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*Department of International Economic Relations, Business &  
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Bachelor's Qualification Work

**Managing software development projects for the hoteling business**

(on the basis of hotel Premier in Kamianske )

Bachelor's student of  
Field of Study 07 – Management  
and Administration  
Specialty 073 – Management  
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## INTRODUCTION

An entrepreneur faces a lot of social, environmental and design and software problems, crises, risks, a pandemic, the outbreak of war, a large market of IT programs for the hotel business. It is difficult to implement all projects in the problems that business is now facing.

You need to have information about competitors, know marketing and improve products in such a way as to ensure stability in the market for your products and have a significant advantage. This information is constantly collected, analyzed, plans for supporting activities are developed, new project management software is being developed in modern conditions.

The unstable situation with Covid-19 affects all markets, especially the market, because this product is not essential and the direct sales market was closed for quarantine. And the business of the whole world is suffering from the quarantine situation.

Fierce competition gives rise to new business planning strategies that are necessary to solve the business process in the enterprise.

**Relevance of the topic.** An analysis of the practical use and theoretical justification of the relevant research in the hotel business and project management software market indicates a constantly growing number of scientific papers and publications on this issue both in Ukraine and abroad. Despite the presence of a significant scientific base, due to constant changes in the economy, research in the IT technology market for the hotel business remains an urgent task and needs to be solved by scientists.

**The avisional significance** of the study is related to the implementation of the results obtained in the Premier hotel in Kamianske in order to improve the efficiency of the enterprise.

**Unresolved issues that make up the problem** are obtaining reliable information for research.

**Analysis of preliminary publications.** The works of domestic and foreign scientists are devoted to the research of project management and hotel software: D. Novikov, T. Sidorchuk, L. Matsko and M. Prishchak, M. Veresov, E. Brihgem, I. Blank, L. Pavlova, A. Borisov, L. Goncharov, O. Zabelina and G. Tolkachenko, Shegdy A., Gerchikova I. And Komarova K., Kovalev I., etc.

**The purpose of this work** is to improve business – planning and software implementation in Kamianske.

Job assignment:

1. Explore the essence and characteristics of project management;
2. Analyze project management tools;
3. Study the features of software projects;
4. Analyze the company Premier;
5. Analyze software Premier;
6. Analyze the latest software in the hotel business;
7. Develop a business plan for the introduction of new software.
8. Calculate the effectiveness of the implementation.
9. Provide recommendations on software development in the hotel business, in particular, in the Premier Hotel in Kamianske.

**Object** – the process of business planning and software implementation at the Premier Hotel in Kamenskoye.

**The subject** is theoretical provisions and scientific and methodological approaches, as well as applied aspects of a set of measures for business planning and software implementation at the Premier Hotel in Kamianske.

**Methodology.** When writing this work, a graphical method was used (for a visual presentation of the results of the study), a tabular method of

generalization and systematization, a comparison method (for comparing the results of the study), as well as other methods of a general scientific nature.

**Scientific and practical novelty.** Despite the lack of literature on the chosen research topic, author's proposals have been developed to improve business planning and software implementation.

**Research tools:** finding new management solutions for the implementation of software through research used in the work for profit.

**Research information base:** legislative and regulatory legal acts of Ukraine, forms of accounting and financial reports of the enterprise, research materials of domestic and foreign scientists published in periodicals and posted on the Internet.

**Key recommendations:** the most effective means of managing the process of business planning and software implementation in an enterprise is to study all economic indicators and develop plans to prevent shortcomings and minimize project risks.

**Description of the work structure.** The work consists of an introduction, three chapters, a conclusion, a list of sources used.

# CHAPTER 1. THEORETICAL AND METHODOLOGICAL APPROACHES TO PROJECT MANAGEMENT IN IT COMPANIES

## 1.1 Essence and characteristics of project management

Project management consists of the two terms project and management.

A project is a whole system of measures, activities, actions to obtain a specific qualitative or quantitative result.

The concept of project management is a conscious set of coordinated measures or actions aimed at achieving a specific goal within the framework of a project.

Webster, in his explanatory dictionary, provides such a concept of a project – this is anything that is planned or conceived by a large enterprise.

The English Association of Project Managers equates a project with a separate enterprise, having time, cost, quality of results and other characteristics.

D. Novikov in his work on project management notes the basic principles built on motivation, personnel policy, material and technical resources, scientific and methodological research, financial, organizational principles; normative – legal documents and information [3, p.78].

T. Sidorchuk invests in the concept of project management a scheme of the entity according to which management is carried out: goal – motive – management tool – result.

L. Matsko and M. Prishchak in their research somewhat change the scheme of T. Sidorchuk and put their motive in the first place, and the goal in the second place, add actions and project management tools. They believe that project management depends on the right goal.

The structure of activity management was determined in his research by M. Veresov, he separated his scheme and defined it as follows: motivation – goal – tasks – actions – control and result, as a reflection [4, p.71].

Consider the methodology for constructing projects [5, p.133].

For any project, the main constraints are maintained: time, budget, resources, desired result, in conditions of significant uncertainty. The ability to adequately adapt the design environment to the specific nature of uncertainty distinguishes successful projects.

The main design constraints can be reflected in the form of a triangle (Fig. 1.1) [6, c.41]:

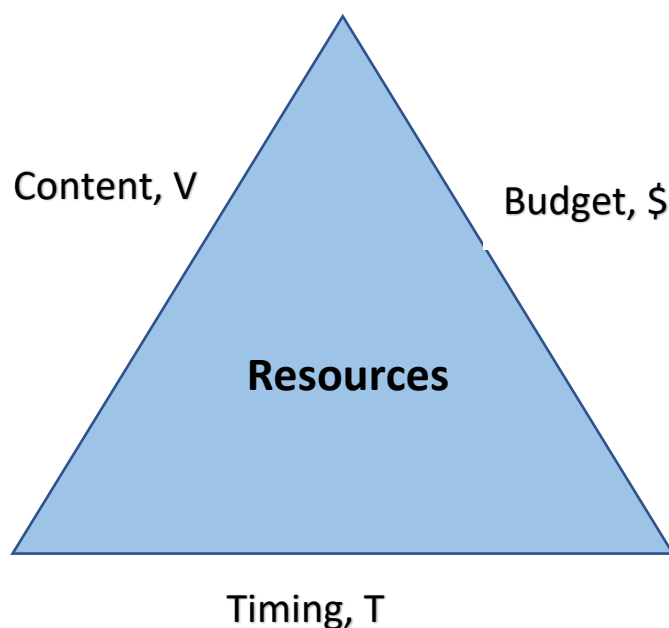


Fig. 1.1. Project basis

Accordingly, the impact of uncertainty or risk on each of the key constraints needs to be reviewed and modified relative to other design parameters. So, for example, the lack of necessary resources with unchanged funding and unchanged final results will cause changes in the time of project implementation.

The key task of project management at the planning stage is to draw up such a project plan that will take into account the influence of various types of uncertainty as much as possible. The project plan should become a key tool for making managerial decisions under conditions of uncertainty at the project implementation stage [6, p.16].

To successfully achieve the project goal, the team must constantly adapt the project to new conditions. It is impossible to make a decision in conditions of uncertainty without a basic project plan. Without planning, management is impossible [7, p. 8].

### 1. Objective, Deliverables, Success Criteria (ODSC)

Usually, the Concept of any project is based on an unresolved problem or opportunity. In general, the implemented project will significantly affect the work of the organization, and the current situation, before the shift, has significant room for improvement.

The goal of the project (Objective) should be formulated focusing on the already resolved situation, and the necessary changes have been made.

An important task is to describe the current situation, analyze it and determine which digital indicators are important for monitoring changes and demonstrating that the project has completed successfully: What indicators need to be monitored to understand the successful implementation of the project? What value of the indicators demonstrates that success has been achieved? Such digital indicators that answer these questions are called success criteria (Success Criteria) [8, p.19].

Achieving the project goal depends on many factors. The Key Deliverables of a project, they are highly dependent on certain success criteria. [9 p.29].

It is important to remember that the result (deliverable) can always be measured and confidently say whether it has been achieved or not yet. And if the result has not yet been received, how much time is needed for this. For the results, you need to be able to correctly determine their acceptance criteria (acceptance criteria): what property the final result must be in order to consider it received.

In fact, the project work should step by step bring us closer to obtaining all the necessary key results of the project. If you have correctly defined the goal,



success criteria and key results, then the results obtained will change the current situation, this will be reflected in the change in the success criteria, and, accordingly, we can consider that the project has achieved the goal and its management has been successfully completed.

The avisioned sequence of steps is one of the important project management tools called ODSC (Objective, Deliverables, Success Criteria). The project sponsor must agree with the project team on the goal, success criteria, and key deliverables before detailed planning begins [10, p. 21].

In any project, there are individuals who will influence the project during and after its implementation, as well as individuals who will influence the execution of the project itself. The generalized name of such persons is the stakeholders of the project (Stakeholders). It is clear that different stakeholders have different requirements for the project and different vision of its implementation. In order to increase the likelihood of successful completion of the project, it is necessary to evaluate the vision of the various stakeholders of the project goal, success criteria, key results and take into account the special requirements that they place on individual elements of the project.

Stakeholder analysis should also be carried out to develop a communication strategy and communication plan for the project. Within the framework of the communication strategy, it is determined by which stakeholder, with what frequency or by what event, what information is reported, by whom, through what channel and in what form [11, p. 21].

The main stakeholders to be considered in any project would be:

The Project Sponsor is the person who formally allows the Project Manager to spend organizational resources to achieve the Project Goal. A priori has a great influence [12, p.124].

Investor (donor) – a person (in an external organization) who makes a decision on the allocation of financial resources to achieve the goal of the project.

An adversary is a person who actively opposes the implementation of the project.

The project manager is the person responsible for achieving the project goal.

Regulator – a person in an external organization who sets restrictive requirements for individual elements of the project.

User – a person (representative of the group) who will use the results of the project.

Customer (Expert) – a person (representative of the group) who can correctly formulate the requirements for the project or its part [13, p. 91].

If necessary, the following stakeholders should be taken into account: vendor (manufacturer), distributor, seller, financiers, accounting, security, IT, related organizational units, competitors ... For standard projects, it is recommended to create a template with a list of typical roles of stakeholders [14, p.29] .

When analyzing stakeholders by their interest/influence, we single out different groups (clusters) of stakeholders, to which the same communication strategies should be applied:

A – high influence, high interest – we rely on and agree on changes,

B – high influence, strong opponents – we find common goals and “common sense”,

C – high influence, zero interest – we take into account the requirements,

D – low influence, high interest – we involve in responsible tasks,

E – low influence, negative interest – we are looking for how to use professional competencies,

F – low impact, zero interest – we inform about the goals, success and progress of implementation [14, p.129].

It often happens that with active discussion, key results can change significantly. This means that you are trying to find real ways to achieve success, not stereotyped solutions.

The next step is decomposition of the results. The key deliverables of the project are large enough to manage their achievement as a whole. Therefore, we need to decompose them into separate components, which will be small enough so that we can manage the execution of work to achieve them and make adequate management decisions on a daily basis.

For projects of this scale, it is usually sufficient to decompose 2 levels down. From 5-7 top-level key results, we will get 25-30 first-level results and about 100 second-level results. Remember that these deliverables must be clearly measurable and have clear acceptance criteria.

Sometimes, if we are talking about the fact that the result of the first level will be transferred to a third party for execution, additional decomposition is not necessary. It is only necessary to correctly write out the criteria for accepting such a result [15, p.26].

Decomposition below the second level is carried out if necessary to indicate the important technical components of the project. If you're planning on doing this, you need to make sure you have an expert on your team to help you with that kind of detail.

Practice shows that projects for several months can be normally managed, with the number of results at the lowest level of decomposition 60 – 90. A more

detailed decomposition usually makes it difficult to manage such a project, but does not increase the likelihood of its success.

It is proposed to use the following logic when performing decomposition [16, p.30]:

- A. What are the necessary conditions that must be met to achieve each key result? – the answer to this question will allow us to make a decomposition of the 1<sup>st</sup> level. Keep in mind the importance of defining admission criteria for the required conditions.
- B. What are the necessary actions to be taken to fulfill each of the prerequisites? – questions for decomposition of the 2<sup>nd</sup> level. It should be remembered that the action must end with a measurable result. In addition, this result should be in such a form that it will be possible to use it in the following design operations [17, p.69].

Thus, the project is a very complex logically sequential process of interaction between the team, time and budget.

The life cycle of the project is very important for decision-making by the manager and for keeping records in the enterprise.

Project management is a process that requires many measured steps to get results from the actions prescribed in the project.

## 1.2. Project Management Tools

Any project is a sequence of steps that lead to the planned results and achievement of the goal. Building such a sequence is extremely important for project planning. It is she who will determine the overall duration of the project and will be the basis for further management.

To build a network diagram, we need the decomposition results from the previous step. It is better to do this construction with the help of colored notes for notes with a sticky base “Post-It”.

The construction of the diagram begins with the necessary action, which is logically the last in the project, which will mean that all the key results of the project have been achieved, and the project itself has been successfully completed. We start planning from the end. The results of the decomposition of the lowest level are written on a piece of paper for notes and pasted on a board / paper [17, p.87].

Having the last result, it is determined which results from the lowest level of decomposition should be obtained immediately before it, which are important to have ready in order to perform the last necessary action. It is important to maintain the logic of a direct causal relationship between individual results. Knowing what should be obtained immediately before each result, we paste the corresponding piece of paper in front of it on the left.

Building a network diagram from the end (from the last result) we will have the minimum required number of connections between individual tasks, which will simplify project management in the future. It will also allow you to determine the correct logical sequence of project tasks. If you start building a network diagram from the beginning (from the first task), then the number of project development options is very large – it is difficult to manage [18, p.71].

Having built a network diagram, it is worth considering how you can compress it (the main goal is to minimize the duration of the project by reducing the number of logical blockers).

To do this, we use the BORA approach [19, p. 31].

**B – Break dependencies.**

Check if the project structure really requires logical chains of this length? Perhaps certain branches of the diagram can be executed in parallel? Determine which branches of the network diagram can be executed in parallel without violating the technological logic of obtaining results.

### O – Overlap tasks.

The network diagram is built in the logic that the beginning of the next task requires the complete completion of the previous one (obtaining 100% quality acceptance criteria). But often, to start the next task, it is enough to get preliminary / intermediate (not final) results of the previous one. Determine which tasks can start before the final result of the previous one is received.

### R–Reduce Scope/Quality.

Remember that the main goal is to achieve the Project Goal as soon as possible. In this case, you should use the Good Enough rule more often (best of all is the enemy of the good). Determine which tasks you need to get the best quality results for, and which tasks do not need super quality, because hardly anyone will pay for it.

### A – Add resources.

Identify tasks in the network diagram that, by their nature, can be completed more quickly when given more resources. It is clear that these will not be all the tasks of the project (nine women cannot give birth to a child in one month), but you must understand which tasks should be focused on in order to maximize the acceleration of your projects.

needed to achieve a certain result, most likely you need to further divide such a task into several separate ones, for which one skill will be enough.

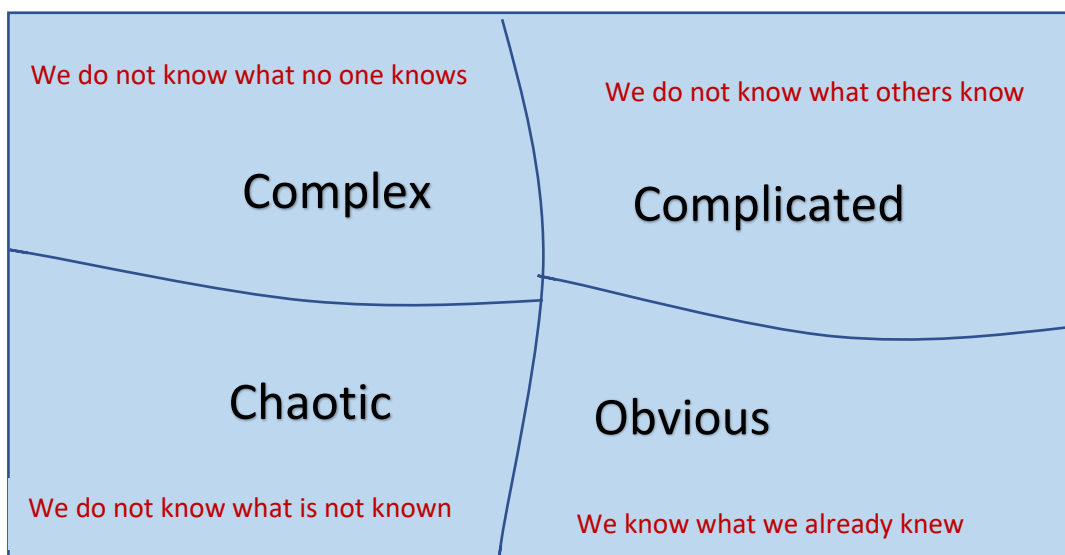
Accordingly, on the contrary, if you see a sequence of several tasks that will be performed by a person with one skill, most likely you have made an excessive decomposition, then it is worth combining such a chain into one task, the result of which corresponds to the final result of the chain [20, p.214].

If you see that you are trying to isolate as project tasks the activities that a worker with certain skills should be able to do in his position, this means that you have decomposed the work in too much detail. Do not prescribe in project tasks what is prescribed in job descriptions.

It often happens that the results of the work of the previous task are not sufficient for the next performer to complete his task with maximum speed. Engage experts who are skilled enough to perform each such task and discuss skill-to-skill acceptance criteria with them in a way that minimizes the risk of conflicts with incorrectly defined acceptance criteria during project execution. The next performer must confirm that the specified acceptance criteria for the preliminary result, given to him as an input, are sufficient for the normal performance of his work [21, p.82].

When you identify the required skill rather than the person's last name, you reduce the risks associated with the people on the project: sickness, unpredictable events, vacations, and so on. In such a case, it is necessary to draw up a register of project resources, in which to determine the list of skills and identify the people who have such skills. This will allow more flexibility in responding to changes in the composition of performers during the project.

To classify the uncertainty of design problems, we can use an approach called Cynefin Fig. 1.2



### Fig.1.2. model CYNEFIN

It consists of four main domains.

- 1) Obvious. The design objectives of the Apparent Domain have a minimum level of uncertainty. But usually there are quite a lot of them in any project.
- 2) Complicated. Your project team does not have enough experience in such tasks. But there is someone (experts from other organizations, for example) who has done similar work. The uncertainty in such tasks is higher, and estimates of the duration of such tasks require the mandatory involvement of experts [22, p.42].
- 3) Complex. Similar tasks were not done or were done in a different environment. In addition, no amount of planning will allow you to determine how much time it will actually take to complete such a task and achieve the desired result. For problems of this type, it is necessary to establish the ability to test / test different hypotheses and have the right to make mistakes. It is clear that in this case it is very difficult (unrealistic) to plan the duration of a similar task in advance. Do experiments with the right to make mistakes. You must figure out as quickly as possible how to achieve results, gain experience (even if it's negative) and move into the «Complicated» domain.
- 4) Chaotic. No previous experience will allow you to make informed decisions about the uncertainty of this domain. Example, try, based on your experience, to determine the dollar to the hryvnia in 6 months. This is the domain of assumptions. Assumptions in the project are accepted and approved by the project sponsor [23, p. 44].



Estimating the duration of a project task is one of the most difficult elements of project planning. The project is required to meet deadlines and receive investments back.

When trying to accurately estimate how long it takes to complete an individual task or a project as a whole, it is common to overestimate the likelihood of negative phenomena (slowing down the achievement of results) and underestimate the ability to speed up tasks. It should be planned, based on the logic of a negative scenario for the development of events, in each individual project task [24, p. 49].

The assessment of the duration of a task is also negatively affected by the fact that we link the assessment of an employee's professional competencies with the accuracy of predicting the future. This practice is a historical consequence of the fact that earlier (50+ years ago) the vast majority of work operations were related to production, therefore, they were process-based and contained a minimum of uncertainty. Today, a large number of project tasks contain a creative component, the need to explore new hypotheses, choose from several options, so that they contain a high probability of getting a negative result.

Remember that any task at the planning stage contains uncertainty and risk [26, p.45].

Estimation of the duration of project tasks should be carried out according to the three-point method:

- the minimum practically achievable time to complete such a task;
- reliable time that will cover most of the uncertainty understood at the time of the assessment;
- the average time at which the probabilities of completing the task faster or later are the same.

The difference between these points on the time scale allows us to draw conclusions about ways to improve the reliability and speed of the project [27, p.32]

Experts are involved to estimate the duration of project tasks. It is desirable that the evaluation be carried out not by the person who will directly perform this task, but, for example, by a line manager responsible for developing the organization of a certain competence/skill.

This approach will reduce the level of psychological stress “Assessment = Commitment”.

It is advisable to conduct an assessment in a group and listen to different opinions. This allows you to better share experience between different performers, as well as find the best non-standard ways to more effectively complete project tasks. You can involve both experts in related competencies and specialists in other similar projects [28, p.37].

When evaluating, constantly ask the question: “what can happen right?”, “what can prevent the task from being completed as quickly as possible?”, “what ways do you see to speed up the task (with the same quality)?”, “however, we understand the required quality the result of the task?”, “How long does the task seem fair to you?”, “What is the duration of the task that does not cause you concern about its untimely completion?”

The classical approach to project planning is based on determining the longest sequence of tasks, which determines the overall duration of the project as a whole. At the same time, the tasks in the project plan have a predetermined exact duration (local deadlines), which is necessary primarily for the synchronization of resources. It is clear that to ensure the accuracy of resource planning, it is necessary to take into account all the uncertainty as much as possible, therefore, to give reliable estimates of the duration of the task. This

requires a margin for uncertainty in each task. The greater the responsibility, the stronger the pressure of obligations to complete the task on time, the more margin will be included in the project plan. All this leads to a significant increase in the duration of the project as a whole [29, p. 39].

On the other hand, practice shows that no matter how much margin was included in a separate task, it is very rare to observe the execution of a task earlier than planned. Although, from the point of view of probability theory, most of the tasks should be completed before the planned estimate of their duration. There are several explanations for this, but the main one is that when a task is executed early, the next resource is still busy on its task (resource synchronization), so it is difficult to get the benefits of early task execution.

The more uncertainty in the project, the more the classical approach requires to put a margin in each individual task (and inflate the duration of the project), however, the accuracy of project deadlines remains unchanged (often low) [28, p.41].

Understanding the nature of uncertainty in design tasks, the only reliable way to adapt the project to it is to bookmark the margin. Unlike the classic critical path method, Critical Chain Project Management (CCPM) requires time buffers for individual chains of project tasks, and the longest sequence of project tasks, taking into account available resources (critical chain), will require the most time buffer.

The advantages of this method lie in the fact that the planned duration of the project task is determined not by a reliable estimate of time, but by an average one, which makes it possible to significantly reduce the duration of the chains (compared to the traditional approach). The buffer is an integral part of the project plan, because it is it that protects and makes it possible to achieve the Project Goal in the face of uncertainty. Attempting to shorten the project duration further by buffer failure will result in the project failing.

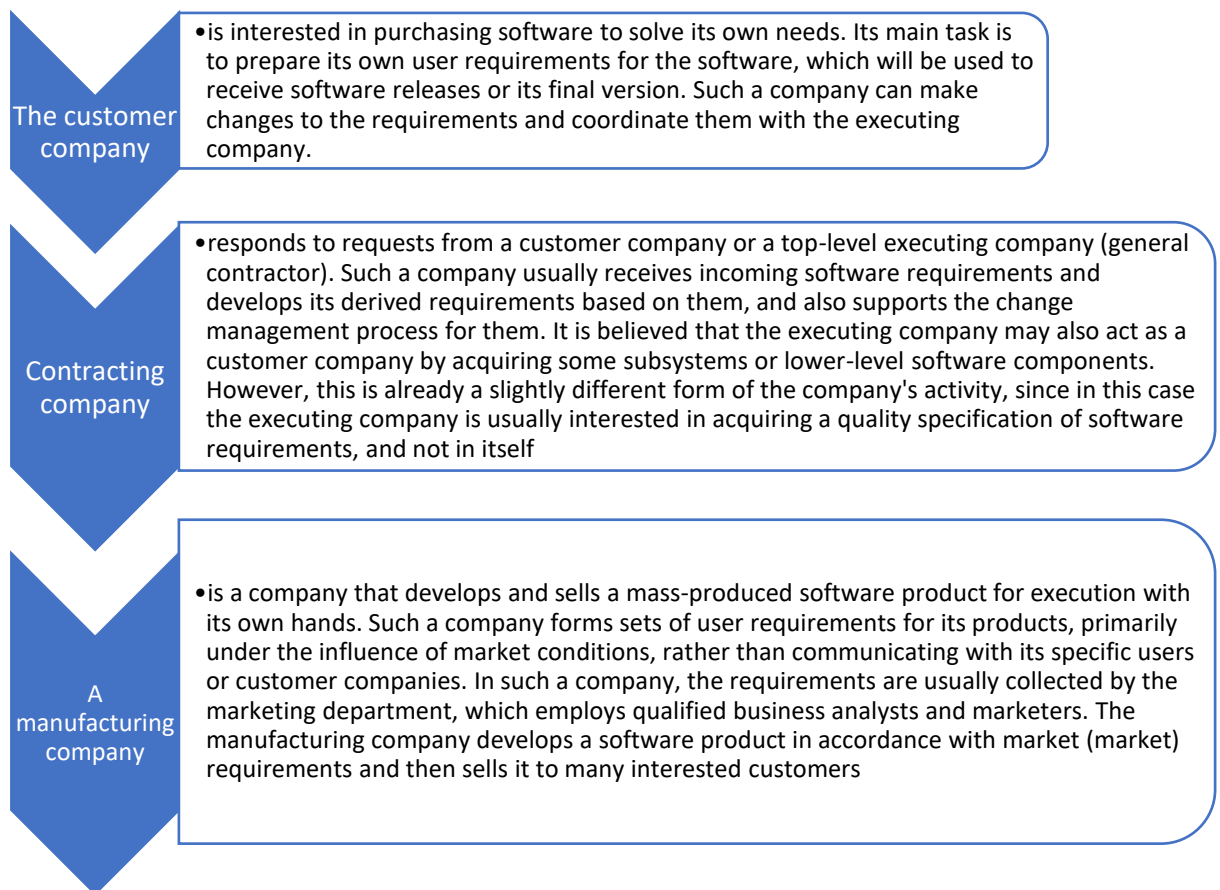
As a first approximation, the buffer is calculated according to the rule “two days of work – one day of buffer”, which gives an adequate margin of uncertainty for most projects. With the active use of the critical chain method, your estimate of the duration of project tasks will improve, thereby you will be able to more accurately calculate the necessary buffers [30, p.54].

The use of a shared buffer means that individual tasks can take different times and complete either earlier or later than the scheduled average time (with equal probability). To maximize the effectiveness of the critical chain method, it is necessary to ensure that there is an available resource at the time the previous task is completed. This requires daily monitoring of the task and preparation of the availability of the necessary resources in advance. It also leads to incomplete loading of individual resources.

### 1.3. Features of software projects and their management

Software project management is practically no different from managing any other industrial or technological processes. The peculiarity is that it is necessary to set the task of the software correctly. It is necessary to calculate each task for obtaining the result so that during work everything works for the result.

However, software is different and depends on the type of IT company developing the software. There are the following main types of IT companies:



Source [34,35,36]

Thus, the peculiarity is what type of company the software produces, what task is proposed to be solved and what result to keep.

## CHAPTER 2. CHARACTERISTICS OF THE EXISTING MANAGEMENT PROGRAMS IN THE PREMIER HOTEL IN KAMIANSKE

### 2.1. General characteristics of the hotel “Premier” and its activities

Premier Hotel is located in the center of Kamyanske next to Historical Museum of the city

The organizational form of the enterprise is a limited liability company.

The form of ownership is collective.

Basic activities of Premier Hotel are :

55.10. Hotels and other places of residence;

56.10. Restaurants and food delivery services;

68.20. Rent and management of own and rented real estate.

The Premier Hotel is a leader among the city's hotels in terms of price-quality ratio, as it offers the perfect combination of reasonable pricing policy and high level of service for both organized groups and individual tourists.

The hotel has 27 rooms of different categories:

- 10 standard rooms
- 12 junior suites
- 5 luxury class.

All rooms are air conditioned and guests can be online at any time thanks to the free Wi-Fi offered by the hotel.

Hotel Premier has a 24-hour coffee shop to make your stay here even more enjoyable. There is also a sauna and a restaurant. For those guests, who are arriving at Hotel Premier by car, there is free parking.

Travelers interested in BBQ restaurants can visit the Roadhouse to try the best steaks of the city.

To form an idea of the indicators of the business and financial activity of the enterprise, we will analyze its property status (property of the enterprise (assets), and the sources of its formation (liabilities). Key performance indicators of Premier Hotel LLC for 2018-2020 Shown in Table 2.1.

Table 2.1

Key performance indicators of Premier Hotel LLC for 2018-2020

<b>№</b>	<b>Indicators</b>	<b>Unit</b>	<b>Previous year</b>	<b>Reporting year</b>	<b>Growth rate,%</b>
2018-2019					

1.	Income from product sales	thousand UAH	13419	18145,4	135,22
2.	Number of employees	people	41	42	102,43
3.	The average capital of the enterprise	thousand UAH	11737,9	18010,3	153,44
4.	Cost of sold services	thousand UAH	10105,6	13278,4	131,40
5.	Financial result before tax	thousand UAH	3971,2	4197,9	105,71
6.	Profit	thousand UAH	3071,5	4197,9	136,67
2019-2020					
1.	Income from product sales	thousand UAH	18145,4	21138,7	116,50
2.	Number of employees	people	42	44	104,8
3.	The average capital of the enterprise	thousand UAH	18010,3	25747,9	142,96
4.	Cost of sold services	thousand UAH	13278,4	16291,7	122,69
5.	Financial result before tax	thousand UAH	4197,9	4761,7	113,43
6.	Profit	thousand UAH	4197,9	4513,8	107,53

From the table. 2.1 we see that Income from product sales in 2019 compared to 2018 increased by 35.22% and was equal to 18145.4 thousand UAH, the Cost of sold services in 2019 also increased compared to 2018 by 31, 4% and is 13278.4 thousand UAH.

The number of employees in 2019 increased by 1 person, and the average productivity increased in 2019 compared to 2018 by 32%.

The total amount of capital increased by 53.44% compared to 2018 and amounted to 18010.3 thousand UAH.

The pre-tax financial result in 2019 shows significant positive changes

compared to 2018 – an increase of 5.71%.

Income from product sales in 2020 compared to 2019 increased by 16.5% and was equal to 21138.7 thousand UAH, the Cost of sold services in 2020, also increases compared to 2019 by 22.69% and is 16291.7 thousand UAH.

The number of employees in 2020 increased by 2 people, and the average productivity increased in 2020 compared to 2019 by 13.79%.

The average total capital increased by 42.96% compared to 2019 and was equal to UAH 25,747.9 thousand.

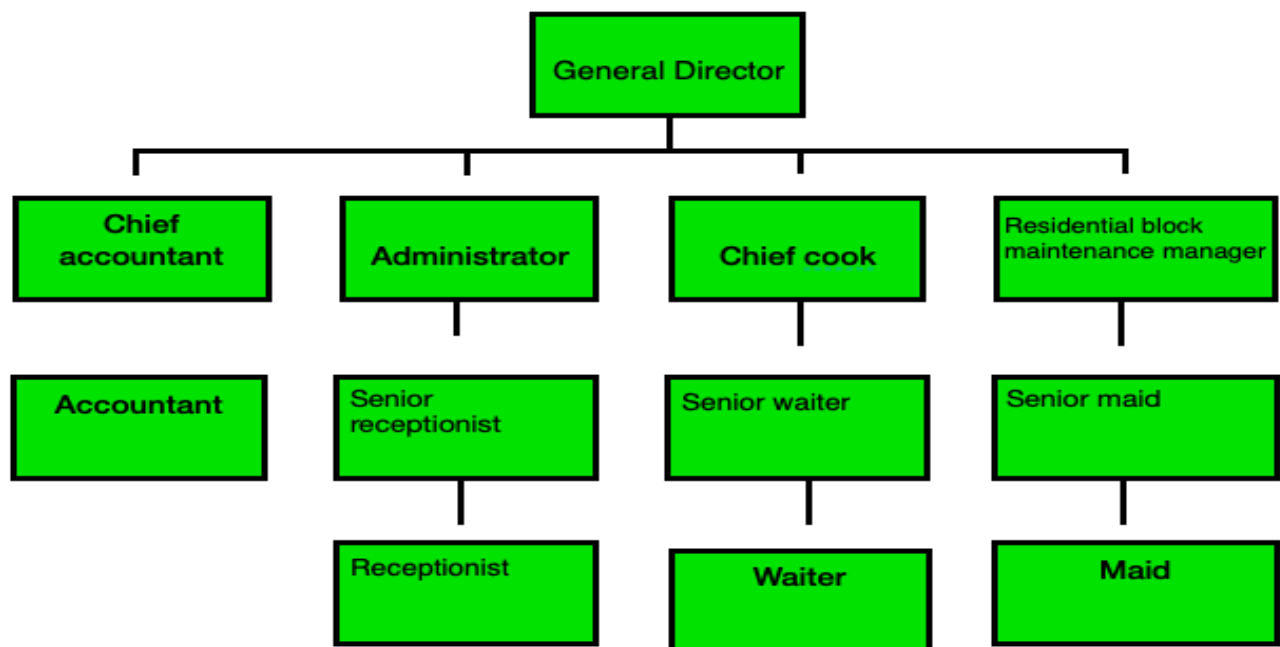
In the pre-tax financial result in 2020, there are significant positive changes compared to 2019 – an increase in profit by 13.43%, or 563.8 thousand UAH.

The organizational structure of the hotel is built by the following way. The management links include managers, their deputies, managing several structural divisions, the structural divisions and leading specialists performing individual functions or part of the functions. Direct executors (service personnel) are subordinate to them. At the top of the hotel's management structure are the owner and CEO.

#### Fig.2.1 Organizational management structure of Hotel «Premier»

The distribution of tasks, powers and responsibilities, as well as the relationship between hotel employees can be built on a personal and informal basis. But most hotels require some kind of structure through which interpersonal relationships are distributed and coordinated. In large hotels, there is a need for a neat and focused organizational structure.





The organizational structure of the hotel is determined primarily by its purpose, location, specifics of additional services and other factors. It is a reflection of the opportunities and responsibilities assigned to each worker[37].

Organizational structure is needed to effectively perform key functions of employees, to determine their accountability, to ensure appropriate efforts by staff. According to the nature of the work functions, the hotel staff is divided into workers and employees. Workers provide services directly. The workers include the junior staff of the hotel – janitors, cleaners and more. Employees organize the activities of people, management of hotel departments, financial and accounting, supply, legal and other functions. They belong to persons engaged mainly in mental, intellectual work, and are combined into several subgroups.

For the convenience of guests, the hotel offers 27 rooms ranging from single standard to deluxe rooms, a restaurant with European and Ukrainian cuisine and a lobby bar, three equipped conference rooms, a meeting room, parking.

A hot and cold buffet breakfast is served every morning at the Premier Hotel.

In the restaurant, the visitor can enjoy international and Ukrainian cuisine, and the lobby bar offers a variety of drinks. Breakfast is included in the price.

To determine the impact of macro-environmental factors on the activities of the hotel “Premier” we perform an analysis of the factors of the external business environment for the specified industry using the tool PEST-analysis table. 2.2.

According to the data formed in table. 2.2, we see that the hotel “Premier” is going through difficult times, because it has a number of shortcomings in each of the factors presented in table. 2.2.

Table 2.2

PEST-analysis of the activity of the hotel “Premier”

<b>Political factors</b>	<b>Weight</b>	<b>Point</b>	<b>Grade</b>	<b>Economical factors</b>	<b>Weight</b>	<b>Point</b>	<b>Grade</b>
1. Excessive politicization of society	0,1	1	0,1	1. Threat of rising inflation rates	0,2	4	0,8
2. The need to comply with the rules of the World Trade Organization (WTO)	0,2	3	0,6	2. Decrease in income of the population	0,2	5	1,0
3. Strategy for the development of Kamyanske as a tourist center	0,3	4	1,2	3. Increasing of the unemployment rating	0,1	3	0,3
4. Imperfect legislative and tax base	0,1	4	0,4	4. Unstable hryvnia exchange rate	0,2	3	0,6
5. Lack of effective state regulation of the industry	0,1	4	0,4	5. High discount rate of the NBU, high lending rates for commercial banks	0,1	4	0,4
6. Weak attraction of foreign and domestic investment in the industry	0,1	3	0,3	6. Raising and setting tax rates	0,1	3	0,3
<b>Total</b>	<b>0,9</b>	<b>19</b>	<b>3,0</b>	<b>Total</b>	<b>0,9</b>	<b>22</b>	<b>2,6</b>

Social factors	Weight	Point	Grade	Technological factors	Weight	Point	Grade
1. Decrease in the level of education of the population	0,1	1	0,1	1. Scientific and technical progress in the hotel business	0,2	5	1,0
2. Requirements for the quality of hotel services	0,1	1	0,1	2. There is no industry focus on technological development	0,2	4	0,8
3. Low prestige of work in the hotel business	0,1	3	0,3	3. Rather low innovative activity of hotel enterprises	0,2	3	0,6
4. Decrease in the number of employees in the hotel business	0,4	4	1,2	4. State tourism policy	0,2	4	0,8
5. Underestimation of the role of hotel enterprises as the basis of economic and social protection of a significant part of the population	0,3	4	1,2	5. Servants who don't depend on the standards	0,2	4	0,8
6. There is no clear focus on the strength as the basis of competitiveness	0,1	3	0,3				
7. Reducing the attractiveness of labor in the field of production	0,1	1	0,1				
8. A significant gap between the level of wages and the level of employee needs	0,1	1	0,1				
Total	1,3	18	3,4		1,0	20	4,0

The main threats for the Premier hotel are obsolete equipment, poor quality of services, low control over financial statements, and low profitability of service sales. But, the prospects for the development of the hotel business in the Kamyanska are determined by the existing strategic plans for the development of

the city and the tourist center. Therefore, it is necessary to form and further implement anti-crisis growth strategies in enterprises to overcome the crisis phenomena that occur in enterprises.

To assess the strategic directions of hotel development, we will conduct a SWOT-analysis of key factors that characterize the environment of the hotel “Premier” and reverse the strategy of its development.

It is enough to use 3 key factors for the analysis. Scoring of the internal and external environment is carried out on a 10-point scale relative to the average industry indicators and strategically important competitors – Table 2.3 and Table 2.4

Table 2.3

Internal environment	
STRENGTHS – S	WEAKNESSES – W
<ol style="list-style-type: none"> <li>1. experience of the hotel in the market;</li> <li>2. well-known consumer brand;</li> <li>3. established relationships with counter parties.</li> </ol>	<ol style="list-style-type: none"> <li>1. low share of services in the domestic market;</li> <li>2. insufficient capacity of the domestic market;</li> <li>3. high cost for the average consumer.</li> </ol>
External environment	
OPPORTUNITIES – O	THREATS – T
<ol style="list-style-type: none"> <li>1. expansion of the market by expanding the range;</li> <li>2. increase in sales due to the emergence of new services;</li> <li>3. increase in related services.</li> </ol>	<ol style="list-style-type: none"> <li>1. drop in demand due to inflation;</li> <li>2. political instability;</li> <li>3. insufficient legislative support of the industry.</li> </ol>

Table 2.3 Assessment of the internal and external environment of the hotel “Premier”

The most significant factors that determine the strengths of the enterprise are

- experience of the company in the market;

- a well-known trademark.

Table 2.4

Score assessment of the factors of the internal environment of the hotel  
“Premier”

STRENGTHS				WEAKNESSES			
Factors	Si, Points	Ponderability, $M_{Si}$	Value, $S_i \times M_{Si}$	Factors	Wi, Points	Ponderability, $M_{Wi}$	Value, $W_i \times M_{Wi}$
1.	10	0,4	4	1.	5	0,4	2
2.	10	0,4	4	2.	8	0,3	2,4
3.	9	0,2	1,8	3.	2	0,3	0,6
Total		1	9,8	Total		1	5

The most significant factors that determine the weaknesses of the enterprise are:

- share of services in the domestic market;
- insufficient capacity of the domestic market.

Table 2.5

Score assessment of the factors of the external environment of the hotel  
“Premier”

Possibilities				Threats			
Factors	Oj, points	$P_{Oj}$	$O_j \times P_{Oj}$	Factors	Tj, points	$P_{Tj}$	$T_j \times P_{Tj}$
1.	8	0,3	2,4	1.	6	0,33	1,8
2.	6	0,4	2,4	2.	5	0,33	1,5

3.	4	0,3	1,2	3.	6	0,34	1,8
Total		-	6,0	Total		-	5,1

The most significant factors that determine the possibilities for the development of society are:

- expansion of the market by expanding the range;
- increase in sales due to the emergence of new services.

The most significant factors that determine the threats to the enterprise are:

- drop in demand due to inflation;
- insufficient legislative provision of the industry.

The SWOT analysis matrix is shown in Tab.2.6

Table 2.6

Premier Hotel SWOT Matrix

Environmental factors in weighted points	Possibilities (O <sub>j</sub> )			Threats (T <sub>j</sub> )		
	1. expansion of the market by expanding the range	2. increase in sales due to the emergence of new services	3. increase in related services	1. drop in demand due to	3.	3. insufficient legislative support of the industry
Strengths (S <sub>i</sub> )	FIELD «SO»: $S_i \times O_j = K^{SO}_{ij}$			FIELD «ST»: $S_i \times T_j = K^{ST}_{ij}$		
1. Experience of the company in the market	10*8=	10*6=	10*4=40	60	50	60

	80	60				
2. Famous brand	10*8 =80	10*6=60	10*4=40	60	50	60
3. Established relationships with counter parties	9*8 =72	9*6=54	9*4=36	54	45	54
Weaknesses ( $W_i$ )	FIELD «WO»: $W_i \times O_j = K^{WO}_{ij}$			FIELD «WT»: $W_i \times T_j = K^{WT}_{ij}$		
1. High share of services in the domestic market	5*8=40	5*6=30	5*4=20	30	25	30
2. Insufficient capacity of the domestic market	8*8=64	8*6=48	8*4=32	48	40	48
3. High cost for the average consumer	2*8=16	2*6=12	2*4=8	12	10	12

Based on the SWOT analysis, the strengths and weaknesses of the Premier Hotel and the opportunities and threats to the company's development were identified.

The most optimal strategy for the company is: the use of strengths to realize opportunities.

## 2.2 Analysis of the quality of software existing in the Premier enterprise

The introduction of new technologies that have not been used before can be hampered by the reluctance of the owner, the high cost of updating, and difficulties in adapting the case to updates.

Innovative technologies and solutions in the Premier Hotel should either improve the quality of meeting the already existing needs of guests, or create a new service that satisfies a previously unsatisfied desire.

There are several goals for innovation at the Premier Hotel:

- developing and implementing new products for tourists;
- modern technical devices are put into operation.

Innovative technologies in the hotel business are necessary to increase the profit received by the owner. Such solutions make it possible to attract more vacationers to the Premier Hotel, to arouse interest among those groups of the population that did not use the hotel's services in the past. The hotel now uses Booking to make room reservations.

This type of investment allows you to improve the quality of service at the Premier Hotel. You will have to spend money on purchasing equipment or training staff. However, in the future, the flow of tourists will increase, revenue will increase, expenses will pay off[38].

Can make booking more convenient

Computer programs help to improve the efficiency of the management system at the Premier Hotel.

Each employee is connected to a special network containing all the necessary data. This allows you to access information when the need arises, to respond in a timely manner to any changes regarding sales, bookings.

### 2.3 Overall Hospitality Software Market Research

Table 2.7 presents the existing hotel operation software.

Table 2.7



## Hotel operation software

Company name and website	The product's name
«My soft» <a href="https://my-soft.com.ua/hotel">https://my-soft.com.ua/hotel</a>	Hotel automation equipment.
«Лoryc» <a href="http://xn--c1apjnj.xn--j1amh/">http://xn--c1apjnj.xn--j1amh/</a> Logus	The Logus HMS system automates management processes in hotels of all types. The full functioning of the system does not require an Internet connection, which guarantees its stability and reliability, regardless of signal quality.
«Expert Solution» <a href="https://expertsolution.com.ua/uk/about_us">https://expertsolution.com.ua/uk/about_us</a>	SERVIO HMS is a tool for simplifying the management of the hotel business and automating the work of all its departments for maximum control and evaluation of activities, personnel management, statistics and reporting.
«ULTRA» <a href="https://ultra-company.com/hotel/">https://ultra-company.com/hotel/</a>	ULTRA Hotel-complex to ensure convenient and productive work of the reception staff with the guest, thanks to the provision of the necessary functionality by the program.
«BrigIT» <a href="https://brigit.com.ua/pro-kompaniyu/">https://brigit.com.ua/pro-kompaniyu/</a>	BAS line (BAS accounting, BAS document management, BAS integrated enterprise management)
«SERVIO» <a href="https://compass-engineering.com.ua/tpost/cd1vxcehn1-programa-dlya-gotelv-servio">https://compass-engineering.com.ua/tpost/cd1vxcehn1-programa-dlya-gotelv-servio</a>	IT and engineering infrastructure of the data center, Servers and data storage systems, Technical security systems

Modern hotel complex automation solutions are based on the coordinated interaction of several specialized systems supplied to the hotel by different companies. The hotel automation software package (hotel complex automation

system) is a set of interrelated software tools that automate all hotel management functions.

According to world practice, the complex of automated systems used in hotel management includes the following [39]:

- hotel management system (PMS – Property Management System);
- restaurant management system (Point Of Sales);
- event management system (Sales & Catering);
- telephone service system (Telephone Management System);
- system of electronic keys (Key System);
- system of electronic minibars (Mini-bar System);
- interactive television system (Video Services System);
- energy saving system (Energy Management System);
- credit card processing system (Credit Card Authorization System);
- warehouse accounting and costing system (Food amp; Beverage);
- financial and accounting system (Accounting System);
- Central Reservation System;
- Internet reservation system (Web Reservation System);
- personnel management system (Human Resource System);
- Security System.

The hotel management system is a software tool designed to automate the management of the number of rooms and settlements with guests.

The functions of the hotel management system include:

- description and control of the state of the room stock;
- formation of tariff plans for accommodation and additional services;
- work with applications for which the arrival of guests is planned. An application is a document (letter, telex, telephone message) from a consumer organization with a request to provide places for settlement;

- booking rooms;
- free accommodation, accelerated accommodation, accommodation in a booked room;
- keeping accounts of guests;
- organization of payment by bank transfer;
- control of payment and registration of departure;
- maintaining the archive of guests;
- formation of statistics and reports on the work of the hotel;
- concierge functions (storage and provision of information to guests about attractions and other objects of interest to guests);
- conducting cash transactions (fiscal accounting of cash receipts, formation of cash reporting);
- inventory of items of additional room equipment (beds, hair dryers, fans, refrigerators);
- income management (formation of a flexible pricing policy depending on the load of the hotel, calculation of the ratio of guaranteed and non-guaranteed reservations, length of stay for guests, etc.)

Electricity management is also a good innovation. The power supply to the room stops when the card is taken out of a special niche. This allows not only to save money, but also to prevent fire, damage to equipment that may occur due to carelessness of vacationers.

For Iphone users, a special application has been developed that allows you to open the door of the room.

Special mirrors broadcasting the weather forecast are also useful.

In order to improve the hotel's customer service, we consider it appropriate to introduce a new type of service – a unique service for delivering luggage to

airline flights, which is designed to significantly increase the level of comfort for travelers (BagsPorter luggage delivery service).

Similar services have already successfully established themselves in America, the UK and the UAE, in connection with which it was decided to launch in Kamianske. The Premier Hotel may be the first hotel to actively provide and expand this service.

The essence of the service is that when checking out from the hotel, the guest can order the delivery of his luggage to the airport, thereby significantly saving time and effort, because he will not have to return to the hotel to pick up his suitcases before going to the airport. The guest can calmly complete his business in the city or take a walk.

The creators of the service have provided for all the nuances – from luggage insurance and ensuring the safety of transportation to checking for the presence of prohibited substances and packing bags in special designer cases. The traveler can be sure that his luggage will arrive at the airport on time, in safety, in accordance with all requirements.

To increase the number of hotel customers, it is advisable to take part in the booking system for air tickets and hotel services using the It-Tour portal. The hotel room fund takes part in the booking process used by the tourist market operators.

Information system for tour operators provides the following functions:

1. Possibility in a matter of minutes to convey your special offers to most of the end points of sales in Ukraine.
2. Possibility in a matter of minutes to convey to the end consumers of Ukraine their special offers through remote search modules for tours located on the websites of travel agencies.
3. Install a search engine on your site with a filter for your offers.

4. Highlight your base hotels in the search results in the system with the possibility of providing their extended descriptions to increase sales in these hotels.
5. Select in the search results the hotels where bonus or promotional programs are carried out with the possibility of providing full descriptions of these programs.
6. Get the opportunity of image and commercial contact with your target audience by placing information on the banners of the main page (300 \* 250 px – 2 banners before authorization and 468 \* 200 px – 2 banners after authorization in the system). This is a unique opportunity to draw the raw number of banners in rotation, supporting your audience across all programs, like a local tour operator.
7. Dynamic management of the “Best propositions of tour operators” block, posted on the main side of the system after authorization, which is combined with the owner’s logo and 6 options for repair (combined by 3 blocks).
8. Possibility of “lifting” propositions of the tour operator in the address on the edge at the top position with the method of animal respect of the target audience on the qi variant of repair (circled by the 1st position, seen in color).
9. Placement of contextual reservations over the results of search tours targeted at the country (branding search results).
10. Branding tour search forms..
- 11.Branding of tours “Last minute”.
- 12.Branding of infotour page[40]

The bulk of orders are carried out by agencies directly from tour operators (according to statistics, an average of 88 – 95%). This percentage is especially

high when realizing the possibility of the tour operator switching to online mode from the search results for tours in the system.

In addition, about 60% of search operations (1,700,000 as of 08/01/2018) are carried out directly by tourists through remote modules posted on travel agency websites.

At the same time, the tour operator's offers placed in the system also participate in these searches and are also booked in the tour operator's systems.

In order to place the price offers of the tour operator and support them, you must:

1. Analyze the format for providing data by the tour operator and produce a data converter.
2. Write a table of correspondences between the names of hotels, types of rooms, types of accommodation used by the tour operator and the normalized names of these parameters used in the system. There are more than 25,000 hotels in the correspondence table, each of which has up to 19 name options.
3. Perform initial loading of all offers of the tour operator into the system.
4. Work out the errors that occurred during the initial download, and, if necessary, perform a second download.
5. More than 100 times a day, check for new offers, sales stops and places for transportation in the tour operator's system, and if there are changes, upload and convert them into the required format.
6. Monitor the relevance of offers and, in case of errors, inform the tour operator[41]
7. Monitor the operation of server equipment, increase its performance, ensure reliable operation of the equipment and protect it from unauthorized interference.

8. Maintain sufficient Internet channel for uninterrupted data exchange with the system.
9. Ensure the current functioning of the system and the comfortable work of all users.
10. Ensure the smooth operation of all remote search modules located on the websites of travel agencies in terms of the correct display of price offers of the tour operator.

Due to the fact that the system is free for all its users, payment by tour operators for placing their price offers does not cover all the costs of supporting the system. Its profitability is achieved by providing additional services, investments in which give the tour operator a quick and effective return, expressed in an increase in the number of bookings through all sales channels in the system (directly through the booking center through remote modules). Moreover, this return is incomparably greater compared to the return from using standard promotion methods.

Now in the “It-Tour” system:

- 7400 active users (travel agency managers)
- 4029 active travel agencies.

According to the LiveInternet Internet Statistics Service, more than 7,000 users use the system daily as a working tool, and 98% of them are managers of Ukrainian travel agencies, and 2% are managers of agencies in Russia, Belarus and Moldova, booking tours departing from the cities of Ukraine (Kharkov, Kyiv and Odessa).

In total, the users of the system perform more than 8,000,000 tour search operations per month.

Installed more than 1,900 remote search modules for tours and more than 300 different showcases on travel agency websites[42]

The system of search and booking of tours “It-Tour” is intended for work in it exclusively by travel agencies and tour operators. It is closed to the final consumer of the tourist product – tourists. The system interface is intuitive, but in order to be able to use all the features of the system, you need to study this manual.

To register a new user, you must go to the registration page using the corresponding link located in the upper right zone of the main page of the system.

After filling in all the required form fields and registering in the system, an email will be sent to the contact E-mail specified in the form.

To complete the registration process, you need to follow the link received in this letter from your email inbox.

From this moment, you can start using almost all the functions of the system. Registration will be completed until the end immediately after verification of the information specified in the form.

To authorize and start working in the system, you must enter your unique login and password received during registration and click on the lock icon.

After authorization, the user has access to all the features of the system.

The main page of the system consists of separate functional blocks:

1 – main menu block;

3 – menu block for quick access to important system functions;

3 – block of the best offers of tour operators;

4 – news block;

5 – operational information block;

6 – informer of the NBU rate and the rate of purchase and sale of cash currencies;

7 – informer of exchange rates of tour operators represented in the system;

8 – weather informer for resorts.



For online support of visitors to the site “It-Tour” use the functions of an online consultant[43, p. 133].

HMS (Hospitality Management System) is the main software system in a working hotel, without integration with which complex hotel automation, revenue management and analytics are impossible. It is with the help of this system that the “life” of a guest in a hotel is reflected at all stages: booking rooms, check-in, check-out. In addition, he prescribes the tariff policy of the hotel, work with contractors, groups, monetary settlement of the guest – service – hotel, etc. [44, p. 56].

CHAPTER 3 PROJECT OF INTRODUCING NEW SOFTWARE IN THE  
PREMIER HOTEL IN KAMIANSKE

3.1 Main characteristics of the project (goals, resume, vision)

Table 3.1

Resume

Software name	"Rarus: Hotel Management"	
Description	"Rarus: Hotel Management" is a comprehensive solution to the problems of automation of hotels, hotels, resorts, hotel chains and other hospitality industry enterprises. Our specialized hotel program provides for the automation of all services in one system.	
Nature:		
<ul style="list-style-type: none"> <li>• Introduction of ready-made software for the hotel</li> <li>• Provision of services (services): programming for the hotel.</li> <li>• Retail trade in a point of sale of the following type: hotel services</li> </ul>	Owners: Director	
<ul style="list-style-type: none"> <li>• Wholesale trade of the following type: Hotel services</li> </ul>	Implementation Team: Analyst Designer, programmers, Management, Supervisor.	
	Sources of capital: private	Amount (UAH): 100000

The idea of implementing off-the-shelf software

**Vision:**

Hotel services for everyone!

**Mission:** We implement software to improve the operation of the hotel.

**What is innovative:**

Prior to this, the hotel did not have independent software, it worked with booking and did not have the opportunity to develop.

Table 3.2

Internal factors for hotel software

Organizational legal	
1. Form	Software
2. Program	PAPYC
3. Organizational structures	1 C
4. Personnel policy	Reactive
5. Management systems and accepted leadership style	Democratic style
Resources	
1. Production capacity	Computer supporting 1C
2. Raw materials, components, etc.	–
3. Financial	Approximate monetary circulation - 100,000 UAH / month, but it varies depending on the actions of specialists who will implement the software
4. Intelligent	Experts with extensive experience
5. Technological	IT innovations, computers
6. Informational	Social media
7. Labor	Civil Law Contracts, highly qualified specialists

Analysis of the micromarketing environment

The main components of the marketing microenvironment is the analysis of consumers in Table. 3.3, competitors of table 3.4, suppliers, intermediaries, contact audiences [44, c.87].

Table 3.3

Description of consumer goals

Goals	Ways to achieve	Elements of the marketing mix
Time saving	Use of the Software as a workstation	Place
Confidence	Software implementation through experience	Product (IT product)
Confidence in completing tasks	Programmer Warranties and Terms	Product (IT product)

Table 3.4 presents the field of ENR (expectation from the needs of the results)

Table 3.4

Motivational field of ENR

Motive	Need	Elements of the marketing mix
Trust	Project programmer experience	Service
Confidence	Maintain relationships with other IT firms	Promotion
Feeling closeness of spirit with companies	Understanding that the enterprise is interested in software implementation	Promotion

Table 3.5 justifies the sharding variables

Table 3.5

## Rationale for sharding variables

№	Interchangeable segmentation	Meaning of Variable Segmentation	Difference in market behavior	Necessary differences in the marketing mix
1.	Fame	World	Need high demands	Providing the hotel with high class and quality software.
		National	average strategy requirements	Providing the consumer with products of the required class and properties.

Table 3.6 summarizes the reasons behind the consumer environment.

Table 3.6

## Table of consumer environment factors

№	Factor	Threat	Possibility	Reaction
1	Changing the main directions in implementation	Decrease in purchasing power	Signing contracts ahead of time until software is introduced	Monitor trends in response to new market conditions
2	Changing consumer requirements for conditions	Inability to provide services		Requirements monitoring, investment

The Ukrainian IT market has completed the stage of its formation and is in a state of tough competitive opposition.

Sales analysis consists in measuring the actual volume of sales and comparing it with planned indicators [46, p.121].

### 3.2. Organizational structure of the project (project participants)

Schematically, the organizational structure is as follows:

Head of department (IT department in the hotel, responsible person)

=

Manager (work with partners)

=

Coordinator (software coordination work)

=

Programmer (work on software implementation)

=

Tester (tests the program)

=

Analyst

RACI matrix for your own project:

- R - Responsible – performer
- A - Accountable - the one who approves the task
- C - Consulted - the one who advises
- I - Informed - the one who should be informed (Table 3.7)

Table 3.7

### Software Implementation Matrix

Tasks, operations:	People, team members								
	Department head	Manager	Coordinator	Programmer	Programmer	Programmer	Programmer	Tester	Analyst
Attracting partners	A, C	R	I	I	I	I	I	I	I
Attracting tour operators and travel agents	A,C	R	I	I	I	I	I	I	I
Working with sales	A,C	I	R	I	I	I	I	I	I
Work with attracting clients	A	I	R	I	I	I	I	I	C
Work with personnel	A	I	C	R	R	R	R	R	R
Work with clients	A	I	C	R	R	R	R	R	R
Setting goals	A	I	C	R	R	R	R	R	R
Program writing	A	I	C	R	R	R	R	R	R

### 3.3. Marketing plan

Consider the relevant model of competitive behavior in Table. 3.8

Table 3.8

#### Relevant Competitive Behavior Model

Competitive methods that can theoretically be used in this market	Competitive methods currently used by competitors	What methods of competition should we use, considering 1 and 2
1	2	3

<ul style="list-style-type: none"> <li>- Increasing awareness of leads about the advantages of the hotel over others;</li> <li>- positioning</li> <li>- raising awareness of intermediaries about the hotel</li> <li>- price reduction</li> </ul>	<ul style="list-style-type: none"> <li>- methods of price competition.</li> <li>- positioning</li> </ul>	<ul style="list-style-type: none"> <li>- non-price methods;</li> <li>- positioning</li> <li>- raising awareness.</li> </ul>
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Table 3.9 shows marketing strategies.

Table 3.9

Market strategy of the enterprise

Component of a market strategy	Type (characteristic)	Description
Hospitality Market	Consumer market	Hotel with 27 rooms. With the provision of hotel services.
Basic strategy according to M. Porter	Differentiation	The hotel differentiates itself from other similar hotels due to the quality of its services.
Type of marketing	Individual Marketing	The hotel has its own personal approach to marketing and each client
Market Coverage Strategy	Market specialization	In order to obtain commercial success, the



		company has come a long way
The target audience	People who want to relax and experience	The hotel has a large number of clients.
Market positioning	The hotel positions itself on the basis of quality and new services and reputation.	There are many hotels in Ukraine
Competitive strategy according to F. Kotler	Development of a new market	Innovation

Characteristics of the product strategy of the enterprise can be seen in table 3.10[47, p.89]

Table 3.10

Product strategy

Component of the product strategy	Element	Description
Product strategy for the hospitality market	Product strategy type	Innovation strategy
	Product strategy form	Differentiation
	Assortment characteristics	New services provided from 0.
Pricing strategy	Type of pricing strategy	The price will be such that it will be focused on the maximum satisfaction of the consumer, that is, high-quality impressions from hotel services.
	Pricing method	Price Ladder Method
Sales strategy	Type of sales	Mixed
	Sales methods	Direct

	Sales channels	Internet
Promotion strategy	Type of promotion strategy	Push strategy because there is a lot of marketing pressure on the consumer.
	Type of marketing applied	Internet marketing for the consumer market does not play a big role; the credibility of the company works.

Marketing problem (opportunities) of the enterprise table. 3.11.

Table 3.11

Conclusions about the cause of the symptoms

Components	Essence (what does it consist of)	Argumentation (factors)	Company reaction
External factors			
Business Opportunities	Reluctance to buy rooms	Legislation of Ukraine	service cost reduction
Demand	Increasing demand	Increasing the average salary of the population, the availability of qualified personnel, the growth of the market of tourist services with the involvement of the hotel	Positioning on the quality of hotel services, development of the most effective marketing complex
Supply	Increasing supply in the market and,	Growth of the hotel business	Curbing the outflow of

	as a consequence, competition	market, availability of highly qualified personnel	personnel from the enterprise, the epidemiological situation
Internal factors			
Marketing mix	The expected quality of the service is underestimated, so the subjective cost of providing the service suffers. Lack of awareness and trust of the client to the hotel	Negative image of Ukraine, lack of clear positioning.	Increasing consumer awareness of service quality

The marketing problem of the enterprise is the need to increase the market share, as well as the creation of a clear positioning when offering consumers their services [50, p.119].

Compliance with the market-product strategy can be analyzed using table 3.12

Table 3.12

Compliance of the company's market and product strategy with the market situation

Element	What is the problem/inconsistency	What factors are causing this
Market strategy		

The target audience	There are no problems with this item.	
Positioning	There is no clearly defined positioning for consumers	
Competitive strategy	Provides services, but there is no European standard, does not use its potential.	
Product strategy		
Commodity strategy	No problems detected. The company has services that are standardized and cover the needs of consumers in hotel services.	This is due to market analysis, which allowed the company to determine the needs of consumers.
Pricing strategy	It is necessary to provide the best quality services	
Sales strategy	Direct sales	Negative image of Ukraine
Promotion strategy	The company spends a lot of money for promotion. It uses online advertising, individual marketing and word of mouth.	Negative image of Ukraine and the availability of qualified personnel

Therefore, the hotel must focus on positioning itself in front of consumers and service providers. It is also necessary, if there are certain specific

opportunities, to use them, as they will increase the value of the services, as well as the listing in the market. It is also necessary to pay attention to weaknesses and, if possible, remove them [51, p.57].

Determine the leading competitive advantage, if it is known that the cost of a double room is UAH 800, and a room from the Real Hotel is UAH 900; the price of a Premier hotel room is 1000 UAH, and the price of the goods of the Reviews-Soldaya company is 1200 UAH.

Let's use a model where the abscissa shows the cost of the product (%) Reviews-Soldaya - costs, and the ordinate - the price of the product (%) Reviews-Soldaya - market power. The 100% mark is a section.

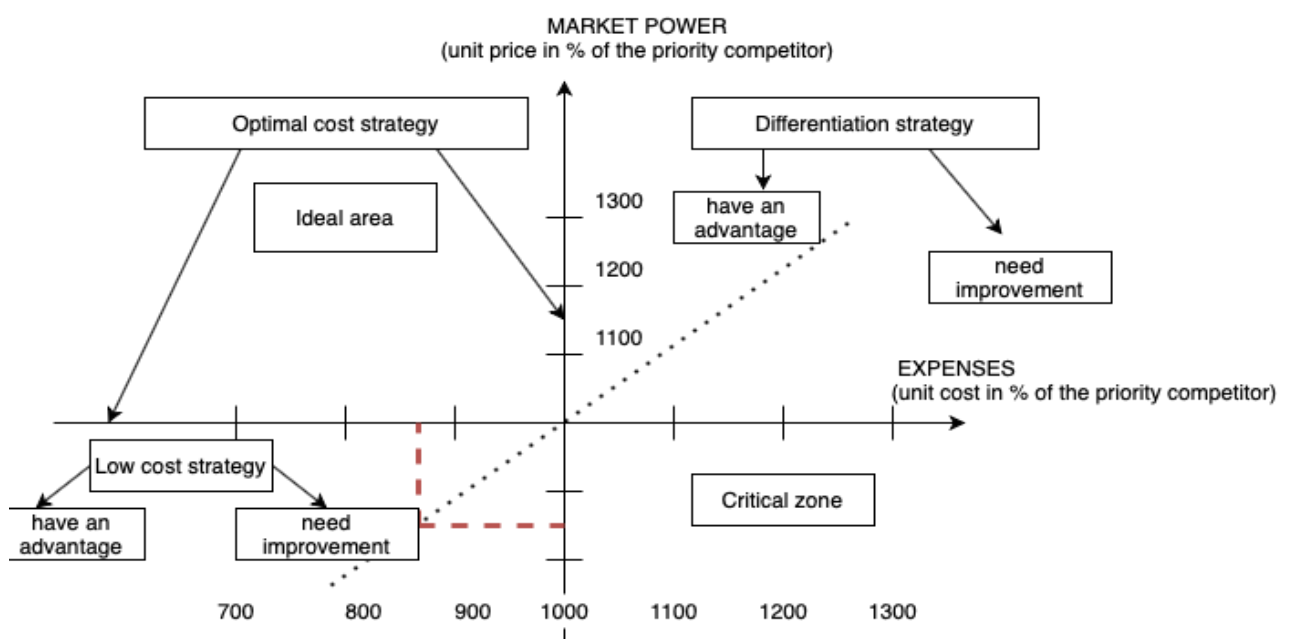
Calculate the cost of goods (%) to the cost of goods Reviews-Soldaya:

$$I_{CB} = \frac{CB_T}{CB_K} * 100 = \frac{800}{900} * 100 = 88,9\% \quad (3.1)$$

Calculate the price of the product (%) to the price of the product Reviews-Soldaya:

$$I_{II} = \frac{II_T}{II_K} * 100 = \frac{1000}{1200} * 100 = 83,3\% \quad (3.2)$$

Let us designate a suitable point on the model of J.-J. Lambena Fig.3.1:



### Pic 3.1 J.J. Laben's model

Low Cost Strategy: Costs and prices are lower than Reviews-Soldaya. The quality-price ratio of the Premier hotel is inferior to Reviews-Soldaya. It is necessary to improve - this ratio: either reduce the cost of sustainable quality, or raise the quality of sustainable costs. In particular, from the relation[52, p.87]

$$I_{CB} = I_{\ddot{O}} \quad (3.3)$$

the level of costs for sustainable quality (which corresponds to the price of UAH 1,000) should not be higher than:

$$\frac{\tilde{N}B_T}{CB_K} * 100 = I_{\ddot{O}}; \quad \frac{CB_T}{900} * 100 = 83,3 \quad CB_T = \frac{900 * 83,3}{100} = 749,7 \text{ UAH} \quad (3.4)$$

From the same ratio, the level of the maximum acceptable price (determined by quality) at sustainable costs (UAH 800) should not be lower than:

$$I_{CB} = \frac{\ddot{O}\dot{O}}{\ddot{O}\dot{E}} * 100; \quad 880,9 = \frac{I_T}{120} * 100; \quad I_T = \frac{880,9 * 120}{100} = 1057,08 \text{ UAH.} \quad (3.5)$$

General recommendations for quadrants:

- in the upper left quadrant, the product has two competitive advantages at once - higher quality and lower costs than Reviews-Soldaya; this is an ideal situation that occurs very rarely;
- in the upper right quadrant, the differentiation strategy is taken as the basis;
- in the lower left quadrant, a low-cost strategy is taken as the basis;
- in the lower right quadrant, the product has no competitive advantage either in terms of cost or quality
- global low costs (in this case, full market coverage);
- global differentiation (in this case, differentiated marketing);
- niche specialization (concentrated marketing).

The degree of specificity for these strategies of the six characteristics presented in Table. 3.13 is evaluated on a three-point scale: very important - 3 points, insignificant - 2 points, unbridled - 1 point.

On the same scale, 10 experts assessed the situation for a particular firm; in the penultimate column of the table. 3.13 the average expert estimates are presented. Select the leading competitive strategy for the firm by constructing a radial diagram.

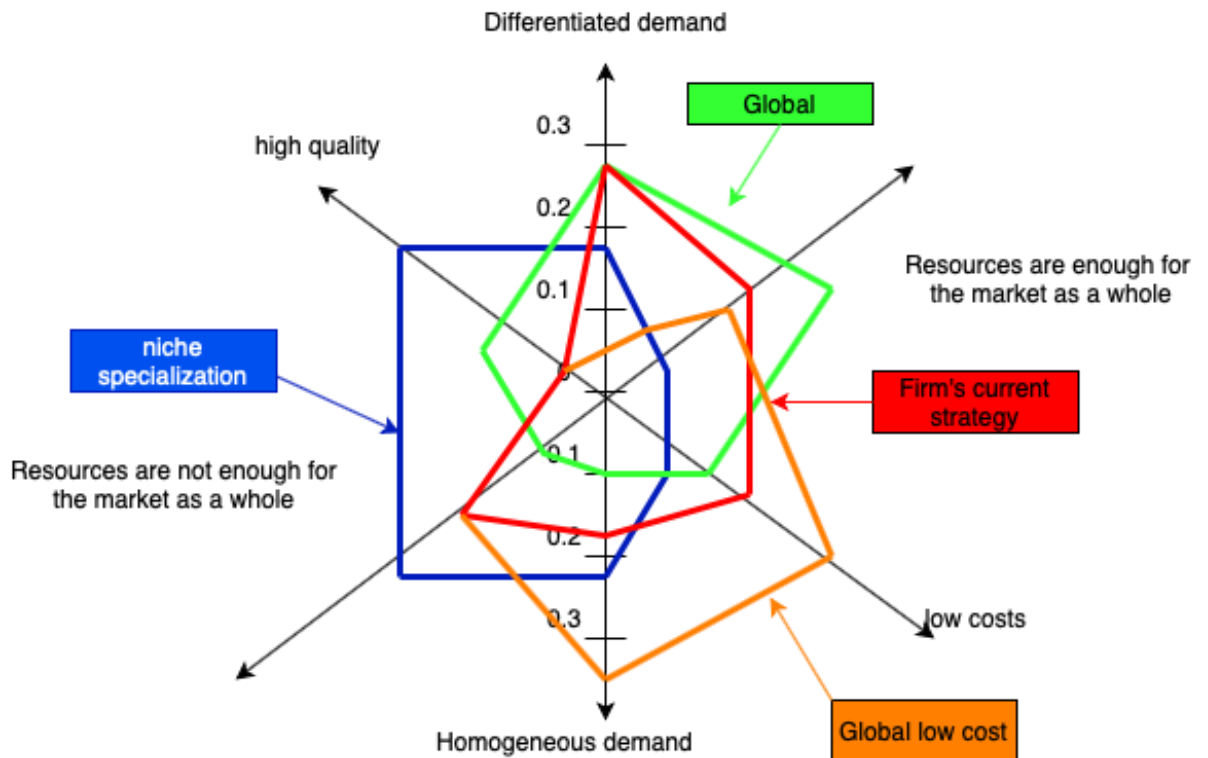
Table 3.13

Estimates of benchmark competitive strategies and firm strategy

Characteristics of strategies	Reference Competitive Strategies						Average expert ratings for the firm	
	Global low cost		Global differentiation		Niche specialization			
	Mark	Normal mark	Mark	Normal mark	Mark	Normal mark	Mark	Normal mark
1 Differentiated demand	1	0,08	3	0,25	2	0,17	3,00	0,25
2. There are enough resources for the market as a whole	2	0,17	3	0,25	1	0,08	2,25	0,19
3. Low costs	3	0,25	2	0,17	1	0,08	2,25	0,19
4. Homogeneous demand	3	0,25	1	0,08	2	0,17	1,50	0,13
5. There are not enough resources for the market as a whole	2	0,17	1	0,08	3	0,25	2,00	0,17
6. High quality	1	0,08	2	0,17	3	0,25	1,00	0,08
Total:	12	1,00	12	1,00	12	1,00	12	1,00

First, we depict models of reference strategies;

Let the global low cost strategy be in yellow, the global differentiation strategy in greenish, and the niche specialization strategy in blue (Figure 3.2).



Rice. 3.2. Radial diagram of the choice of the leading competition strategy

The chart adjusts the Premier Hotel's current strategy and compares it to the benchmark competitive strategy. That is, you need to compare green and red:

- differentiated demand is approximately equal to: reference = actual strategy;
- Demanding to attract additional resources;
- the increase in spending should be on advertising;
- it is advisable to develop different needs and not only target their services to women;
- the company's resources are rather insufficient for the foreign market as a whole;
- the quality of products is high, but now the Quarantine and a lot of things are being transformed.

The best strategy would be global differentiation.



When introducing new software, potential hazards need to be identified. For initial acquaintance with risks and their prevention, a qualitative risk analysis should be carried out. In a qualitative risk analysis, possible types of risks are identified and determined, after which the causes of this type of risk are identified and described. Then it is necessary to describe and calculate the cost of the possible consequences of the identified risks and propose measures to minimize the damage.

Such a risk as the lack of interest in hotel offers among potential consumers should be identified at the initial stage of implementation, before placing an order for a vehicle and a hotel. To do this, as noted earlier, it is necessary to familiarize potential consumers with the advantages of the tour and conduct research that determines their interest. If there is no interest, changes should be made to hotel services or a different consumer sector should be chosen.

With the advent of information technology (IT), many proposals began to appear to change, expand or even transfer the hotel business in a different direction. The demand for the speed of obtaining the requested information is growing every year. And the task of many companies is to offer new services or products to the market faster than competitors do.

The impact of IT technology on the hospitality industry is very widely used: Simple coordination of work by customers, improved service. When polling in Instagram, you can get suggestions from customers on improving the movement of services and agree on each order detail individually [52, c.91].

While competitors are developing strategic plans, projects and profits can be realized[53, c.66].

A vivid description is part of advertising.

Bright packaging when buying hotel services, different colors.

Hotel services are an emotional product, so advertising has an emotional, vivid and sensual value. The buyer goes to another country for impressions, what he saw in the advertisement [54, c.155].

Let's develop a marketing program in table 3.14

Table 3.14

Marketing program

№	Marketing event	Cost, thousand UAH	Implementation period	Responsible executor
1.	Order new business cards	3	2 weeks	Coordinator
2.	Order banners	120	2 months	Coordinator
3.	Advertising layout development	2	2 months	Manager
4.	Registration of licenses and permits	300	3 months	Accountant
5.	Hosting payment	2,5	1 months	secretary
6.	Payment for online advertising	120	2 weeks	secretary

The hotel does not use television advertising, as it is expensive and brings few customers, mainly promotion comes from placing a point in a supermarket and Internet promotion [56, c.96].

Let's fill in the form of the organization's marketing budget table 3.15.

Table 3.15

### Bodo marketing budget

Total	<b>50 805,00</b>					
<b>CAMPAIGN TYPE</b>	<b>№</b>	<b>Cost per unit</b>	<b>Total</b>			
<b>Marketing in the regions</b>			<b>Total</b>	<b>2 000,00</b>		
Banner advertising	4	500,00	2 000,00			
<b>Marketing in cities</b>			<b>Total</b>	<b>6 200,00</b>		
Newspapers	6	600,00	3 600,00			
Shops	4	400,00	1 600,00			
Points of sale	2	500,00	1 000,00			
<b>Public Relations</b>			<b>Total</b>	<b>800,00</b>		

Events				-
Sponsorship				-
Press releases	8	100,00		800,00
Online events				-
Conference				-
Consumer events				-
<b>Social network</b>			<b>Total</b>	<b>6 800,00</b>
VK	20	100,00		2 000,00
Facebook	20	100,00		2 000,00
Pinterest	10	100,00		1 000,00
Instagram	10	100,00		1 000,00
Telegram	4	100,00		400,00
Twitter	4	100,00		400,00
<b>Online</b>			<b>Total</b>	<b>12 000,00</b>
Blog	4	3 000,00		12 000,00
Website				-
Mail				-
Phone calls				-
<b>Advertising</b>			<b>Total</b>	<b>12 400,00</b>
Online	4	2 500,00		10 000,00
In print	2	1 200,00		2 400,00
External				-
Radio				-
TV				-
<b>Website</b>			<b>Total</b>	<b>-</b>
Development	1	-		-
SEM				-
SEO		6 400,00		-
<b>Marketing researches</b>			<b>Total</b>	<b>7 380,00</b>
Conducting research	6	1 230,00		7 380,00

Purchase data				-
<b>Marketing campaigns</b>			<b>Total</b>	<b>1 200,00</b>
Campaign 1 (advertising)	1	1 200,00		1 200,00
<b>Other</b>			<b>Total</b>	<b>2 025,00</b>
Presents	3	300,00		900,00
Corporate branding				-
Business cards	15	75,00		1 125,00

Calendar plan (schedules) - for the hotel, advertising companies are set by the director for a period of six months, after half a year new marketing campaigns are launched.

Indicators (metrics) - the number of consumers who bought "rooms in the hotel."

Number of consumers who booked a room

Number of company employees who received "gift certificates for hotel services"

Number of consumers who repurchase "hotel gift certificates"

Number of solutions found

Number of ad views on social media

The number of clicks on advertising[57, p.74].

### 3.4. Statement of the problem Software for the hotel

The implementation of the program includes programming the program at the request of the hotel and includes setting tasks for the programmer, tester and analyst table. 3.15 [58, p.118].

Table 3.15

Gantt chart

Work by stages	1 month.	2 months	3 months	4 months
Preparatory stage				
Buy the program				

Install programming software				
Enter hotel program data				
Enter hotel services data				
Select locks for programming				
Choose pictures for the cover				
Programming stage				
Carry out the work of automatic locks and electronic devices				
Implement the work of the hostess cabinet				
Enter hotel details				
Enter information about the restaurant at the hotel				
Enter the data of individual hotel services				
Enter customer data				
Enter support data				
Operational stage				
Test the program				

### 3.5. Financial plan (raising capital)

Financing will be carried out with the attraction of credit funds provided by the bank at 24% per annum.

The total budget is UAH 300,000. We predict hotel services.

Table 3.16

#### Variable expenses and income

	2021-2022	2022-2023	2023-2024
<b>Variable expenses, total</b>	<b>133 321</b>	<b>199 232</b>	<b>265 142</b>
Salary, variable expenses	105 591	158 387	211 182
USC employees 22%, variable expenses	23 230	34 845	46 460
Insurance costs	500	1 000	1 500
Household consumption and household chemicals	1 000	1 500	2 000
Stationery	3 000		4 000

		3 500		
[....]				
<b>Fixed costs, Total</b>	<b>119 401</b>	<b>154 731</b>	<b>181 777</b>	
Salary, fixed costs	72 050	86 460	103 752	
USC employees 22%, fixed costs	15 851	19 021	22 825	
Premises for rent	15 000	31 500	36 000	
Communal expenses	5 000	6 000	7 200	
Cleaning service costs	1 000	1 250	1 500	
Transport costs	2 000	2 000	2 000	
Contractor Services	3 000	3 000	3 000	
Banking services	1 000	1 000	1 000	
Internet, telephone	500	500	500	
Security, alarm, fire alarm server	2 000	2 000	2 000	
Total costs	252 722	353 963	446 919	
calculation of room sales revenue	share in the number of rooms	2021-2022	2021-2022	2022-2023
number of min rooms		4	4	4
number of max rooms		10	20	27
number of visits per month		40	80	120
Programs	75%	25000	125000	250000
Program (partial cost)	25%	100	100	100
number of programs		50	250	350
program maintenance fee income (variable expenses)		5000	25000	35000
monthly income, USD		5 000	25 000	35 000
refund, % of sales	10%	-500	-2500	-3500

amount of income per year months		40 500	202 500	283 500
Other income per year	\$			
one-time fee on admission	150	6 000	6 000	6 000
			0	0
insurance costs (reimbursed)	150	6 000	12 000	18 000
Income per year, total		52 500	220 500	307 500

Table 3.17

Salary expenses per year

Employees	amount	to payoff,	salary with taxes
Head of Department	1	20 0000	24 84500
Manager	1	12 0000	14 9070
Coordinator	2	20 0000	24 8450
Analyst	1	6 0000	7 4530
<b>fixed costs</b>	<b>5</b>	<b>58 0000</b>	<b>72 0500</b>
Tester	1	15 0000	18 6340
Programmer	6	70 0000	86 9570
<b>Variable expenses</b>	<b>7</b>	<b>85 0000</b>	<b>105 5910</b>

Table 3.18

Opening costs

Calculate the payback period:

$$PP = IC / CF \text{ (3.6)}$$

PP-simple payback period;

IC - the amount of investment in the project;

CF - planned annual income.

We transfer  $300000 \cdot 28 = 84000000$  UAH.

$$PP = 8400000/2326000=0,36$$

Payback period is 0.36[59, p.96].

<b>Opening costs</b>	<b>Sum</b>	<b>Period of use, months</b>	<b>Monthly part of expenses for 3 years, UAH</b>
<b>Opening costs, UAH</b>	<b>360 000</b>	36	10 000
landing page development and advertising	60 000		
purchase of computers and telephones	200 000		
purchase of equipment and furniture	100 000		

### 3.6 Calculation of the effectiveness of software implementation in a hotel

As a result of market segmentation, the most attractive segment was identified - the introduction of software in the hotel.

To assess the attractiveness of a market segment, it is necessary to determine its current market potential, calculated by the formula:

$$P_t = N_{pot} \cdot Q \cdot P_{unit} \cdot Rd \text{ (3.7)},$$

where  $N_{pot}$  - the number of potential customers - 210;

$Q$  - the number of orders per year - 20,000;

$P_{unit}$  - the price of the product (service) - UAH 1995 ;



Rd - depreciation ratio.

Calculate the current market potential for the selected segment.

$$P_t = 210 * 1\,995 * 20\,000 * 0,085 = 71\,221\,500 \text{ UAH.}$$

Let's determine the sales potential in the segment:

$$P_{tsales} = P_t \cdot k_M \text{ (3.8),}$$

$$P_t = 71\,221\,500 \text{ UAH}$$

$k_M$  - the share of respondents whose motivation is satisfied by the researched product - 0.85 (expert assessment).

$$P_{tsales} = 71\,221\,500 * 0,85 = 60\,538\,275 \text{ UAH.}$$

Income forecast:

$$B_i = P_{tsales} \cdot N \text{ (3.9),}$$

$$N = N_{\text{опт}} + 4N_{\text{нв}} + N_{\text{пес}} \text{ (3.10)}$$

$N_{\text{опт}}$  - the most optimistic estimate of sales volumes - 0.75;

$N_{\text{нв}}$  - the most probable sales volume - 0.45;

$N_{\text{пес}}$  - a pessimistic assessment of the company's sales volumes - 0.15.

$$N = 0,75 + 4/0,45 + 0,2/6 = 0,46$$

$$P_{\text{нр}} = 128\,475\,744 * 0,95 * 0,82 * 0,75 = 190\,838\,377,46 \text{ UAH.}$$

Calculation of segment profitability:

$$P = 190838377,46/150000321 = 12,8\%$$

Therefore, the estimated profitability of the market segment is at the level of about 12.8%, which indicates an average profitability, so the segment can be considered profitable for 2022, given the risk of a pandemic and political changes in the country [60, c.55].

## CONCLUSIONS

Achieved the goal of improving business planning and software implementation in Premier Kamenskoye.

Work objective achieved:

- the studied essence and characteristics of project management - a project is a whole system of actions or tasks that must be completed in order to get a result. There are many concepts of project and activity, project management, but there is no consistency in theory and a single concept. Scientists have not come to a common conclusion about what a project is and what exactly its essence is based on.
- project management tools were analyzed - there are a lot of tools, but they settled on the Gaussian matrix, which is more effective in developing the project part and allows you to adjust and control the task executor.
- the features of software projects have been studied - they consist in the tasks that are set for the programmer to obtain a working system of the hotel business. Depending on the number of services in a hotel business, there are many software programs that can elevate a hotel and make it more attractive to customers. Because for the most part, customers love the comfort and automation of processes that they can get in a hotel;

The company Premier Kamenskoe was analyzed - REST analysis and SWOT analysis were made, from which it was concluded that the Premier Hotel is located in the center of Kamenskoye, Dneprodzerzhinsk, 50 meters from the historical museum.

The organizational form of the enterprise is a limited liability company.

Form of ownership - collective.

Basic activities:

55.10. Hotels and other places of residence;

56.10. Restaurants and food delivery services;

68.20. Rental and management of own and leased real estate.

Premier Hotel is a leading leader in terms of value for money, as it offers the perfect combination of reasonable pricing and a high level of service for both organized groups and individual tourists.

The Premier Hotel is the perfect choice for those looking to rejuvenate. This place is well known for its proximity to great restaurants and attractions. Living in Hotel Premier, guests of the city will be able to see all the best that Kamenskoye has to offer.

Premier Hotel offers comfortable rooms that meet high European standards of relaxation and will please even the most demanding guests.

Based on the SWOT analysis, the strengths and weaknesses of the activities of the Premier Hotel enterprise were identified, the opportunities and threats to the development of the enterprise were identified

The most optimal strategy in the enterprise is the use of strengths to realize opportunities.

The main threats to the Premier Hotel are outdated equipment, poor quality of services, low control over financial reporting from activities, and low

profitability of sales of services. But, the prospects for the development of the hotel business in the city of Kamenskoye are determined by the existing strategic plans for the development of the city as a tourist center. Therefore, it is necessary to carry out the formation and further implementation of anti-crisis growth strategies at enterprises in order to overcome the crisis phenomena that arise at enterprises.

- Analyzed software Premier Kamenskoye - which is almost non-existent in the hotel. And it is proposed to develop and implement.

- analyzed the latest software in the hotel business and selected software for the hotel that meets the needs of the hotel and is not expensive to operate.

- developed a business plan for the introduction of new software based on project management.

- Calculated the effectiveness of the implementation, it is equal to 12.8%.

The following proposals are presented:

In order to improve the hotel's customer service, we consider it appropriate to introduce a new type of service - a unique service for delivering luggage to airline flights, which is designed to significantly increase the level of comfort for travelers (BagsPorter luggage delivery service).

Similar services have already successfully proven themselves in America, the UK and the UAE, in connection with which it was decided to launch in Kamensk. The Premier Hotel may be the first hotel to actively provide and expand this service.

The essence of the service is that when checking out from the hotel, the guest can order the delivery of his luggage to the airport, thereby significantly

saving time and effort, because he will not have to return to the hotel to pick up his suitcases before traveling to the airport. the guest can calmly complete his business in the city or take a walk.

The creators of the service have provided for all the nuances - from luggage insurance and ensuring the safety of transportation to checking for the presence of prohibited substances and packing bags in special designer cases. The traveler can be sure that his luggage will arrive at the airport on time, in safety, in accordance with all requirements.

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## Hotel website

ГОЛОВНА	ЛЮКС	НАПІВЛЮКС	СТАНДАРТ	КОНФЕРЕНЦ ЗАЛ	СПА КІМНАТА	ЦІНА
 <p><b>PREMIER HOTEL «PREMIER»</b> м Кам'янське. пр. Свободи 436. 096 002 77 57</p>		 <p><b>ЛЮКС</b> 5 номерів <a href="#">Детальніше</a></p>				
 <p><b>НАПІВЛЮКС</b> 12 номерів <a href="#">Детальніше</a></p>		 <p><b>СТАНДАРТ</b> 10 номерів <a href="#">Детальніше</a></p>		<p>Ми пропонуємо комфортабельні номери, які відповідають високим європейським стандартам відпочинку і припадуть до смаку навіть найвибагливішим гостям. Номерний фонд готелю складається з 27 номерів різних категорій: 10 номерів категорії «стандарт», 12 номерів категорії «напівлюкс» та 5 - класу «люкс».</p>		
<p>Hotel «PREMIER» впевнено лідирує серед готелів міста за співвідношенням ціни і якості, так як пропонує ідеальне поєднання розумної цінової політики та високого рівня обслуговування як організованих груп, так і індивідуальних туристів.</p>						