
SOLOMAHA I. SOCIAL MEDIA MARKETING OF CRUISE OPERATOR.....	82
YAKUBOVSKA A. PRODUCT PORTFOLIO DIVERSIFICATION FOR RESORT	88
PART 3. INTERNATIONAL HOTEL BUSINESS	
BOLOTENKO A. INTERCONTINENTAL HOTELS GROUP INTEGRATION GROWTH TECHNOLOGIES.....	93
DAINEKO I. INTERNATIONAL COMPETITIVE POSITION OF HOTEL CHAIN	97
DROBOT V. INTERNET MARKETING IN HOTEL CHAINS.....	101
MARYNICH A. HOTEL MARKETING STRATEGY.....	106
MISHCHYRIAK A. BAR BUSINESS DEVELOPMENT IN UKRAINE.....	112
OVSIIENKO K. DIVERSIFICATION OF SERVICES OF HOTEL BUSINESS	116
OVSJANNIKOV N. FEATURES OF REVENUE MANAGEMENT FOR HOSPITALITY	120
PONOMARCHUK Y. DISTRIBUTION POLICY OF ENTERPRISE	125
PONOMARENKO A. HR MANAGEMENT DEVELOPMENT TREND	130
RAMIK A. DETERMINANTS FORMATION OF CORPORATE BRAND.....	135
ROPOPA T. FORMATION OF THE SYSTEM OF REPUTATION MANAGEMENT OF THE ENTERPRISE OF THE HOTEL BUSINESS	140
SADOVSKA D. DISTRIBUTION CHANNELS OF HOTEL SERVICES	147
SAMARINA A. CORPORATE HOTEL SALES PROMOTION SYSTEM.....	151

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FORMATION OF THE SYSTEM OF REPUTATION MANAGEMENT OF THE ENTERPRISE OF THE HOTEL BUSINESS

**ROSPOPA T., 2 course of master FRHTB KNUTE,
speciality «Hotel and Restaurant Business»**

The article analyzes the approaches of scientists to defining the essence of the concept of «Reputation Management System» of the hotel. The main features of the formation of the corporate system of Reputation Management at the hotel business enterprises are revealed. The main goals and stages of development of corporate systems of Reputation Management at the hotel business enterprises are considered.

Relevance of research. In the conditions of globalization of economy and fierce competition domestic enterprises of hotel business began to pay more and more attention to their reputacy. Reputation for the hotel business is increasingly becoming a key source of differences that guides potential customers. At the same time, relationships with consumers and partners are formed through the satisfaction of consumers with all the activities of the hotel, in all areas and basic elements. In modern conditions, the best strategy for the development of the hotel business can be the one that will provide the greatest benefits for consumers, partners, business owners. After all, during a crisis, most people reconsider their habits, as well as lifestyle. As their incomes decline, consumers are looking for more affordable hotel services that best meet their needs. Under such conditions, it is the strengthening of the emphasis on reputation management technologies that becomes an important tool for strategic development. Reputation management is one of the most effective methods of competition of hotels in the market of hotel services, because they allow to strengthen the commitment of guests to the foam hotel and its range of services; to form the perception of the hotel as a holistic and positive image; increase the efficiency of ironing hotel services.

Analysis of recent research and publications. Peculiarities of reputation management organization at hotel business enterprises are revealed in the works of such scientists as Inversini A, Shegg R [1], Ferguson R, Hlavinka K. [2], Bosovska MV [3], Boyko MG [4], Danilenko MI [5], Gremler D., Brown S. [6], Griffin J. [7], Kostynets VV [8], Melnichenko SV [9], Rogova N. [10], Romanchuk LD [11], Tkachenko TI [12], Vedmid NI [13], Verezomska IG [14] and others. The study of literature sources indicates the need for further substantiation of the theoretical and practical principles of reputation management in the hotel business.

The purpose of the study is to substantiate the theoretical and methodological foundations of reputation management in the hotel business.

Business reputation is the «good name» of a company, which is formed by such factors as image, brand, authority, popularity. It is taken into account in the intangible assets of legal entities, along with know-how, copyright, trademarks. Company leaders must be aware of the need to increase reputational capital, because its impact on the competitiveness and efficiency of the company exceeds the result of increasing material resources and gives a longer-lasting effect.

Ferguson R and Hlavinka K. [2] note that. The reputation of the enterprise is formed from the following components: financial stability of the enterprise, goodwill, reputation, organizational culture, reputation of the management of the enterprise, the level of quality of production and social responsibility, visibility of the enterprise [2].

According to the scientists Inversini A and Shegg R [1], the reputation of the enterprise is a generalizing and valuing vision of the qualities, advantages and disadvantages of the enterprise in such spheres of activity as business, eco-logic. and social, stakeholders (shareholders, employees, partners, creditors, public authorities or citizens) that. involves determining the influence of the nature of mutual relations with them [38].

Bosovska MV [3] under the reputation of the enterprise grounds the degree of faith of contact audiences, activities and products produced by the hotels.

Griffin J. [7], as a result of the case. гpyнroвнoro analysis of the concept of «reputation», came to the conclusion that. this concept is multifaceted and is characterized by the following elements: the reputation of the management of the enterprise; the reputation of employees of the enterprise; the level of prestige of the brand; brand name, etc. What, along with the fact that the author stated. The components of the company's reputation are: financial (characterizes the rate of economic growth, the level of financial stability, the level of attractiveness for investors); market (demonstrates the level of product quality, mutual relations with clients and partners, positioning of the enterprise in the market); organizational (determines the level of reputation of the leader, the prestige of the enterprise, the training of staff); social (reflects the level of social and social responsibility, social guarantees and social benefits) [7].

Taking into account the above, among the main elements of the company's reputation it is also advisable to highlight: goodwill, product quality, company reputation, brand, economic and social characteristics of the enterprise [5].

In turn, TS Tomal and NS Amons [70] believe that the level and, accordingly, the type of reputation of the enterprise depends on the level of product competitiveness, level of corporate governance, financial condition of the enterprise, level of social responsibility, investment in production development and innovation. Deterioration of the above factors negatively affects the level of reputation of the enterprise and causes the risk of loss of reputation [70].

As shown by a study of the work of Verezomska IG [14], the company's reputation has the ability to influence the level of its competitiveness. In this context, the key common factors of reputation and competitiveness of the enterprise should be called product competitiveness (quality, price and concept of development), reputation of the enterprise, level of economic efficiency, level of financial stability, management system, personnel, management system, level of production innovation, environmental friendliness, production, obedience to the law [14].

According to the scientist Rogova N. [10], the company's reputation is a generalized evaluative vision of the qualities, advantages and disadvantages of the enterprise in such areas as business, environmental and social, stakeholders (shareholders, staff, partners, creditors, public authorities), or community), which involves determining the impact of the nature of the relationship with them [10].

According to the results of a thorough analysis of the concept of «reputation», carried out by scientists VS Ponomarenko and OO Yastremska determined that the concept of the company's reputation is multifaceted and is characterized by the following elements: the reputation of the company's management; the reputation of employees of the enterprise; the level of prestige of the brand; brand name, etc. [6].

Boyko MG [4] under the reputation of the enterprise determines the degree of trust of contact audiences to the enterprise, its activities and products [4]. However, Danilenko MI [5]

argues that the reputation of the hotel industry - is the image of the restaurant in a positive state, which increases the income and value of the enterprise, which is formed in the perception of the corporate audience on the results of the enterprise in the market [5].

Thus, the reputation of the hotel business can be defined as the image of the company in a positive state, which increases the income and value of the company, which is formed in the perception of the corporate audience on the results of the company in the market. Reputation has the ability to influence the level of competitiveness of the hotel business. In this context, the key factors influencing the reputation and competitiveness of the enterprise as a whole should be called: product competitiveness (quality, price and development concept), the level of economic efficiency and financial stability, enterprise management system, etc.

Analyzing the approach of Ferguson R and Hlavinka K. [2] on the formation of the system of corporate Reputation Management of hotel business enterprises and the peculiarities of personnel policy in the hotel business, two key approaches were identified. types of data systems (Fig. 1).

In recent decades, attitudes toward hospitality workers have changed dramatically; there was a transition from the concept of «personnel» and «staff» to the concept of «human resources», which must be independently formed, effectively used and ensure their development in accordance with the strategy of the hotel business. In this regard, there is a need to find new mechanisms for effective personnel management of hotel enterprises to ensure a competitive advantage in the long run, which allows you to timely form, use and develop the human resources of the hotel [2].

The system of corporate Reputation Management of the hotel business has a number of common features [7]:

- is the first level of hotel management, as it forms the general policies and practices of personnel management;
- personnel management is present in all areas of business processes of hotels;
- the main goals of the Reputation Management system coincide with the goals of hotels;
- has common features inherent in groups of people - communication, the emergence of conflicts, etc. .;
- contains approximately identical elements in functional composition.

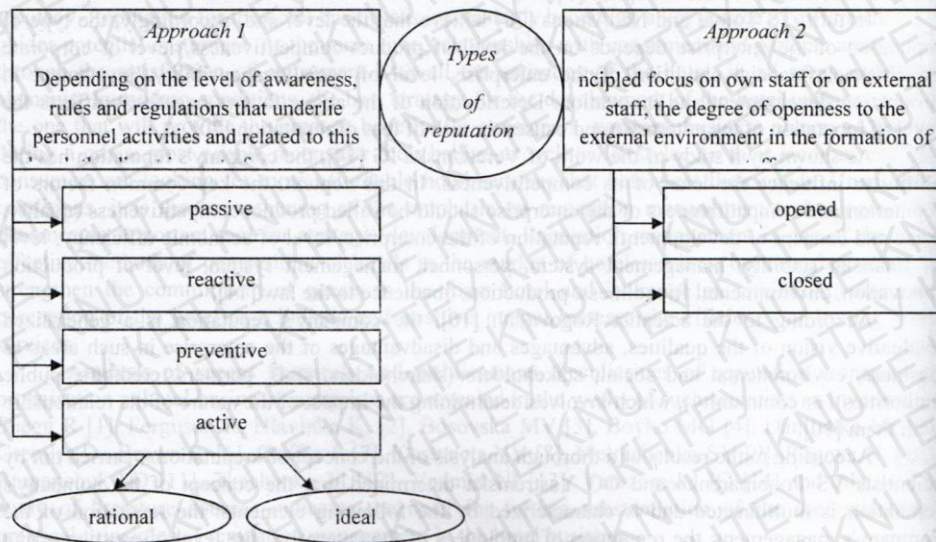


Fig. 1. Classification of types of corporate Reputation Management systems of the hotel business *
* compiled by the author on the basis of: [2]

Personnel management service is a functional unit, which is designed to ensure the proper functioning of the hotel business. The HR department of the hotel coordinates the work of the heads of other departments on human resources through general conditions (systems, procedures, programs) that promote the fuller use of the potential of employees to achieve the goals of the hotel business [8].

The main means of reputation management are the following [4]:

1. Corporate identity - the basis of business reputation, the main means of its formation.
2. Visual means - design techniques for building a business reputation, which include the design of shop windows, offices, exhibitions, development of ad layouts.
3. Original layouts can be different, but one element (detail), constantly present in all positions, makes a whole series of layouts recognizable, no less important role is played by the color chosen by the company.
4. Verbal (verbal) means - specially selected style, focused on the consumer.
5. Advertising tools - used in each case, advertising tools that contribute to the formation of a favorable attitude.
6. PR-activities - well-thought-out, planned, constant efforts to establish and strengthen mutual understanding between the company and the public. These are exhibitions, presentations, press conferences, sponsorships. When conducting PR-campaigns, it is necessary that the specifics of the organization correspond to the specifics of the event. The attitude of the target groups to the conducted PR-actions, as well as the scale of the audience of the sponsored action is important. [1]

A detailed consideration of the elements of business reputation management allows us to draw the following conclusions [1]:

1. Management of the business reputation of the hotel business enterprise is based on information about goods, services, ideas and the hotel business enterprises-manufacturers.
2. The only difference is whether the information is paid for or free of charge; in the addressee of the elements of business reputation (individual, group of people or society as a whole); in the form of communication with a potential buyer (personal or indirect); in the direction of information (whether it is unidirectional or feedback).

In our opinion, the concept of «business reputation management» should also be understood as an analysis of problems, as well as planning, organization, implementation and control of measures aimed at solving these problems [1].

Reputation management allows you to create from a set of disparate activities for promotion, advertising and others into a single coherent communication strategy involving the entire arsenal of media.

Reputation management requires much more intelligence from the managers of the hotel business, which, in turn, involves the development of appropriate control systems. That is, we can say that the control system of the elements of business reputation is built into the management system of the enterprise as a whole.

When forming the reputational management of the hotel industry, it is necessary to competently build work with target audiences, as they are the direct addressees of the image of the institution. Selective work with target audiences can not only not bring the desired results, but also negatively affect the image of the organization.

The set of elements of the image of the hotel industry affects the perception of its target audiences and creates in their eyes a certain image of the enterprise. External image functions include:

- informing - providing information to the surrounding society, meeting the natural needs of people in the knowledge of the world around them;
- action - changes in attitudes and behavior aimed at the enterprise (increasing the number of consumers and customers, improving interaction with citizens, government and public organizations, and so on);
- coordination - the formation of a general picture of the world for the citizens of the country [2].

Thus, the formation of a favorable image of the hotel industry in the international market becomes a necessary condition for the hotel to achieve sustainable and long-term business success, and is one of the main factors of competitiveness in both domestic and foreign markets.

Hotel enterprises have a number of features. If most enterprises in other industries are limited to performing only one or two functions, such as trade enterprises - the sale of products, the hotel industry performs three interrelated functions:

- production of culinary products;
- sale of culinary products;
- organization of its consumption.

The hotel business, on the one hand, is one of the means of highly liquid use of capital, and on the other - an environment with a high degree of competitiveness. Throughout the civilized world, it is one of the most common types of small business, so institutions and businesses are constantly fighting for market segmentation, for finding new and for retaining regular consumers of their products and services. All institutions and enterprises must have a high level of competitiveness [3].

Guest service in the hotel industry is a system of activities that provide a high level of comfort and meet a variety of household, economic and cultural needs of guests. Every year the demands and requirements for services increase. Moreover, the higher the culture and quality of service, the higher the image of the hotel industry, the more attractive it is for guests, the more successful its activities.

Service culture, reliability, clarity, speed - all this is important to create a positive image of the hotel business. It is very important to consider all components of the image of the hotel industry, namely:

1. The image of staff (appearance, level of culture, level of professionalism, loyalty to the institution, communication skills, mastery of business communication techniques);
2. Management style of the organization (democratization of management processes, team building);
3. The level of corporate culture (system of values, beliefs, convictions, rules, traditions that exist in the institution and determine the behavior of each of its employees);
4. Creating feedback that allows you to check whether the image of your organization [12].

The positive image of the organization implies a high level of professional education of staff and its innovative activity. To do this, the head must provide a collective opportunity for professional and personal development through the exchange of experiences with other educational institutions, the study of advanced pedagogical and psychological experience, presentations of new professional literature, attending various seminars, conferences, trainings.

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The effectiveness of business reputation management is influenced by many factors, both external and internal, which at different stages of development of society form the environment in which it operates a particular business structure.

In this regard, the task of managing the business reputation of the hotel business can be described as follows [5]:

- creating an image of prestige of the manufacturer and its products;
- creating conditions for informing potential buyers about the new product, low (or, if necessary, high) prices, features of the product;
- conducting advertising research of the market and determining the state of purchasing power of potential buyers of this product;
- offering new products, services or ideas on behalf of the manufacturer;
- maintaining the popularity of products that have long (or relatively long) existed in the target market and have already begun to lose their position;
- providing buyers or intermediaries with information on the conditions of incentives offered by the manufacturer;
- justification of low, high or stable producer prices;
- providing feedback to the buyer to determine the attitude towards the manufacturer and his product.

In any enterprise, the flow of information, labor, energy, materials (elements of any system) must be coordinated through communication systems or business reputation systems. Without the

mechanism of the latter, it is impossible to create a common language system for all parts, to develop guidelines for responsibilities and responsibilities, clear instructions, etc., which facilitate the integration of direct and feedback between units and increase the efficiency of the management system as a whole [6].

Every company that operates in a market environment as an open system must receive adequate information before and after decision-making, so it needs quality information and effective business reputation. In the implementation of basic management functions - planning, organization, motivation, control, coordination - management communication acts as an integrating factor: using information flows, it directs information from one link to another in accordance with the goals of the hotel business. Since the information flow is understood as a purposeful movement of information, an important requirement is rationalization, which eliminates duplication of information, reduces the path of its passage and provides business reputation between the levels of enterprise management, between the enterprise and the external environment.

Thus, the reputational management of the hotel business as a whole is formed from the location, services and amenities offered, external perception, the internal atmosphere of the hotel business, the level of staff qualifications. The system of reputation management of the hotel business enterprise allows to organize constant current control over the course of formation of indicators of its level, to guarantee optimum spending of the allocated means for their improvement, to react in due time to deviations from the accepted decisions. The main purpose of reputation management is to form and maintain a positive reputation of the company and create a favorable reputation field that promotes long-term and trusting relationships with the main groups of stakeholders of the hotel business. Practice proves that the formation of reputational management of the hotel business is a complex and multifaceted process. Virtually every company that recognizes the need to ensure a certain reputation and promotion in the market, has full-time employees who deal with these issues. When planning and implementing a program to consolidate the reputation of the hotel business, it should be constantly remembered that the use of methods of its formation should be carried out simultaneously, in a coordinated and continuous manner.

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The work was performed under the scientific guidance of Ph.D.,
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DISTRIBUTION CHANNELS OF HOTEL SERVICES

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specialty «International Hotel Business»

The article considers the essence of the concept of «distribution». Five effective distribution channels to keep hotel alive & competitive are recognized. Creating a hotel distribution recovery strategy after the coronavirus crisis is given.

Keywords: distribution, distribution channels, distribution model, hotel services, hotel industry, recovery strategy, competitiveness, Online Travel Agencies (OTAs).

У статті розглянуто сутність поняття «дистрибуція». Визначено п'ять найефективніших каналів дистрибуції з метою підтримки конкурентоспроможності готельних підприємств. Запропоновано стратегію відновлення готельної дистрибуції після коронавірусної кризи.

Ключові слова: дистрибуція, канали розподілу(збуту), модель збуту, готельні послуги, індустрія готельних послуг, стратегія відновлення, конкурентоспроможність, туристичні онлайн-агенства.

The actuality of the article. The hotel industry has evolved from providing familiar service and feelings wherever travelers go to providing a unique experience. More boutique hotels are investing in their own branding, offering a «unique experience», and also encouraging people to book directly with them. The majority of travelers, more price conscious than brand conscious, however still search for quote/inventory and book through a search service like TripAdvisor, Trivago or Booking.com, which is why OTAs continue to dominate the booking phase. The questions then for hoteliers are how do hotels appear higher on the search results of these OTAs? What is the best strategy for distributing booking inventories between direct channels and OTAs? How about pricing? What kind of technology will get us maximum exposure and eye-balls at the price level offered? Is this technology affordable? How do we access and implement it? What about ongoing maintenance? Hotels around the world are bearing the brunt of the coronavirus crisis. It's crucial for hotels at this time to take the right steps to manage the fast-evolving crisis and grow even during such adverse times.

Setting objectives. Distribution means to spread the product throughout the marketplace such that a large number of people can buy it. Distribution can make or break a hotel chain. A good distribution system quite simply means the hotel business has greater chance of selling its services more than its competitors. The company that spreads its services wider and faster into the market place at lower costs than its competitors will make greater margins absorb raw material price rise better and last longer in tough market conditions. Distribution is critical for hospitality type of

APPENDIX B

Table 1

Indicators of the production and operational program of the hotel "Number 21"

Indicators	Units	Years		
		2017	2018	2019
Total area	sq.m.	647	647	647
Living area of all rooms	sq.m.	385	385	385
Capacity	seats	54	54	54
Number of all rooms at the end of the year, total	units	18	18	18
Calendar service life	days	365	365	365
Served visitors	persons	2102	1984	2082
Total time of stay of visitors	man-days	7357	8134	8120
Bandwidth is possible	man-days	19710	19710	19710
The average length of stay of a guest in a hotel	days	4,1	3,7	4,3

APPENDIX C

Table 2

Indicators of income, expenses and profit of the hotel "Number 21"

Indicator	Years		
	2017	2018	2019
Net income from sales of services	13154	13829	15161
Cost of goods sold (goods, works, services)	10125	11088	11451
Gross profit	3029	2741	3710
Other operating income	152	164	95
Administrative expenses	1488	1681	1825
Selling expenses	1222	984	1565
Other operating expenses	96	102	81
Financial result from operating activities: profit	375	138	334
Pre-tax financial result: profit	375	138	334
Expenses (income) from income tax	68	25	60
Net financial result: profit	308	113	274

APPENDIX D

Table 3

Indicators of liquidity and solvency of the hotel "Number 21"

Indicators	At the end of the year:		
	2017	2018	2019
1	2	3	4
Coefficient of security:			
-liquid assets	0,016	0,017	0,024
-quick liquid assets	0,012	0,010	0,016
- ready-made means of payment	0,003	0,004	0,007
Total coverage ratio	1,287	0,362	0,581
Intermediate coverage ratio	0,971	0,207	0,400
Absolute liquidity ratio	0,201	0,092	0,161
Current assets distraction ratio:			
- in stock	0,245	0,427	0,312
- in receivables	0,005	0,001	0,001
Coefficient of maneuverability	0,223	-1,763	-0,721