

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
Department of International Economic Relations, Business &
Management

Bachelor's Qualification Work

MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS

(based on practical aspects at the hotel 'Time' enterprise case)

Bachelor's student of the 4th year study
Field of Study 07 – Management
Specialty 073 – Management
Educ. program – Management

Anna Serdyuk



Research supervisor



Elena Belova

(First Name, Last Name)

Ph.D. in Economics

(academic degree)

Kyiv – 2023

Abstract

The work is devoted to consideration of the problem of the main factors of the external environment of an organisation and assessing the environmental factors on the example of the Time Hotel, located in Chisinau, Moldova. The theoretical essence and peculiarities of the external environment of the organisation were studied, methodological approaches to external factors in modern conditions were researched. The organisational and economic characteristics of the hotel "Time" enterprise are analysed, the main factors of the external environment of the organisation are analysed and the factors of the external environment of the hotel enterprise are evaluated. An assessment of the efficiency of the main factors of the external environment of the organisation and an assessment of the factors of the external environment of the hotel enterprise "Time" have been determined. The ways to overcome the weakness of the main factors of the external environment of the organisation and the assessment of environmental factors at the hotel enterprise "Time" have been identified. A programme for improvement of the main factors of the external environment of organisation and assessment of the factors of the external environment of hotel enterprise has been substantiated. The efficiency of implementation of the programme for improvement of the main factors of the external environment of the organisation and assessment of the external environment factors at the hotel enterprise "Time" has been researched and determined.

Keywords: external environment, hotel enterprise, organisation, factors, environmental factors.

Анотація

Робота присвячена вивченню проблеми основних чинників зовнішнього середовища організації та оцінці факторів середовища на прикладі готелю «Time», що знаходиться у м. Кишинів, Молдова. Безпосередньо було вивчено теоретичну сутність та особливості зовнішнього середовища організації, досліджено методичні підходи до зовнішніх факторів в сучасних умовах. Проаналізовано організаційно-економічну характеристику підприємства готелю «Time» та проведено аналіз основних факторів зовнішнього середовища організації та оцінка факторів зовнішнього середовища готельного підприємства. Визначена оцінка ефективності основних факторів зовнішнього середовища організації та оцінка факторів зовнішнього середовища готельного підприємства.

«Time». Було визначено шляхи подолання слабкості основних факторів зовнішнього середовища організації та оцінка факторів середовища на готельному підприємстві «Time». Було обґрунтовано програму удосконалення основних факторів зовнішнього середовища організації та оцінка факторів зовнішнього середовища готельного підприємства. Досліджено та визначено ефективність впровадження програми вдосконалення основних факторів зовнішнього середовища організації та оцінка факторів зовнішнього середовища на готельному підприємстві «Time».

Ключові слова: зовнішнє середовище, готельне підприємство, організація, чинники, фактори середовища.

PHEE-institute «Ukrainian-American Concordia University»

Faculty of management and business

Department of international economic relations, business and management

Educational level: **bachelor degree**
Specialty: 073 «Management»
Educational Program “Business Administration”

APPROVED

Head of Department: Prof. L. Zharova

“ ” _____ 202_____

**TASK
FOR BACHELOR'S QUALIFICATION WORK**

Anna Serdyuk

(Name, Surname)

1. Topic of the work

THE MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS

Consultant of the master thesis Bielova Olena, PhD in Economics, Associate professor

(surname, name, degree, academic rank)

Which approved by Order of University from “22” September 2022 № 22-09/2022-3c

2. Deadline for master thesis submission “23” April 2023

3. Data-out to the master thesis are:







materials from the official reporting of financial and economic activities of the enterprise, including the international aspect, were taken from internship and open access on the Internet

4. Contents of the explanatory note (list of issues to be developed) There are three main aspects, that need to be developed by a student. First - theoretical and methodical bases for main factors of the external environment of the organization and evaluation of environmental factors. Second - practical aspects of main factors of the external environment of the organization and evaluation of environmental factors. Third - propositions of improvement for main factors of the external environment of the organization and evaluation of environmental factors on the example of the company

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, characteristic of organizational structure of the company, visualization of mechanism of development etc.


6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Bielova Olena		
2	Bielova Olena		
3	Bielova Olena		

7. Date of issue of the assignment


Time Schedule

No	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	31.12.2022	in time
2.	II chapter	20.02.2023	in time
3.	III chapter	11.04.2023	in time
4.	Introduction, conclusions, summary	23.04.2023	in time
5.	Pre-defense	27.04.2023	in time

Student  _____
(signature)

Supervisor  _____
(signature)

Conclusions: Master thesis is designed in accordance with the requirements. The thesis contains theoretical aspects of the research topic, practical aspects and recommendations for improvement, including the international aspect. In terms of content and design, the work complies with the rules and is recommended for defense

Supervisor  _____
(signature)
(signature)

CONTENT

INTRODUCTION.....	4
SECTION 1. THEORETICAL ASPECTS OF THE MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS	7
1.1. Essence of the external environment of the organization.....	7
1.2. Features of external factors of influence on the organization.....	12
1.3. Methodical approaches to external factors in modern conditions	16
SECTION 2. PRACTICAL ASPECTS OF THE ORGANIZATION AND EVALUATION OF FACTORS AT THE HOTEL "TIME" ENTERPRISE	27
2.1. Organization and economic characteristics of the hotel «Time» enterprise.....	27
2.2. Analysis of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise	34
2.3. Evaluating the effectiveness of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise	37
SECTION 3. IMPROVEMENT OF THE MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS AT THE HOTEL TIME ENTERPRISE	44
3.1. Ways to overcome weakness of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise	44
3.2. Rationale for the improvement program of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise.....	51

3.3. Effectiveness the improvement program implementation of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise.....	57
CONCLUSIONS	63
REFERENCES	67

INTRODUCTION

Relevance. All businesses and organizations that engage in financial and economic activities exist and operate within external and internal environments. They predetermine the company's success, impose certain constraints on operational actions, and, to some extent, each company action is only possible if the environment permits its implementation.

The external environment is the source of the resources required to keep the organization's internal capacity at the appropriate level. The organization is constantly in communication with its surroundings. However, the external environment's resources are not limitless. They are also claimed by a number of other organizations in the same environment. As a result, there is always the possibility that the organization will be unable to obtain the resources it requires.

The internal environment of an organization refers to the situational factors that exist within the organization. A manager shapes and changes the internal environment of an organization, which is an organic combination of its internal variables, as needed.

But, in order to do so, he must be able to recognize and recognize them. Internal variables are situational factors within an organization. Because organizations are man-made systems, internal variables are primarily the result of management decisions. This does not imply, however, that management has complete control over all internal variables. Often, the internal factor is a "given" that management must overcome in its work. The management mechanism is focused on achieving optimal interaction among all levels of management and functional areas of management in order to most effectively achieve the intended objectives.

Goals are specific, end states or desired results that a group seeks to achieve by working together. The main goal of most organizations is to make a profit.

The managerial apparatus of the firm typically limits consideration of the action of the external environment in the first place to those factors on which the firm's effectiveness at a particular stage depends decisively. Decision-making is influenced by the breadth of information available about the state of the external environment and

the behavior of its various factors. Because of their diversity, classification of external environment factors is quite different and can be based on different principles.

External environment factors, like internal environment factors, are interconnected. The level of force with which a change in one factor affects other factors is referred to as the interconnectedness of environmental factors. Just as a change in any internal variable can affect others, a change in one environmental factor can cause a change in others.

Environmental factor interconnectedness is the level of force with which a change in one factor affects other factors.

An evaluation of the current situation and future development of the most significant environmental issues and variables from the organization's point of view includes the analysis of the external environment. These variables include the industry, markets, suppliers, and a number of global environmental factors that the organization cannot directly affect.

After analyzing the external environment and gathering information on variables that pose risks or present opportunities, management must determine whether the company has the internal strength to take advantage of opportunities and what internal weaknesses may make future issues related to external hazards more difficult.

The organization is in a state of constant exchange with the external environment, thereby ensuring itself the possibility of survival. Therefore, environmental factors must be the subject of constant attention from the hotel management.

The ability to identify and analyze external factors is the key to the success of any organization.

The purpose of this work is to consider the influence of the external environment on the activity of the hotel enterprise, on the example of the hotel "Time" in Chisinau, Republic of Moldova.

The **object** of work - the main factors of the external environment of the organization and evaluation of environmental factors.

The **subject** of the topic - hotel Time.

The **tasks** listed below are completed in the work in order to accomplish the goal:

1. To become familiar with the external environment factors influencing the organization's activity, their classification, and their dynamics of influence.

2. Identification of methods allowing to analyze the external environment of the organization.

3. The analysis of external environment factors affecting the work of the hotel in order to improve the efficiency of enterprise management.

Informational base of the is topic information about the activities of the hotel and the work of domestic scientists.

Methods which were used in the work. Critical analysis, generalization, systematization.

Structure of the work. The work has an introduction, three main sections, and conclusion, references.

SECTION 1. THEORETICAL ASPECTS OF THE MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS

1.1. Essence of the external environment of the organization

The first hotels (caravanserais), as well as the occupation of serving travelers, emerged in Ancient Eastern civilisation more than 2,000 years ago. The development of inns, hotels, pits, and post stations dates back to the times of Ancient Greece and Ancient Rome. The ancient inn's appearance remained unchanged over the years. The majority of it was made up of a horse-fence and a two-story structure with bedrooms on the second floor and a bar on the first. Then the network of fundamental traveler services started to grow: there were added open and closed galleries where theatrical productions (English inns) were produced.

Below is a Tabl.1.1. of the influence of external factors affecting the functioning of hotels, so it will be clearer what factors influenced many years ago on the so-called "hotels".

Tabl.1.1.

Macroeconomic factors affecting the competitiveness of hotels

Factors	Characteristics
The economic policy of the state	A country's development strategy, the percentage of private property, the availability of labor and raw materials, taxation system indicators, the size of the population's income and its structure and distribution, the degree of financial system development, and the structure of the hospitality market are just a few of the factors that should be considered.
Political situation of the country	Political system stability, criminal activity, democracy's level of growth, media freedom, government involvement, and the level of intervention are all factors to consider.
The legal field	Legislative acts that govern the hotel industry (in the areas of taxation, economic development, and tourism); regional

	development initiatives; the effectiveness of the work done by the regulatory agencies to ensure that the law is followed; and the consistency of legal standards both horizontally and vertically.
Social and cultural policy of the state	The standard of living of citizens; citizen mortality and fertility; societal structure by sex, education, age, family composition, and income level; the country's population density; the proportion of workers, employees, students, and pensioners compared to other categories of citizens; Migration, the distribution of people between rural and urban areas, the length of vacations, the availability of cultural amenities (such as libraries, theaters, and sports venues), the population's attitude toward the outside world, the evolution of cultural values, and the customs of care and recreation are all factors.
International situation	International conferences, film festivals, exhibitions, and other events; wars; the nation's level of economic integration with the rest of the world; the availability of leisure and other technology.
Natural and climatic resources	Joint marketing initiatives, advice on establishing legislation for the sector.

Source: compiled by the author.

Industry factors affecting the competitive ability of the hotels are shown on the Tabl. 2.1. below:

Tabl.1.2

Macroeconomic factors affecting the competitiveness of hotels

Factors	Characteristics
Competitors	Competition's service offerings, including their types, prices, and quality; their public image; their advertising; their level of service; their organizational and technical production capabilities; their financial situation; their market strategy; their customers; their foreign policy; and their market share and customer base.
Service Providers and Suppliers of Goods and Services	Payment conditions, costs, regularity, speed and mode of delivery, batch size, and resource quality.
Customers	The commitment to a specific hotel, the methods of purchase, the psychographic characteristics, the primary reasons for selecting hotel services, and the desired level of service are all terms used to

	describe key customers, main consumers, customer structure by gender, education, age, income, and family composition.
Intermediaries, or so-called brokers of hotel services	The arrangement of marketing during low and high season; the strategy and structure of intermediaries; their consistency and dependability; the terms of cooperation; the steps taken to forge relationships with the target audience; ties with credit and financial institutions; relationships with agencies.
Contact audience	The way the hotel is perceived by the corporate world, the media, local and state governments, nonprofits, etc.
Alliances, unions and associations	Joint marketing initiatives, advice on establishing legislation for the sector.

Source: compiled by the author.

The study of the external environment is a tool used by the strategy's creators to exert control over external factors that are relevant to the organization in order to anticipate potential dangers and recently discovered opportunities. Environmental research enables the business to foresee the appearance of chances and risks in good time, to create an emergency plan of action, to establish a strategy that will help the business achieve its objectives, and to transform potential challenges into advantageous possibilities [73].

The political situation in a particular region of the world (characterizing the degree of stability in society), the demographic situation (population growth, migration), the economic situation (standard of living of citizens), the level of technology development, psychographic factors are considered to be the most important factors. Influences the modern hotel industry and the formation of modern scientific concepts development of hotel enterprises. Among the ways of development of modern hotels, it is possible to allocate, first of all, such concept of development, as expansion. And the expansion can be geographical and horizontal. geographical expansion is a strategy in which a hotel enterprise creates its subsidiaries in different regions of the country and the world. As a rule, it is implemented in the following way: first the hotel efficiently develops in a separate region of the country, then it enters the

national level and then the market of foreign countries. The development of hotel organizations through horizontal expansion is carried out by expanding the sphere of their interests into related activities.

External influences have diverse significance for various components of the tourism system and have an impact on tourism through societal changes.

The following are the most significant external variables influencing the growth of tourism:

- natural and geographical;
- cultural and historical;
- economic;
- social;
- demographic;
- political-legal;;
- technological;
- environmental [57].

Tourists choose a certain place to visit based on natural-geographical such as sea, mountains, woods, flora, animals, climate, etc. and cultural-historical as architectural, historical, and cultural monuments/elements.

Tourist activity may experience ups and downs due to natural events. For instance, Romanian land saw some of the best viewing of the final total solar eclipse of the 20th century to occur in Europe.

Approximately 200 thousand more tourists arrived in this country in 1999 than in 1998 as a result of the event's expertly executed promotional effort. Throughout contrast, a significant flood June–July 1997 restricted travel in the majority of Poland and the Czech Republic. Due to a severe earthquake that struck northern Turkey in 1999, there were 2 million fewer visitors than in 1998, and revenue from foreign tourism fell by roughly 3 million dollars [49,p.163].

Additionally, aspects that are geographical, cultural, historical, and natural in nature set the stage for the growth of tourism and have eternal, unchanging

significance. Only by tailoring them to his needs and improving accessibility for tourists can man make them more usable.

The key determinant of how economic variables affect tourism is the close relationship between economic and tourism-related development patterns. The level of national income, economic growth of the nation, and material well-being of its people are all directly correlated. As a result, nations with sophisticated economies typically dominate the global market in terms of citizen travel for tourism [45,p.30].

The growth or collapse of the national as well as the global economy has a significant impact on how the tourism industry develops. As a result, there was a sharp decline in the entry of foreign tourists during the 1980s economic crisis.

First and foremost, it is important to mention that one of the sociological elements contributing to the growth of tourism is the population's increased leisure time (due to shorter workweeks and longer annual vacations), which when paired with rising living standards results in an influx of new travelers.

The way that tourism develops in the third millennium will depend on "interval travel." In accordance with a WTO directive, the British consulting firm Hovat UK came to this conclusion after studying the dynamics of vacation time in 18 nations that account for more than 70% of all tourist expenditure. As a result, it was predicted that in XXI. the duration of tourist trips will be reduced to 3-4 days, but the frequency of rest breaks and the intensity of recovery of human vitality will increase [39,p.29-31].

Urbanization, or the rise in the proportion of people living in cities, is another demographic trend whose intensity is closely correlated with tourism. North America 77% and Europe 71%, which serve as the primary "suppliers" of visitors, have the greatest rates of urbanization. The amount of tourism in a country is substantially higher in the cities than in the countryside, and the more people live in a city, the more people they send on vacation. This is primarily induced by overloading and tension-related nervousness, which both increase the demand for recreation. Additionally, the general higher cultural and intellectual level of urban areas influences a citizen's inclination to travel for cognitive purposes of population.

The political climate worldwide and in individual nations, the policy of opening borders, the relaxing of administrative control in the tourism industry, and the unification of tax and monetary policies are all key political and legal elements that affect the development of tourism. The political climate largely determines the level of tourism. A stable political environment encourages the expansion of tourism, while a heated political environment hinders or even stops it altogether. Some armed conflicts—such as those in the Middle East between 1967 and 1973—occur at the same time as economic crises, which exacerbates each other's detrimental effects on tourism. Since the environment serves as both the foundation and potential for tourism, environmental concerns have the greatest direct influence on the industry [37,p.136-137].

The restraining factor for tourism development is the zones of radioactive, chemical and other kinds of contamination. For example, in Belarus after the accident at the Chernobyl nuclear power plant in 1986 a fundamentally new ecological situation has developed in which a significant part of tourist and recreational resources of the republic in the foreseeable future can hardly be used for tourism and recreation of the population.

1.2. Features of external factors of influence on the organization

One of the most significant external factors that can influence an organization is the state of the economy. Economic factors can have both direct and indirect effects on business operations, personnel, and revenue. Market trends and cycles, such as changes in consumer demand, can have a significant impact on an organization's profitability and success. Economic policies and regulations, such as taxes and trade agreements, can also affect an organization's operations and bottom line. Therefore, it is essential for organizations to stay up-to-date on economic trends and policies to make informed decisions and remain competitive in their respective markets.

Consumer behavior and spending habits are another critical economic factor that can influence organizations. Consumer demand and preferences can change rapidly, affecting an organization's sales and revenue. External factors such as cultural and social influences, as well as demographic changes, can also impact consumer behavior. Therefore, it is essential for organizations to understand their target audience and adapt their marketing strategies accordingly to remain relevant and successful in the marketplace [40,p.12].

Economic factors can have a significant impact on an organization's success or failure. It is crucial for organizations to monitor economic trends and policies, as well as consumer behavior and spending habits, to make informed decisions and remain competitive in their respective markets. Organizations that can adapt to changes in the economy and consumer demand have a better chance of thriving in the long run, while those that fail to do so may struggle to survive. Therefore, it is essential for organizations to stay vigilant and flexible in the face of economic uncertainty and change.

Technological factors are a crucial external factor that can significantly impact organizations. Advancements in technology have revolutionized the way businesses operate, and organizations that fail to keep up with technological changes risk being left behind. Automation is one technological advancement that has had a significant impact on organizations. While automation can improve efficiency and productivity, it also has the potential to displace workers and lead to job loss. Therefore, organizations need to carefully consider the impact of automation on their workforce and take measures to mitigate any negative effects [41].

Cybersecurity threats and risks are also important technological factors that organizations need to consider. With the increasing reliance on technology, organizations are increasingly vulnerable to cyber attacks from external hackers. However, internal cybersecurity threats can also arise from the careless actions or malicious intent of insiders. Therefore, organizations need to prioritize cybersecurity and take measures to protect their systems and data. This includes prioritizing employee trust and privacy, collaborating across functions, and recognizing that

employees are the first and last line of defense. Failure to do so can result in significant financial and reputational risks, particularly in the case of financial authorities who face unique risks from cyber threats [31].

In conclusion, technological factors are an integral part of the external environment that can significantly impact organizations. It is important for organizations to stay up-to-date with technological advancements, carefully consider the impact of automation on their workforce, and prioritize cybersecurity to protect their systems and data. By doing so, organizations can mitigate risks and take advantage of technological opportunities to improve their operations and functions.

Political factors play a significant role in influencing organizations. Government policies and regulations, such as taxation, tariffs, employment law, competition regulation, import restrictions, and intellectual property law, can have a significant impact on an organization's operations. These policies and regulations are beyond an organization's control and can significantly affect its success. Therefore, organizations need to monitor and adapt to these external factors to ensure their operations comply with relevant regulations and policies [29,p.111].

Political stability and instability are also important factors that can influence organizations. Lack of political stability within a country can significantly impact the operations of a business. For example, political unrest can lead to disruptions in the supply chain, which can affect an organization's ability to deliver its products or services to its customers. Therefore, organizations need to assess the political climate of the countries they operate in to ensure they can operate effectively in such environments.

International relations and trade agreements are also critical political factors that can influence organizations. The social and cultural, natural, and technological factors outside the organization can significantly impact business operations. As a country becomes more integrated within the world economy, its export sector becomes more exposed to environmental requirements imposed by leading countries. Therefore, organizations need to monitor and adapt to these external factors to ensure they can operate effectively in the global market. Additionally, businesses need to consider the

impact of free trade agreements on their operations. These agreements build on the foundation of the WTO Agreement and can significantly affect an organization's operations [26].

One of the most significant external factors that can influence organizations is social factors. These factors include demographic trends and changes, cultural attitudes and values, and social responsibility and ethics. Demographic factors such as age, gender, race, nationality, belief system, marital status, occupation, and income can significantly impact an organization's operations, marketing strategies, and product development. Emerging trends and patterns in population analytics, demographics, and customer behavior can also indicate changes in customer needs and preferences, which can affect an organization's sales and revenue. Therefore, organizations must remain aware of social trends and changes to adapt and thrive in a rapidly changing business environment.

Cultural attitudes and values can also have a significant impact on organizations. Sociocultural environmental forces include different generations' values, beliefs, attitudes, customs and traditions, habits, and lifestyles. For instance, the increasing focus on environmental sustainability and social responsibility has led to changes in consumer behavior and expectations. Organizations must adapt to these changes by incorporating sustainable practices into their operations and products. Failure to do so can lead to a loss of customers and revenue [23].

Social responsibility and ethics are also crucial social factors that can influence organizations. External factors such as competition, economic climate, political and legal environment, and social factors can affect business performance. Organizations must ensure that their business practices align with ethical and social responsibility standards to maintain their reputation and avoid legal and financial consequences. Additionally, consumers are increasingly demanding that organizations take responsibility for their impact on society and the environment. Therefore, organizations must prioritize social responsibility and ethics to remain competitive and maintain customer loyalty [17,p.18].

External environmental factors can have a significant impact on the operations and success of organizations. One of the most pressing issues in recent years has been the issue of climate change and natural disasters. Climate change is caused by both natural and anthropogenic factors and can lead to a variety of environmental challenges such as rising sea levels, more frequent and severe weather events, and changes in ecosystems. Natural disasters, such as hurricanes, floods, and wildfires, can also have significant impacts on organizations, disrupting supply chains and causing damage to infrastructure. As a result, organizations must take into account the potential effects of climate change and natural disasters when making strategic decisions.

Another important factor to consider is sustainability and environmental regulations. Many governments around the world have implemented regulations aimed at reducing the environmental impact of businesses. For example, the European Union has implemented the Circular Economy Action Plan, which aims to reduce waste and promote the use of renewable resources. Additionally, many consumers are becoming increasingly concerned about the environmental impact of the products and services they purchase, leading to a growing demand for sustainable and environmentally friendly options. As a result, organizations must consider the environmental impact of their operations and products and work to reduce their carbon footprint [16,p.403].

Corporate responsibility and environmental impact are also important factors for organizations to consider. Many stakeholders, including investors, employees, and customers, are increasingly interested in the social and environmental impact of organizations. As a result, organizations must take steps to reduce their environmental impact and demonstrate their commitment to corporate responsibility. This can include implementing sustainable practices, reducing waste, and investing in renewable energy. By doing so, organizations can not only improve their reputation and attract socially conscious stakeholders but also contribute to a more sustainable future for all.

1.3. Methodical approaches to external factors in modern conditions

In modern conditions the influence of the external environment on the organization of the work of the enterprise and subjects of economic activity has acquired a specific nature. Its specificity manifested itself primarily in those macro-processes that take place all over the world. First of all, its specificity was caused by the influence of the coronavirus and the war, which was unreasonably unleashed by Russia against Ukraine. These two factors have become predominant in influencing the activity of all enterprises, we can say without exaggeration all over the world [9].

Especially they have had a significant impact on businesses associated with tourism and the hotel business in the area in which we are studying the hotel "Time".

During the pandemic, most sectors of the economy of Ukraine and the world suffered a significant decline. According to the latest forecast of the European Bank for Reconstruction and Development, Ukraine's GDP in 2020 will decrease by 5.5%, and we may reach the pre-crisis level only by the end of 2022.

Tourism, along with the hotel and restaurant industries, was one of the hardest hit industries. Tourism experts predict that the coronavirus pandemic will be worse for the industry than the September 11, 2001 terrorist attacks and the 2008 financial crisis. International tourism has not experienced such a collapse since the mid-nineteenth century, with the airline industry alone suffering \$880 billion in losses as a result of fewer tourists [3].

Tourism employs one out of every ten people on the planet. "The interruption of international travel caused by the pandemic has clearly demonstrated how important tourism is for our society," said World Tourism Organization Secretary General Zurab Pololikashvili.

The tourism industry is still suffering massive losses as a result of the COVID-19 pandemic: international tourist flows in some parts of the world dropped by up to 95 percent in the first five months of 2021, threatening 100-120 million jobs. Meanwhile, by 2021, global GDP is expected to fall by more than \$4 trillion. "This is a major shock for developed countries, but an emergency for developing countries," says UN Secretary-General António Guterres.

According to the World Tourism Organization's head, Zurab Pololikashvili, "the benefits of tourism growth must be felt at all levels of our vast and diverse sector: from the largest airline to the smallest family business."

COVID-19 has resulted in 10 changes:

1. A decrease in hotel occupancy rates

The abrupt closure of borders and the transition of most countries around the world into quarantine mode in March of this year signaled the start of the industry's stagnation. With no travelers, the hotel industry found itself in a true "blockade" mode, with hotel occupancy falling from the standard 60% to 2-3% within 1-2 weeks to the standard 60% within 1-2 weeks. Without demand, most businesses had no choice but to temporarily halt operations, mothball the hotels, and put everything on hold indefinitely [12].

Indicative in this regard are the data on the number of foreign tourists in Moldova

shown on Figure 1.1.:

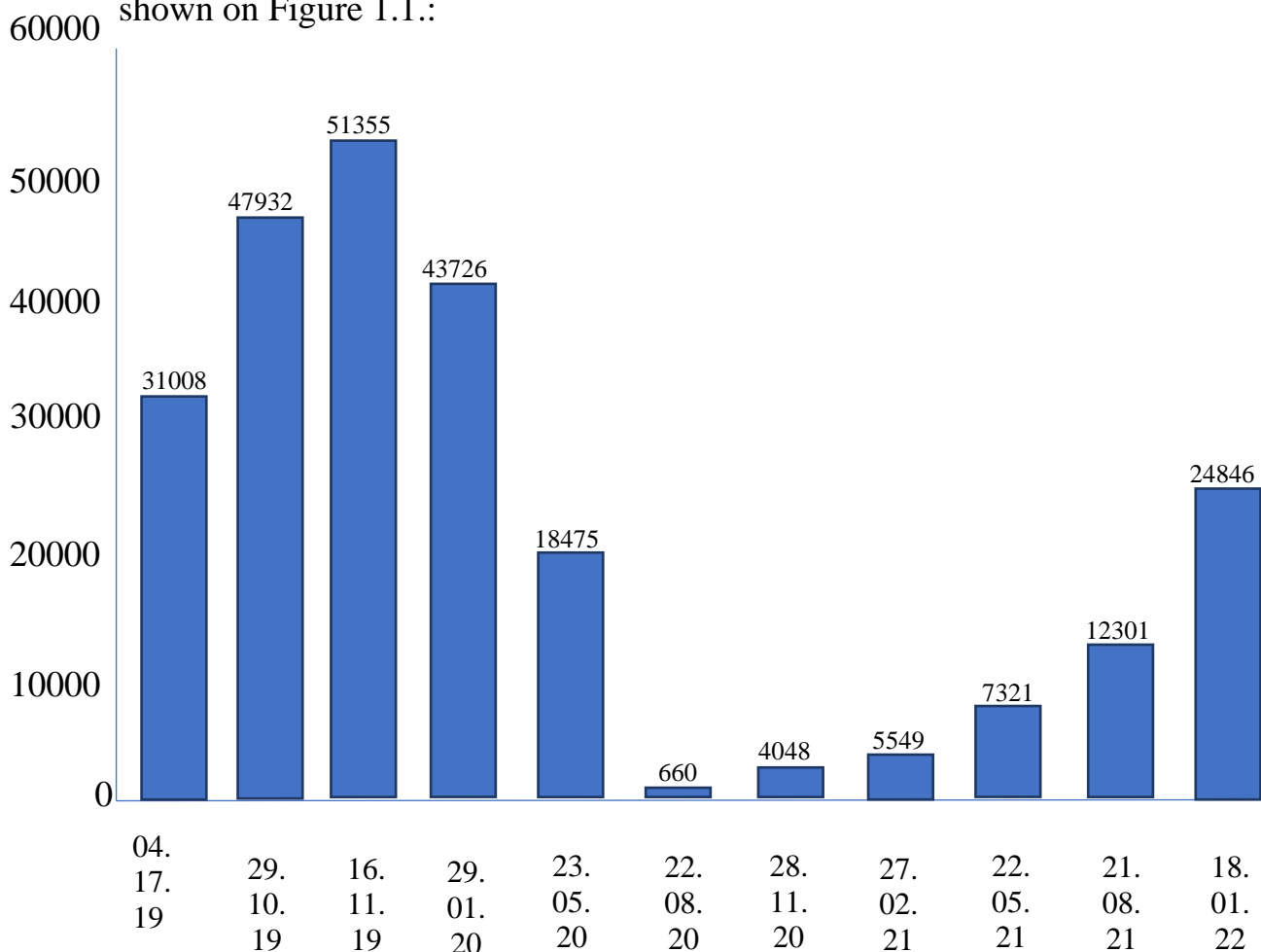


Figure 1.1. Indicative on the number of foreign tourists in Moldova

Source: [7]

Many people attempted to survive the pandemic while quarantined. The story of Daniel Ordonez, an engineer who worked in a hotel in Barcelona and lived alone in the hotel for 8 weeks in the spring while dealing with building maintenance, is still incredible. He had to flush nearly 1,400 taps on his own every week and make daily rounds of empty rooms in the hope that the hotel would open soon.

The hotel industry began a gradual resurgence with the gradual opening of borders and travel permission, but not as quickly as desired. Hotels did not open their doors until late June or early July, with some waiting until August or September. Those travelers who decided to go on business trips or vacations loaded the hotels by 20-25% in September compared to 60-65% load in September last year [14,p.6].

2. New cleaning, disinfection, and service regulations

It is worth noting that during the pandemic, guests changed as well, becoming more picky about safety and hygiene measures when selecting hotels and catering establishments. As a result, businesses have adapted to the new requirements; for example, since the pandemic began to use more effective disinfectants, some hotels leave rooms unoccupied for 24-48 hours to 'air out' before cleaning them. Another Obtaining GBAC (Global Biorisk Advisor Ciuncil) certification, which confirms compliance with international hotel requirements, is another trend in the hotel world. Some 5-star hotels in Chisinau, Moldova, have already been accredited.

Furthermore, guests are given a variety of options. If they do not want the staff to enter the room, cleaning is sometimes done in the guest's presence, or everything they need is provided and they are not bothered until the end of their stay. Hotel employees are generally subjected to daily temperature checks and are required to wear personal safety equipment. Waiters assist guests in serving food from the buffet in hotels that provide catering to avoid a large number of people coming into contact with the food.

3. Hotels for COVID-19 patients

During the lockdown, some managers gave up hotel rooms to house the sick and their families, some under the influence and pressure of government agencies, and

some as a form of charity and to assist the community during the pandemic. Private hotels and parts of large corporations, such as the Hilton and Four Seasons in New York, assisted the local government in one way or another with the large influx of patients who did not have enough beds in standard hospitals, or provided rooms for medical personnel. Some hotels in Switzerland and the United States had an interesting experience, where a reduced rate provided accommodation-self-catering only to people who tested positive for COVID-19, including three meals per day. In the United States, such a room would cost around \$175, while in Switzerland, in addition to the 5-star service, the doors were only included in late June-July, with some extending it until August-September. Those who still decided on a business trip or vacation packed the hotels at a rate of 20-25% in September, compared to 60-65% in September last year [22,p.73].

4. Change of business plans

Hotels completely revised their business plans and budgets in the spring because the calculations made six months before the new business season were already out of date. All reservations were immediately canceled, large groups of tourists, along with official government delegations and representative offices of major corporations, announced in the spring that travel would be postponed until the end of the year, or even until the summer of 2021, people canceled vacations, and business planners scratched their heads, because forecasting was extremely difficult. The situation with the opening of borders and the continuation of quarantine changed almost every week, and no one could predict when borders and, with them, the doors of hotels around the world would open.

5. Staff reduction

With no income, there were many expenses left - utilities, service provider commitments, and, most importantly, employees who were not paid. Many managers placed employees on indefinite leave at their own expense, reducing hours and salaries by 40% or more. Some professionals were not spared the fate of layoffs - in the absence of a large number of guests, even at hotels that remained open, not only were operating

hours reduced, but also the number of employees. Everyone from the front desk to the top executives of major hotel corporations came under fire [25].

6. Pricing Policy

Accommodation prices were expected to fall as a result of the crisis, but this was not the case everywhere. Due to tourist restrictions in other countries and appealing all-inclusive with sanitary norms, tourist destinations such as Turkey were able to revive their tourist season during July-October. Due to the fact that not all hotels on the Antalya and Aegean coasts were open, others eagerly "collected the cream" and did not reduce prices compared to last year, owing to high demand. At the same time, European resort hotels in Italy did not reduce their prices for a few months of summer vacations, and some even increased them by 10-20%, charging an additional fee for almost any service. Similarly, in Odessa and other cities along the Black Sea coast, demand was high during the summer, and hotels, boarding houses, and tourist lodges were nearly full. On the contrary, business hotels in major cities suffered from a lack of customers: hotels in Kyiv, Lviv, Kharkiv, and Dnieper, as well as Chisinau, were nearly empty, necessitating an adjustment to new market realities. Standard hotel prices were reduced by 30-35% to attract customers, and hotels became more flexible in terms of providing individual discounts to regular customers [36].

7. Guest benefits and privileges

Everyone is adaptable - global chains reward loyal customers with bonuses and perks through frequent guest recognition programs, simplify the scoring scheme for redeeming points for free nights or higher room categories, and so on. Sales managers cultivate trusting relationships with meeting and conference planners, allowing them to cancel or reschedule events at the last minute without incurring penalties. A policy and attitude that, regardless of the tour, provides all guests and delegates with a sense of security. It's the kind of place you'd want to return to.

8. Assisting employees during a pandemic

Workers have become more mobile and versatile since the cuts, combining several related positions to bridge staff shortages and work more hours for higher wages. During the coronavirus, some hotel chains established staff support funds to

provide financial assistance to those who want it and those who have been impacted the most by reduced hours. Some companies, such as online retailer Amazon, assisted employees in finding extra work during the quarantine, despite the fact that the company was short-staffed during the spring online shopping boom.

9. Government support for the hotel industry

Because tourism is one of the leading incomes of the service sector in these countries, European countries such as Switzerland, France, and Spain assisted the private sector with millions of dollars in expenses to support major economic sectors, including tourism. At the same time, in Moldova in the spring, the government ignored the hotel industry's motion to reduce the tax burden during the quarantine period in order to support the tourism industry. Only in early November did the Moldavian government pass legislation to reduce VAT on hotels and hostels from 20% to 7%. True, the implementation of this law's mechanism has not yet begun [47].

10. Some hotels have closed

Regardless of industry weakness or support, not everyone can survive in harsh conditions. The Roosevelt Hotel in New York announced its final closure at the beginning of October. The Roosevelt Hotel was an iconic hotel in the heart of Manhattan where events related to the US presidential election were held, a dozen movies were shot, and the city's Christmas and New Year celebrations were supported (immediately recalling images from "Home Alone," though Kevin lived in another iconic Plaza Hotel). So, other players in the industry have nothing to do but tighten their belts and be patient, and guests support their "homes" not only by visiting them, but also by warmly thanking the most professional hoteliers for their care and long-standing hospitality [62,p.1978].

We all know that any crisis always results in new opportunities. The basic tendencies of pandemic influence on various sectors of the hospitality sphere are examined, demonstrating that the crisis has had the greatest impact on international tourism and the least impact on domestic travel. The tourist industry will evolve in the following ways in the future: increased travel safety requirements, individualization of tourism, widespread use of cutting-edge information technologies in tourism, use of

impression economy ideas, and geographic expansion of tourist routes. Using foreign experience to mitigate the negative impact of the crisis on domestic tourism enterprises. Moldavian tourist enterprises to focus on restoring, above all, domestic tourism, travel companies with the assistance of the government preparing several long recreational tourist routes (from west to east, north to south), placing along them retail outlets, hotels, organizing outdoor entertainment, discount restaurants, etc [61].

The World Tourism Organization has developed its own recommendations to mitigate the pandemic's socioeconomic impact on tourism in various countries. They were developed in collaboration with the World Health Organization (WHO), the International Civil Aviation Organization (ICAO), Airports Council International (ACI), Cruise Lines International Association (CLIA), the International Air Transport Association (IATA), the World Travel & Tourism Council (WTTC), and many others. These recommendations are divided into three sections:

1. Managing the crisis and mitigating its consequences: preserving jobs; supporting company liquidity; reviewing the amount of taxes and fees related to the tourism industry; protecting consumer rights; improving the digital skills of tourism industry workers; including tourism in overall strategies for rescuing the economies of different regions and countries, and developing anti-crisis management mechanisms.

2. Accelerating tourism recovery: stimulating tourism investment; ensuring tourist preparation for travel; creating new jobs; understanding the market and responding quickly to events in the tourism services market; increasing the role of marketing; establishing a special management body that regulates tourism recovery.

3. Future-proofing: diversification of markets, products, and services, investment in market research systems, and digital transformation; improving the efficiency of tourism management at all levels; ensuring crisis preparedness; investment in human capital; transition to a zero-waste economy [43,p.777].

It is critical to note that the tourism sector cannot recover without comprehensive state support. Many governments have recognized this and have begun to implement various measures to help the tourism industry. For example, Japan will spend 3.6 billion yen to improve travel information and promote tourist destinations, Norway has

reduced the VAT rate for travelers from 12% to 8%, Malaysia postpones tax payments for the tourism sector for six months rather than three months for other sectors, Germany offers interest-free loans to tourism businesses, Hong Kong has allocated an additional \$ 90.2 million to its Tourism Board, and the UK has established a grant scheme of 25 thousand pounds for hospitality businesses. Italy, Egypt, the Kingdom of Saudi Arabia and Dubai have also launched new campaigns to promote tourism.

Unfortunately, the tourism sector in Ukraine has yet to be stimulated in any way, and there is no state support in this area, which is undoubtedly due to the domestic economy's general weakness [51,p.70].

Scientists predict that the tourism sector will begin to recover with domestic tourism, which is a global trend. Thus, nearly 77% of Chinese travelers preferred domestic travel after quarantine, while 71% of Americans want to take domestic tourist trips (up from 58% last year). For other nations, roughly the same percentages are usual. The worry of contracting an illness or being isolated far from home, or the aforementioned "pandemic of fear," is the main cause of this. It is also important to note that domestic tourism has been somewhat less impacted by the crisis than international tourism, as domestic travel has either already resumed or has not ceased at all in most parts of the world.

Regarding Ukraine, travelers preferred taking short, individual trips in their own vehicles at the start of the quarantine (in the spring) (usually 20-30 km from home). Through social networks, trends for particular places were developed. In other words, tourists made their vacation plans after viewing an alluring image of a popular tourist destination on Facebook or Instagram. While long-distance mass tourism virtually stopped. Ukrainians started to visit inland seas and mountains when summer arrived and quarantine regulations were somewhat relaxed. The most popular summer activity was visiting the beaches at Koblevo, Zatoka, Odesa, Berdiansk, and Carolina Bugaz. The Azov Sea resort towns and villages of Berdiansk and Kyrylivka in the Zaporizhzhia and Donetsk areas exhibit the strongest dynamics. There was a huge demand for recreation in the Carpathians. Domestic tourism in the seaside resorts of the Odesa, Mykolaiv, and Kherson regions increased by 30% in 2020 compared to the

same period in 2019: Bilosarayska Kosa (+177%), Yalta (+124%), and Urzuf (+101%) [54,p.99].

This is according to Vodafone Ukraine's analysis of Internet traffic and the number of 4G users. They displayed the greatest growth in traffic. The market for tourism will also undergo transformation when mass is rejected. More and more people are choosing independent travel over group excursions. Thanks to COVID-19, many tourists are reevaluating the criteria for travel locations and opting for ecotourism, rural travel, extreme tours, and travel to isolated areas rather than all-inclusive beach vacations. More and more people are choosing independent travel over group excursions. Thanks to COVID-19, many tourists are reevaluating the criteria for travel locations and opting for ecotourism, rural travel, extreme tours, and travel to isolated areas rather than all-inclusive beach vacations.

Due to increased demand for such comfort-class facilities, the tourist operator decided to sell them on the market at a higher price, thereby mitigating the negative effects of the tourism market crisis. Thus, travel companies around the world and in Ukraine should closely monitor changes in demand for tourism services and try to meet them as quickly and completely as possible, reducing the sector's negative impact. Booking flexibility is another requirement of a potential tourist during a pandemic and uncertainty. According to studies conducted in the United States, the flexibility of changing the date without penalty persuades nearly 70% of tourists to book a vacation during the COVID-19 outbreak more than any other factor, including security measures. That is why hotels should abandon their desire to protect themselves from customer no-shows by imposing a fee for canceling a reservation in favor of a more customer-friendly reservation system [56].

This will increase the number of bookings and, as a result, arrivals. The crisis has also had a significant impact on the cultural and leisure tourism sectors, as almost all museums, theme parks, and other cultural sites are closed or restricted to visitors. Some cultural and educational tourism businesses attempt to organize virtual tours, but this is insufficient to keep them in business. Such businesses should consider implementing a flexible pricing policy. Theme parks, museums, and other attractions

can use dynamic pricing to manage demand, with prices increasing as the number of tickets sold on a specific date increases, and decreasing if few tickets are sold. Such advance booking will also make it easier to meet security requirements for physical separation and visitor limitation.

SECTION 2. PRACTICAL ASPECTS OF THE ORGANIZATION AND EVALUATION OF FACTORS AT THE HOTEL "TIME" ENTERPRISE

2.1. Organization and economic characteristics of the hotel «Time» enterprise

Hotel "Time" is a 4 stars hotel for recent 5 years, located 15 minutes from Chisinau airport and 10 minutes from the center. The elegant building of the hotel complex was built with high quality building materials, using advanced technology, meeting the highest requirements of international standards. The hotel is located in the heart of the park "Valley of Roses", which is a favorite vacation spot for residents of the Botanica sector. Nearby are the shopping centers: "Jumbo", "Atrium", "Elat", "Shopping Moldova".

By its organizational and legal form, the hotel is an open joint-stock company and is managed by the Management Company "ROYAL FLOWERS RESORT" in the form of an open joint-stock company. "ROYAL FLOWERS RESORT" is a legal entity and an independent economic entity, and carries out its activity on a commercial basis on the territory of Moldova. The hotel has its own balance sheet, current and other bank accounts, seal, stamps and letterheads with its own name, registered trademark and other requisites.

The overall mission of "ROYAL FLOWERS RESORT" is not only the development of tourism and hotel business in Moldova. The company is also actively involved in the development and application of the entire range of consulting services, from recommending and selecting land plots to managing complexes. The hotel team is distinguished by its individual approach to each client in all areas of the company's activities [65,p.7].

Hotel "Time" is designed to receive and service individual, group, charter and business tours, all activities you can see on Fig.2.1 below.

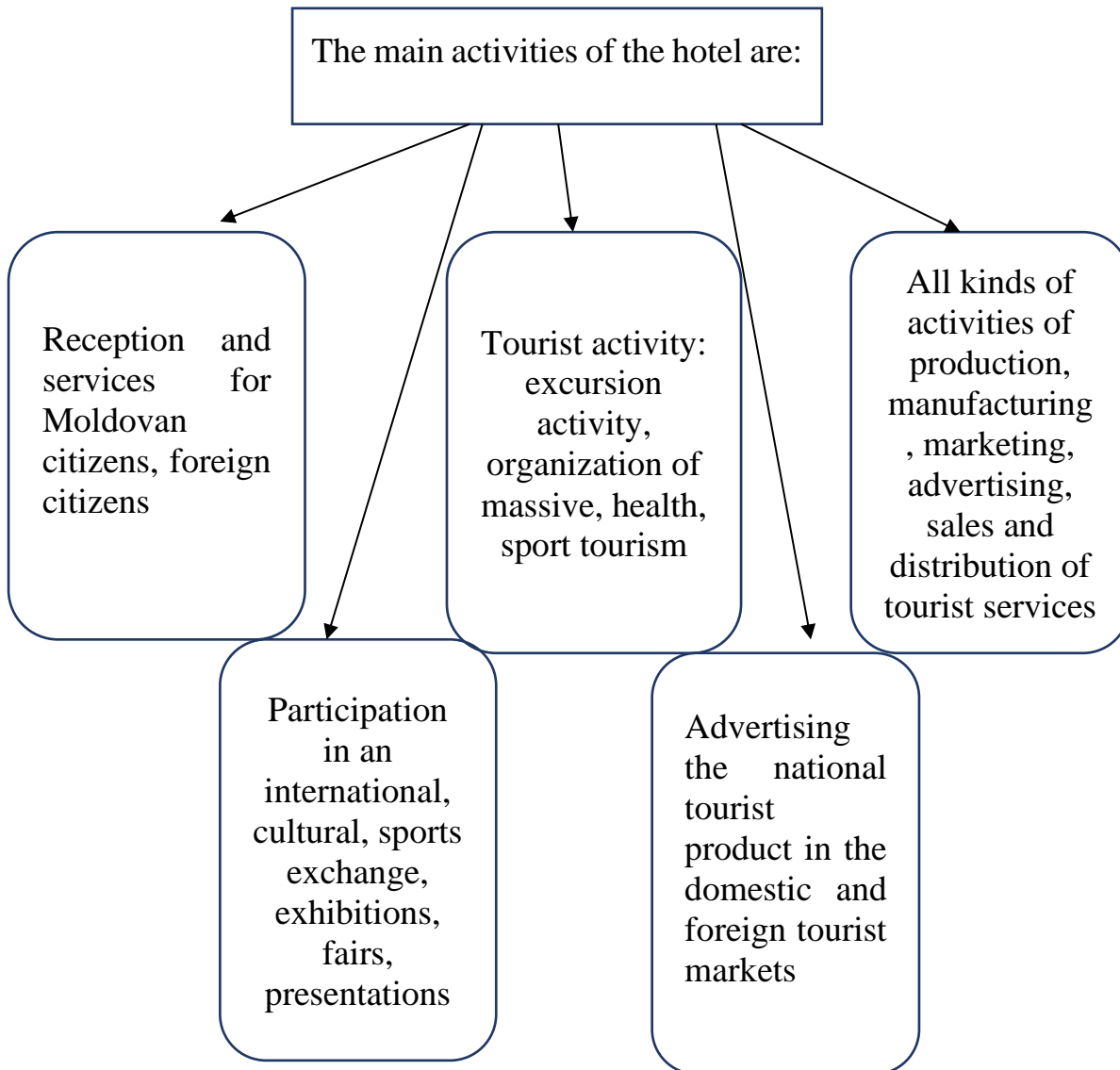


Fig.2.1. The main activities of the hotel

Source: [12]

- 24/7 reception and accommodation;
- Restaurant "Basilico" (great choice of snacks and a wide range of drinks, live music);
- Bar (relaxed atmosphere for socializing with friends);
- Banquet Room;
- Wi-Fi;
- Free Parking;
- 24/7 security;
- 24/7 room service;

- Sauna with Jacuzzi, relaxation room;
- Massage room;
- Sports room;
- Saline room;
- Laundry;
- Housekeeping;
- Guest Questionnaire;
- Reservations;
- Flight reservations;
- Fax connection;
- Safe deposit box;
- Providing electrical appliances;
- Cab calling;
- City tours;
- Flower delivery.
- Air conditioning with autonomous control;
- Soundproof walls and windows;
- Suite bathroom and shower;
- Safe;
- King or single bed with Italian mattress;
- Direct dial international phone service;
- Plasma TV with remote control and access to major satellite channels;
- Minibar;
- 24/7 Room Service.

Bathrobes, slippers and mineral water are provided in all rooms. Breakfast is included in the accommodation price and takes the form of a buffet from 7.00am to 10.00pm in the restaurant "Basilico", which is on the second floor. Lunch and dinner are at the guest's own choice. At any time, it is possible to order coffee, tea, drinks and cold snacks. In case of early departure, we will provide you with a "Breakfast-in-Box", just inform the reception in advance [53].

The undoubted advantage of the hotel "Time" is a unique Italian cuisine, including ancient and modern dishes, characterized by variety and richness of flavors.

Hotel reservations are made upon payment of the list price. The hotel assigns a unique code to the guest's account. In a computerized hotel this account code is assigned at the time of check-in. During check-in, many things happen simultaneously: the availability of the reservation is checked; the guest is greeted; and the guest's needs are determined or re-evaluated; a short conversation is held; the guest is offered additional services; the guest's identity is checked, the correct name and address are verified; the expected date of departure is agreed upon; the registration card is filled out; the credit card is checked; at the end we offer our guests a visit to our spa. Whenever possible, and it is possible more often than not, the porter should try to sell the guest a more expensive room. This is very important for room revenue [50].

The system of making reservations over and above what is available must be carefully designed and clearly regulated. If the hotel is unable to fulfill its commitments on accepted reservations, it risks losing customers whose reservations have not been fulfilled, as well as terminating business relations with travel companies.

Some managers believe that it is preferable to leave empty rooms than to fail to complete the order on time. These managers often only make reservations that are feasible. However, they frequently encounter situations where rooms are vacant. According to available data, 20% of visitors who made non-guaranteed reservations and 5% of those who made guaranteed reservations are likely to cancel them. Because of this, a hotel room may only be reserved with a 10% advance on the entire cost of the stay.

Economic planning and activity of the "Time" hotel

Enterprise planning is a complex process in itself, in which all circumstances and characteristics important for the production and marketing of the hotel product must be taken into account in an integrated manner. It is preceded by the elaboration of a development strategy and an enterprise philosophy [42,p.222].

The philosophy of the hotel company reflects the way it functions in its interaction with customers, shareholders, the state and society, and represents the main goal of its activities.

A business strategy is the selection of the rules and techniques by which the underlying goals are achieved, the adoption of a course of action, and the identification of the resources necessary to achieve these goals. In developing a hotel enterprise strategy, it is necessary to formulate and have answers to the main questions:

- What are the hotel's priorities and direction?
- What are the capital and resource needs of the hotel?
- Which market segment the hotel enterprise is oriented to and which market segment it occupies?
- What is the return on capital and resources?

Planning as a basic element of management varies in scope, period, and hierarchy of decision-making officials. The highest level of management of the organization is responsible for the development and implementation of the long-term, or strategic, plan. The middle level of management (heads of departments, sites and services) solves the problems of implementation of current planning, and the lower level makes decisions and implements the tasks of operational and calendar planning.

The financial service of the hotel deals with financial and accounting issues. Its staff consists of: financial director (in the hotel "Time" this role is performed by the director of the hotel), chief accountant and assistant accountant [34].

Hotel accounting department accounts for and controls external and internal financial activities of the hotel. While the hotel uses external specialized organizations to enhance the capabilities of this unit, the hotel accounting staff only collects and transmits the necessary data to this organization. A hotel that performs these functions independently must have a large staff of accountants.

Moreover, the functions of the accounting department include: paying bills, sending invoices, collecting payments, processing payrolls, accumulating operational data and preparing financial reports. In addition, accounting staff may be responsible for creating bank deposits, securing cash loans, and other management functions

pertinent to the hotel business. In many hotels, nightly auditing and accounting for food and beverage service activities are also the responsibility of this department. The successful operation of the accounting department depends largely on close coordination with the departments that create hotel income [24,p.134].

So, the following my research aimed at indicating the most important factors that control the takings and expenses of the hotel and classifying them according to their ability to influence the profitability of the hotel by using the appropriate analytical financial methods for the hotel activity which contribute in increasing the efficiency of planning and monitoring the hotel activity. The study indicated that the average spending power of the single guest and the numbers of guests are the basic factors that form the hotel's revenues, where the spending power of the single guest was the most powerful factor to influence the profitability of the hotel activity. Accommodation represents the most important factor in forming the spending power for the single guest and consequently influences profitability. The study also showed that the changing and fixed costs elements directly affect profitability and control the activity of the hotel sector and they, therefore, need planning, monitoring and following up by those in charge. Also, we can see all the results in the Tabl.2.2 below:

Tabl.2.2

Revenue elements of the hotel Time

Description	Range of rates	Basis
Revenue elements:		
Accommodation service	From 45% to 50%	FROM THE TOTAL REVENUE
Food and drink service	From 35% to 40%	FROM THE TOTAL REVENUE
Other hotel services	From 10% to 15%	FROM THE TOTAL REVENUE

Direct costs elements:		
Accommodation material and ways	From 15% to 25%	FROM ITS PROCEEDS
Food and drink service	From 65% to 85%	FROM ITS PROCEEDS
Other hotel services	From 45% to 75%	FROM ITS PROCEEDS
Indirect costs elements:		
General and administrative expenses	From 5% to 10%	FROM THE TOTAL REVENUE
Management and sales promotion costs	From 5% to 10%	FROM THE TOTAL REVENUE
Fuel, energy and lighting	From 5% to 10%	FROM THE TOTAL REVENUE
Maintenance and repair	From 2% to 5%	FROM THE TOTAL REVENUE

Source: prepared by author.

What can I say in general about the financial condition of the hotel that I saw during the practice. Let's go through all the points:

1. The profitability of the hotel is not great. In my opinion, precisely because the expense is much higher and perhaps the salaries of senior management is a bit exaggerated;
2. It is possible not the right choice of supplier, which also affects the hotel's profits;
3. Room prices do not quite match their level;
4. Inefficiency and unsuccessful accounting department;
5. Worth hiring a financial professional who can find the right vendors and normalize room rates, and salaries for all employees.

2.2. Analysis of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise

All the premises of the hotel "Time" can be divided into four main groups: residential, administrative, service, auxiliary. The first group includes rooms of all categories and directly related domestic premises. The second group includes the lobby and adjacent premises and communications, the management office and other administrative premises. The third group includes: general and common use premises (conference room, lounge), premises of service companies (hairdresser's, currency exchange, restaurants, bar, retail outlets). The fourth group includes: household and storage premises (linen and laundry rooms, warehouses, machine rooms, boiler rooms, etc.). Administrative, living and general premises are on different levels and the same volume. The organizational complexity of the correct relationship between the different types of rooms is that the resident on the floor should not see the work of the service staff, but only use the results of this work [35].

The main part of the hotel is a group of residential premises (rooms), as well as directly related auxiliary and service premises. Auxiliary premises of the hotel residential group include corridors, floor halls and living rooms.

The higher the comfort level of the hotel, the greater the capacity, the more different rooms are included in the hotel and the more complex the functional structure of the hotel.

Functional schemes are diverse. They take into account various complex technological processes that take place during the organization of the building, compliance with which is necessary for the proper organization of the building. The simplest functional scheme of the hotel includes the placement of the main technological connections [28].

There are two functional connections in the hotel "Time": single and reverse. Single connections exist between rooms that are not connected with each other, and the reverse - between rooms that are connected with each other. Acquaintance with the

hotel building begins with the lobby, in which there are various public premises for servicing residents. The lobby is the center that connects all the main groups of hotel rooms. The main entrance to the lobby has a double vestibule. The lobby of the hotel "Time" is spacious and well lit. To the right of the entrance there is a reception desk equipped with a computer and communication, as well as a cloakroom. The entrance to the restaurant on the second floor is on the right, to the restaurant bar - on the left.

The premises of the lobby group are the monospace of the main technological process of providing hotel services, their planning organization is determined by the presence of one large planning element and several small planning elements. The monospace of the premises of the lobby group is determined by two working areas: contact and non-contact.

The contact zone determines the conditions of "meeting - seeing off" that affect the mood of the guest. It is this zone that creates the first impression of the hospitality conditions, this zone is where the guest turns to when he has problems. The functions of the contact zone include the functions of the cashier (bills, currency exchange), porter (registration and check-out of guests), information service (issuance of keys, mail, information) [32,p.167].

The functions of non-contact service are reservation and manager services.

The comfort level is characterized by the correct functional organization of the premises of the lobby group and is assessed by the following conditions:

- mutual placement of vertical communications and entrance;
 - mutual placement of the main areas of the lobby and the entrance to the hotel;
 - functional connection between the zones and premises of the lobby group,
- which should exclude the intersection of human flows.

The planning organization of the work area is carried out according to the following schemes: frontal, longitudinal, concentric.

In the hotel "Time" the planning organization of the work area in the lobby is carried out according to a concentric scheme. This scheme is characterized by a three-sided placement of functional areas, compactness, which provides convenience in orientation. The architectural and planning solution of the residential floors depends

on the architecture of the building itself, the configuration of the building, the number of storeys and the space-planning solution of the residential floors. The building of the hotel "Time" has a rectangular shape. Rooms are located on both sides, paired. There are also two elevators on one side of the entrance to the hotel and another elevator on the other side of the hotel [27,p.143].

The positive thing about this architectural and design solution is that it is the simplest project. The negative in such an architectural and design solution is that there is a large distance from the outer rooms to vertical communications.

The residential floor is the main monospace and the core of the spatial structure that corresponds to the main technological process of consumption of hotel services - the technological process of reception and accommodation, which provides additional comfort conditions in the spaces of consumption and service. Auxiliary monospace is the space of the technical floor and consumption of hotel services. Delicious cuisine and impeccable service meet international standards. The restaurant of the hotel 'Basilico' offers a buffet breakfast, lunches and dinners, as well as business lunches. At a convenient time for the client a festive banquet, buffet or coffee break is organized [13,p.1160].

Today, in order to meet the needs of business clients, the hotel "Time" offers modern conference halls, properly equipped for round tables, seminars, congresses, conferences, reporting meetings.

The cost of renting the hall includes a projection screen and mineral water. Additional services include projector rental, conference room decoration and coffee break organization. The cost of renting a conference room is 1500 lei per hour.

A flexible system of discounts is applied for complex services:

20% discount;	• for 10 to 20 clients + restaurant services (coffee break)
30% discount;	• for 20 clients + restaurant services (coffee break, lunch or buffet)
35% discount;	• for 40 clients + restaurant services (coffee break, lunch or buffet)

Fig.2.2.Discount systems for regular customers

Source: prepared by author.

Thus, highly professional staff, shown on Fig.2.2, provides the proper level of service. For regular customers there is a discount system and bonus cards.

As you know, a strategic business unit is a subdivision of the hotel that ensures the implementation of the tasks. After that, the completed tasks are coordinated in the main department. In this case, the strategic units are: accommodation service, commercial service, engineering and technical service, economic service. They have strategic plans to provide certain hotel services (safe and comfortable accommodation). After the implementation of which the hotel "Time" performs the main strategy - implements quality hotel services and meets the needs of visitors.

2.3. Evaluating the effectiveness of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise

In organizational analysis, external environment factors refer to the conditions and influences outside of the organization that can affect its operations, personnel, and revenue. These factors can be broadly categorized into two types: those that an organization can readily affect and those that are largely beyond its control. The latter set of factors is also known as the macro environment or the external environment, which includes factors such as competition, market, economic conditions, political climate, and technological advancements. These factors can have both direct and

indirect effects on an organization's performance and profitability, making it crucial for organizations to evaluate and respond to them effectively.

Evaluating external environment factors is important because it helps organizations understand the opportunities and threats that exist in the market and adjust their strategies accordingly. For instance, changes in the economic climate can affect consumer spending patterns and demand for certain products or services. Similarly, advancements in technology can disrupt traditional business models and create new opportunities for innovation and growth. By monitoring and analyzing these external factors, organizations can stay ahead of the curve and adapt to changes in the market [46,p.50].

Hotel Time Enterprise is a hospitality organization that operates in an industry that is highly susceptible to external environment factors. The organization needs to evaluate various factors such as changes in consumer preferences, economic conditions, competition, and technological advancements to stay competitive and profitable. In addition, the hotel industry is also subject to environmental factors such as natural disasters, pollution levels, and weather patterns, which can affect tourism and travel. Therefore, it is essential for Hotel Time Enterprise to regularly evaluate these external environment factors and adjust its strategies accordingly to remain successful. One tool that can be used to evaluate external environment factors is PESTEL analysis, which helps organizations identify the political, economic, social, technological, environmental, and legal factors that can influence their operations.

The political factors affecting Hotel Time Enterprise can have a significant impact on the organization's operations and profitability. This includes government regulations and policies, political stability and instability, and taxation policies and their impact. Government regulations and policies can impact the hotel industry in various ways, such as zoning laws, building codes, and licensing requirements. Political instability, such as civil unrest or changes in government, can also affect the hotel industry by disrupting tourism and travel. Taxation policies can also have a significant impact on the hotel industry, as they can affect the cost of doing business and ultimately impact profits. Therefore, it is essential for Hotel Time Enterprise to

monitor and evaluate these political factors to ensure that they can effectively navigate any potential challenges and capitalize on opportunities in the market.

Evaluating the political factors affecting Hotel Time Enterprise can be done through a PESTEL analysis, which is a framework that reflects general environmental factors, including political, economic, socio-cultural, technological, environmental, and legal factors. This analysis can help the organization identify potential threats and opportunities in the external environment and develop strategies to respond to them. The political factors identified through a PESTEL analysis can then be further evaluated through a SWOT analysis, which focuses on the organization's internal strengths and weaknesses. This comprehensive evaluation can help Hotel Time Enterprise make informed decisions and stay competitive in the market [48,p.247].

In conclusion, the political factors affecting Hotel Time Enterprise are crucial to its success. It is essential for the organization to continually evaluate and monitor these factors to ensure that they can effectively navigate any potential challenges and capitalize on opportunities in the market. By conducting a PESTEL analysis and SWOT analysis, Hotel Time Enterprise can gain a deeper understanding of the external environment and develop strategies to stay competitive and profitable in the long run.

To evaluate the effectiveness of the external environment of Hotel Time Enterprise, it is important to consider the economic factors that can impact its operations. Economic conditions and indicators, market conditions and trends, and consumer spending patterns are all important factors to consider. External environment factors can have both direct and indirect effects on business operations, personnel, and revenue, making it crucial to evaluate them thoroughly. One popular method for performing an environmental scan is the PESTEL analysis, which evaluates political, economic, social, technological, environmental, and legal factors and their implications for an organization [59,p.221].

Economic conditions and indicators play a significant role in the success of Hotel Time Enterprise. Factors such as GDP growth, inflation rates, and interest rates can all impact the hotel's profitability and revenue. Market conditions and trends, such as changes in consumer preferences and shifts in the competitive landscape, can also

impact the hotel's performance. Consumer spending patterns are another important economic factor to consider, as they can impact the hotel's occupancy rates and revenue.

In summary, evaluating economic factors is crucial for understanding the external environment of Hotel Time Enterprise. The PESTEL analysis is a useful tool for identifying and organizing these factors. Other important economic factors to consider include market conditions and trends, consumer spending patterns, and economic conditions and indicators. By evaluating these factors, Hotel Time Enterprise can better understand its external environment and make informed decisions to improve its performance and profitability.

Tabl.2.3.

PEST-analysis hotel Time

P	E
Lack of state regulation of competition. Terrorist attacks Strict tax policy	Increase in foreign direct investment. Improvement of wholesale and retail trade conditions. Seasonality of business
S	T
High level of service provision. High rating from hotel guests. Wide representation in mass media. Adequate amount of advertising	The possibility of purchasing high-quality equipment. Increasing the frequency of holding conferences, fairs, exhibitions as a source of information about innovations

Source: prepared by author.

One of the main factors that affect Hotel Time Enterprise is the social environment. Social factors refer to trends in demographics, lifestyle, cultural values, and consumer behavior. Demographics and social trends can have a significant impact on the hotel industry, as changes in population size, age, and income levels can affect the demand for hotel services. Lifestyle and cultural values are also important considerations, as they can influence the types of services and amenities that guests expect from a hotel. Understanding consumer behavior and preferences is also crucial

for hotels, as it can help them tailor their services and marketing strategies to better meet the needs of their guests. By evaluating these social factors, Hotel Time Enterprise can better position itself to meet the needs of its target market and remain competitive in the industry.

Another important aspect of the social environment that affects Hotel Time Enterprise is consumer behavior and preferences. Consumer behavior refers to the actions and decisions that individuals make when purchasing goods or services. Factors such as changes in consumer preferences, attitudes, and values can have a significant impact on the hotel industry. By understanding these factors, Hotel Time Enterprise can develop marketing strategies that effectively target its desired consumer segments and provide services that meet their needs and preferences. This can help the hotel to attract and retain customers, leading to increased revenue and profitability.

In conclusion, evaluating the social factors that affect Hotel Time Enterprise is crucial for its success in the industry. By understanding trends in demographics, lifestyle, cultural values, and consumer behavior, the hotel can develop strategies that effectively meet the needs of its target market and remain competitive in the industry. This requires ongoing analysis and monitoring of these factors, as they can change rapidly over time. By staying attuned to the social environment and adapting its strategies accordingly, Hotel Time Enterprise can position itself for long-term success in the industry [55,p.57-58].

Technological factors play a crucial role in shaping the external environment of an organization, including the hospitality industry. Technological advancements and innovations, such as the development of new products and services, automation, and improvements in service industry delivery, can have a significant impact on the operations of a hotel enterprise. These factors can create opportunities for growth and development, as well as pose challenges that must be addressed to remain competitive in the market. Therefore, it is essential for hotel enterprises to evaluate and adapt to technological changes to remain relevant and successful in the industry.

The impact of technology on business operations cannot be overstated. The use of technology can improve efficiency, reduce costs, and enhance the guest experience.

For example, the implementation of a hotel management system can streamline operations such as reservations, check-ins, and housekeeping, leading to improved guest satisfaction and increased revenue. However, the adoption of new technologies can also pose challenges, such as the need for staff training and the potential for system failures. Therefore, hotel enterprises must carefully evaluate the impact of technology on their operations and ensure that they have the necessary technological infrastructure and support to implement and maintain new systems.

Technological infrastructure and support are critical factors to consider when evaluating the effectiveness of technological factors in the external environment of a hotel enterprise. A study by Tajeddini in 2020 found that the availability of technological infrastructure and support, coupled with a dynamic environment and business strategy, can moderate the relationship between technological factors and performance in the hospitality industry. Additionally, Mahmud's study in 2021 highlights the importance of technological dynamics in the external environment, such as social relationships and global awareness of environmental management, in shaping the success of hotel enterprises. Therefore, hotel enterprises must invest in and maintain their technological infrastructure and support to effectively navigate the impact of technological factors on their operations and remain competitive in the industry [52,p.45-47].

The external environment of an organization plays a crucial role in shaping its operations and success. Political factors, such as tax policies and government stability, can have a significant impact on businesses. Additionally, environmental regulations and policies can affect the operations of an organization, particularly in industries such as hospitality that have a significant impact on the environment. It is important for businesses, such as the Hotel Time enterprise, to evaluate and adapt to these external factors to ensure compliance and success.

The impact of environmental factors on business operations cannot be ignored. External factors, such as economic, social, and legal factors, can have direct and indirect effects on a business's personnel and revenue. It is important for organizations to conduct an environmental scan, such as a PESTEL analysis, to evaluate the external

factors that may affect their operations. Additionally, internal factors such as innovation, financial and operational factors, and employee risks can also impact business operations. By evaluating and adapting to these environmental factors, organizations such as Hotel Time can ensure their success and sustainability in the long run.

SECTION 3. IMPROVEMENT OF THE MAIN FACTORS OF THE EXTERNAL ENVIRONMENT OF THE ORGANIZATION AND EVALUATION OF ENVIRONMENTAL FACTORS AT THE HOTEL TIME ENTERPRISE

3.1.Ways to overcome weakness of the main factors of the external environment of the organization and evalution of environmental factors at the hotel Time enterprise

To overcome the weaknesses of the main factors of the external environment of an organization, it is important to first understand the external environment itself. The external environment refers to all the factors and forces outside of the organization that could potentially impact its operations, personnel, and revenue. Understanding the external environment is crucial for organizations as it allows them to identify potential threats and opportunities and adjust their strategies accordingly.

Environmental analysis is a key tool for evaluating the external environment of an organization. It involves identifying and evaluating the various factors and forces that could impact the organization, such as political, economic, social, technological, environmental, and legal factors. Environmental analysis is important because it can affect competitiveness, decision-making, budgeting, and marketing strategies. There are various methods for conducting an environmental analysis, including SWOT analysis, PESTEL analysis, and Porter's Five Forces analysis.

In the case of the hotel Time enterprise, environmental scanning is an important component of strategic planning as it provides information on factors that will affect the organization in the future. Environmental scanning can help the hotel identify potential threats and opportunities and adjust its strategies accordingly. For example, the hotel could conduct a SWOT analysis to identify its strengths, weaknesses, opportunities, and threats. Additionally, the hotel could use PESTEL analysis to evaluate the political, economic, social, technological, environmental, and legal factors

that could impact its operations. By conducting a thorough environmental analysis, the hotel can develop strategies to overcome weaknesses in the external environment and improve its overall performance [30].

Identifying weaknesses in the main external environmental factors is crucial for any organization to overcome potential threats. Economic factors, such as changes in inflation rates and exchange rates, can significantly impact an organization's financial performance. It is essential to keep track of economic indicators and adjust business strategies accordingly to mitigate the impact of such factors. Technological factors, such as advancements in automation and artificial intelligence, can also pose a threat to organizations. It is crucial to stay up-to-date with the latest technological developments and adapt business strategies to leverage technological advancements. Legal and regulatory factors, such as changes in labor laws and tax policies, can also significantly impact an organization's operations. It is crucial to stay informed about changes in legal and regulatory frameworks and adjust business strategies accordingly.

Environmental scanning is a process that systematically surveys and interprets relevant data to identify external opportunities and threats that could impact an organization's performance. By conducting a PESTLE analysis, organizations can evaluate the general environment factors, including political, economic, social, technological, environmental, and legal factors, that can impact their operations. For instance, in the hospitality industry, political changes, new competitors, and changing climate are some of the factors that can impact the success and growth of businesses. Therefore, it is crucial to conduct regular environmental scans to identify potential threats and opportunities [33,p.98].

In addition to external factors, internal factors such as innovation, financial and operational factors, and strategic and employee risks can also impact an organization's performance. By identifying and addressing internal risks, organizations can reduce their exposure to business risks. It is crucial to conduct regular assessments of internal factors and develop strategies to mitigate potential risks. Overall, identifying and addressing weaknesses in both external and internal factors is crucial for organizations to overcome potential threats and ensure long-term success.

Economic factors can pose significant challenges for organizations, and it is essential to have strategies in place to overcome weaknesses in this area. One way to diversify revenue streams is by expanding the hotel's offerings beyond traditional accommodations. For example, the hotel could explore opportunities to offer unique experiences, such as cooking classes or wine tastings, to attract new customers and generate additional revenue. Additionally, implementing cost-cutting measures can help reduce expenses and increase profitability. This could include reducing energy consumption, negotiating better vendor contracts, or streamlining operations to reduce labor costs. Investing in marketing and advertising can also help increase brand awareness and attract new customers, which can lead to increased revenue [21,p.387].

It is also important to evaluate the external economic factors that may impact the hotel's operations. For example, changes in the economy, such as a recession, can lead to decreased demand for travel and accommodations. To mitigate this risk, the hotel could consider implementing flexible pricing strategies or offering promotions to attract customers during slower periods. It is also important to monitor industry trends and adjust business strategies accordingly. For example, if there is a trend towards sustainable tourism, the hotel could explore opportunities to become more environmentally friendly and attract customers who prioritize sustainability.

Conducting a SWOT analysis can help identify weaknesses in the hotel's external environment and develop strategies to overcome them. For example, a SWOT analysis may reveal that the hotel is vulnerable to economic fluctuations or that there is a need to diversify revenue streams. By addressing these weaknesses, the hotel can improve its competitive position and increase its chances of long-term success. Additionally, regularly monitoring and evaluating external factors can help the hotel stay ahead of industry trends and adapt to changes in the market .

One way to overcome weaknesses in technological factors is by investing in technology upgrades. This can include upgrading hardware and software, implementing new systems, and adopting new technologies that can improve the organization's efficiency and effectiveness. By investing in technology upgrades, organizations can stay competitive and better meet the needs of their customers.

Additionally, implementing training programs for employees can help them become more proficient in using new technologies, which can lead to improved productivity and better overall performance. Collaborating with technology partners can also be beneficial, as it can provide access to new technologies and expertise that the organization may not have in-house. By implementing these strategies, organizations can overcome weaknesses in technological factors and stay up-to-date with the latest technological advancements [10,p.36-37].

Another way to evaluate environmental factors and overcome weaknesses is through environmental scanning. This involves gathering information on external factors that may affect the organization in the future, such as changes in the political, economic, social, technological, environmental, and legal environments. By staying informed on these factors, organizations can anticipate and prepare for potential challenges and opportunities, and adjust their strategies accordingly. Additionally, conducting a SWOT analysis can help identify weaknesses in the organization's internal and external environments, and develop appropriate processes for strategic planning. By conducting regular environmental scanning and SWOT analysis, organizations can stay proactive and better position themselves for success.

The external environment is a critical factor that affects the performance of an organization. The external environment consists of various factors, such as political, economic, socio-cultural, and technological factors that can impact the operations of an organization. Evaluating and overcoming the weaknesses of these factors is crucial for the success of an organization.

Hotel Time enterprise operates in an external environment that is influenced by various factors. The political factors impacting the hotel industry include government policies, regulations, and political stability. Economic factors, such as inflation, exchange rates, and economic growth, also impact the hotel industry. Socio-cultural factors, such as cultural beliefs, values, and social trends, can influence customer behavior. Evaluating and understanding these factors is crucial for the success of Hotel Time enterprise [15,p.14].

To evaluate the external environment factors affecting Hotel Time enterprise, it is essential to analyze the political, economic, and socio-cultural factors. Political factors affecting the hotel industry include government policies, regulations, and political stability. Economic factors impacting the hotel industry include inflation, exchange rates, and economic growth. Socio-cultural factors influencing customer behavior include cultural beliefs, values, and social trends. Understanding these factors is crucial for Hotel Time enterprise to develop effective strategies to overcome the weaknesses of these factors.

Identifying the weaknesses of the main external environment factors affecting Hotel Time enterprise is crucial for developing strategies to overcome these challenges. The political factors affecting the hotel industry can impact Hotel Time by creating uncertainties, such as changes in government policies and regulations. Economic factors, such as inflation and economic downturns, can impact the hotel industry by reducing consumer spending. Socio-cultural factors, such as changes in customer preferences and values, can also impact the hotel industry.

To overcome the weaknesses of the political factors affecting Hotel Time enterprise, it is essential to develop strategies to mitigate the impact of political challenges. Hotel Time enterprise can learn from case studies of other hotels that have successfully navigated political challenges. For instance, hotels in countries with unstable political environments have developed contingency plans to mitigate the impact of political instability. Recommendations for Hotel Time enterprise to overcome political challenges include developing contingency plans, building relationships with government officials, and diversifying its customer base [8].

To overcome the weaknesses of the economic factors affecting Hotel Time enterprise, it is essential to develop strategies to mitigate the impact of economic challenges. Hotel Time enterprise can learn from case studies of other hotels that have successfully navigated economic challenges. For instance, hotels in countries with high inflation rates have developed strategies to reduce costs and increase operational efficiency. Recommendations for Hotel Time enterprise to overcome economic

challenges include reducing costs, diversifying its revenue streams, and investing in technology to improve operational efficiency.

To overcome the weaknesses of the socio-cultural factors affecting Hotel Time enterprise, it is crucial to develop strategies to mitigate the impact of these challenges. Hotel Time enterprise can learn from case studies of other hotels that have successfully navigated socio-cultural challenges. For instance, hotels in countries with diverse cultural backgrounds have developed strategies to cater to the needs of different cultures. Recommendations for Hotel Time enterprise to overcome socio-cultural challenges include conducting market research to understand customer preferences, offering customized services, and building relationships with local communities.

To overcome the weaknesses of the technological factors affecting Hotel Time enterprise, it is crucial to develop strategies to mitigate the impact of these challenges. Hotel Time enterprise can learn from case studies of other hotels that have successfully navigated technological challenges. For instance, hotels have implemented technology to improve customer experience and operational efficiency. Recommendations for Hotel Time enterprise to overcome technological challenges include investing in technology, training employees on new technology, and utilizing data to improve decision-making [18].

Evaluating the effectiveness of the strategies implemented by Hotel Time enterprise is crucial to determine the impact of these strategies on the organization's performance. An analysis of the effectiveness of the strategies implemented to overcome external environment weaknesses shows that Hotel Time has successfully navigated political, economic, socio-cultural, and technological challenges. The performance of Hotel Time has improved significantly after the implementation of these strategies, such as diversifying revenue streams, building relationships with government officials, and investing in technology.

In conclusion, the external environment factors significantly impact the performance of an organization. Evaluating and overcoming the weaknesses of these factors is crucial for the success of an organization. This essay has evaluated the environmental factors affecting Hotel Time enterprise, identified the weaknesses of the

main external environment factors affecting the hotel, and provided ways to overcome these weaknesses. Strategies and recommendations to overcome political, economic, socio-cultural, and technological challenges were discussed, and the effectiveness of these strategies was analyzed. It is essential to continually evaluate and overcome external environment factors for organizational success. Hotel Time enterprise can overcome external environment weaknesses by developing effective strategies, building relationships, diversifying revenue streams, investing in technology, and conducting market research [66,p.104].

In the case of the hotel Time enterprise, evaluating environmental factors and overcoming weaknesses can involve considering internal factors such as innovation, financial and operational factors, and strategic and employee risks. It can also involve evaluating the organization's structure, procedures, policies, environmental impacts, and training programs, and utilizing tools such as SWOT analysis to identify potential areas for improvement. By taking a comprehensive approach to evaluating environmental factors and addressing weaknesses, the hotel Time enterprise can position itself for success in a competitive industry.

To evaluate the environmental factors at the hotel Time enterprise, several analysis methods can be used. One of the most commonly used methods is the SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis helps identify the internal and external factors that can impact the organization's performance. By conducting a SWOT analysis, the hotel Time enterprise can identify its strengths and weaknesses and take advantage of opportunities while minimizing threats. SWOT analysis is a useful framework used to evaluate an organization's competitive position and to develop appropriate processes for strategic planning [60].

Another analysis method that can be used to evaluate the external environment of the hotel Time enterprise is the PESTEL analysis. PESTEL stands for Political, Economic, Sociocultural, Technological, Environmental, and Legal factors. This analysis examines the macro-environmental factors that can impact the organization's performance. By conducting a PESTEL analysis, the hotel Time enterprise can identify

the external factors that can affect its operations and develop strategies to overcome them. For instance, PESTLE analysis of the hotel industry examines factors that affect its success and growth, such as political changes, new competitors, and changing climate.

Competitive analysis is another method that can be used to evaluate the external environment of the hotel Time enterprise. This analysis helps identify the strengths and weaknesses of the competitors and the opportunities and threats they pose. By conducting a competitive analysis, the hotel Time enterprise can identify the areas where it needs to improve its performance to remain competitive in the market. Additionally, it can help the hotel Time enterprise to develop strategies to overcome the weaknesses of its competitors and take advantage of the opportunities in the market. Overall, evaluating the environmental factors through various analysis methods is crucial for the hotel Time enterprise to overcome its weaknesses and remain competitive in the market.

3.2. Rationale for the improvement program of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise

Current trends in the economy and tourism suggest that the hotel services market is quite promising for investment. However, investors always face the question of choosing the forms of organization and management of a hotel. There are several options for operating a hotel: hiring a professional general manager; engaging a development company to manage the hotel, managing it yourself, or signing a franchise agreement with a well-known hotel chain. The latter form of hotel organization and operation is becoming increasingly popular, as it has a number of advantages, the main ones being the use of a well-known brand and its positive image, increased occupancy, and high service standards. For Ukraine, franchised hotel chains are a new form of business in the tourism industry [38,p.109].

The expansion of the hotel services market and the irreversibility of integration processes, increased marketing costs, shortening the life cycle of goods and the possible shortening of the life cycle of the organizations themselves, the need to constantly update their own product, the formation of a category of trade secrets, the introduction of know-how - all this requires the unification of efforts of organizations and the creation of a system of cooperative relations in their various manifestations and types [1].

From this point of view, franchising can be seen as one of the mechanisms for combining opportunities. This business organization model is a system of mutually beneficial partnerships between large and small businesses. The interest in this concept of economic interaction is not accidental, as the franchising concept has great potential for development. Today, its elements are widely used in various fields of activity. The global nature of the world economy determines the global nature of franchising [1].

The organization of an enterprise on franchising terms significantly reduces business risks by using an already established business that has proven its effectiveness. The development of franchising can be one of the most effective forms of support for the hotel business, one of the possible solutions to an important state problem. The emergence of hotel franchising affects the development of the tourism industry in general [1].

In the structure of the modern global hotel business, there are two main types of activities - independent enterprises and hotel chains or networks. An independent enterprise is fully subordinate to the owner. A hotel chain (operating network) is a group of enterprises (two or more) that conduct collective business and are under the direct control of the network management [2].

Hotel chains are a form of association of hotel enterprises in order to ensure economic efficiency and competitiveness through high quality service and cost optimization. The economic effect is achieved through stable hotel occupancy; membership in the network allows to reduce the cost of reservations, market research, advertising, training, etc. Innovations are also exchanged quickly, which quickly yields tangible results [44].

The modern hotel services market is characterized by a tendency to reduce the number of independent hotel companies and expand hotel chains. The main reasons for the success of hotel chains are high and stable quality of service and service identity. There are two types of hotel chains:

- hotel consortia that unite independent hotels;
- integrated hotel chains uniting homogeneous accommodation facilities.

Independent hotels form hotel consortia with the aim of increasing their own competitiveness relative to large integrated chains. The main objectives of consortia are to promote the image of their member hotels and improve the quality of services to gain customer trust and loyalty.

Membership in a consortium allows hotel owners to save significant funds in the process of implementing marketing activities. Research by British scientists has shown that the profitability of hotels belonging to chains is seven times higher than that of independent hotels [3].

The main advantages that hotels receive from membership in a consortium are

- joint publication of advertising and information materials: catalogs, guides, brochures, booklets with advertisements of all hotels of the chain, which are distributed in each of them;

- joint domestic and international advertising campaigns;
- common reservation system;
- a centralized system for purchasing hotel equipment;
- technical assistance;
- joint system of training and education of personnel;
- relatively low membership fees (approximately 1% of net profit) [4].

All this allows small hotels to enter international markets while retaining managerial independence. Therefore, the concept of hotel consortia has gained great popularity and continues to develop. Consortia are particularly widespread in France, where there are about 20 hotel consortia of various sizes. The largest French hotel consortium, Les Logis de France, unites 3,200 hotels. The largest hotel consortium in the world is Best Western, which includes more than 4,200 hotels in 84 countries [5].

Integrated hotel chains sell a homogeneous, unified product. They control the quality of services in two ways:

- direct, if they are hotel owners;
- indirectly, through franchising (about 80% of member hotels are franchised).

All hotels in such a chain have the same name and the same brand identity. They provide the same range of services of the same quality, and very often even the interior decoration of the hotels is the same. This helps customers to have a clear idea of the level of service in any of the chain's hotels, regardless of its location. This policy ensures mobility, as a regular customer of one of the Hilton hotels automatically becomes a regular customer of the entire chain. As practice shows, hotels in the chain book long before the opening.

The largest integrated hotel chains are mostly American (they account for about 65% of the hotel room stock of chain members), as the idea of creating chains originated in America. However, the world's top ten also includes such chains as the French Accor group and the British Forte. Currently, there are about 330 hotel chains in the world, which unite almost half of all hotels. The most famous among them are those that operate in many countries: Bass Hotels - in 98 countries, Accor - in 81 countries, Starwood Hotels - in 80 countries, Carlson hospitality Worldwide - in 57 countries, Marriot Int. - in 56 countries, Hilton Int. - in 53, Forte Hotel Group - in 51 countries. The largest hotel chain by the number of hotel rooms is now the Sandant Corporation, which was still little known in the early 90s [2]. In the hotel services market, the trend towards centralization of management of hotel enterprises (mergers and acquisitions) continues to be pronounced. Centralization is particularly active in small chains [20,p.951-952].

The expansion of hotel chains is based on the development of the franchising system. For example, the Bass Hotels chain manages its hotels exclusively on a franchise basis. 99% of the hotels are part of the Sendant Corporation on the basis of a franchise agreement. The conclusion of such agreements is mutually beneficial for both the franchisor (the one who provides the brand) and the franchisee (the one who buys the brand).

The franchisor provides its name, standards, technology, experience, reputation, is responsible for marketing, includes the franchisee in the central computerized reservation system, provides consulting assistance to hotel management, provides training, etc. In return, the franchisor receives cash flow in the form of entrance and membership fees, optimizes costs by increasing the number of network members, and expands its geography and strengthens its image.

The franchisee assumes financial risks and obligations to comply with quality standards, but receives significant benefits from the purchase of a well-known brand and everything that accompanies this process. Franchisee membership fees usually amount to 3-4% of profits, with additional entrance fees paid, the amount of which depends primarily on the chain the hotel is joining [4].

A special type of hotel chains includes such a specific association as Club Mediterranee. It is an example of one of the most successful projects in the world in the field of hotel business, tourism and recreation. Its development was based on a new concept of a tourist product: a wide range of entertainment and activities, top-class sports and tourist equipment, and a vacation that could completely take a person away from their everyday routine. The company's success is due to the professionalism of its staff, the attractiveness of its resorts and the constant search for innovation.

Club Mediterranee is an international travel operator that owns a large number of hotels in different countries. It was founded in 1950 by a Belgian athlete whose goal was to create facilities that would offer "minimum amenities, maximum outdoor activities". Vacationers were offered accommodation in thatched huts by the sea, various sports, meals at a communal table, and participation in public events.

This is how tourist towns began to appear, and in 5 years their geography went beyond the Mediterranean region - a club was opened in Tahiti.

Now the Club provides a much more comfortable and expensive vacation in 80 tourist towns on 5 continents, serving more than 1.5 million tourists a year [6].

The main features of the Club:

- an all-inclusive system has been developed and implemented within Mediterranee;

- tourist towns offer the opportunity to engage in more than 60 sports and outdoor activities. The services of coaches and instructors are also included in the price;
- hotels are called towns and have their own classification system, in which trident is used instead of stars. The requirements for each trident are higher than for a star;
- the camps offer individual and family vacations, programs for children and teenagers, and infant care services;
- SPA services are available in more than 40 camps;
- recreation in the clubs is provided by a team of "nice organizers" - this is how they call the staff, and vacationers are considered "nice guests" [6].

The government agencies of developing countries (Mexico, Morocco, Egypt, India, etc.) show great interest in the possibilities of cooperation on franchising terms. As international tourism is an industry whose development requires the use of the latest technologies, many countries are lagging behind, unable to ensure technology transfer, adapt technical means for their use, provide staff training, etc. Investments in the tourism industry can have a long payback period, as it takes time to adapt resources to commercial use. Therefore, private enterprises do not show high investment activity, and the state bears all the responsibility for infrastructure development, despite its limited financial resources. As a result, governments themselves often initiate franchise agreements with international hotel chains. This allows them to be represented on the international market, use a well-known brand, the latest technologies, participate in marketing campaigns, and have access to the franchisor's know-how [4].

Franchising is a new marketing concept for Ukraine, where there is an atypical situation for the market in which the demand for quality hotel services exceeds the supply. The Ukrainian hotel services market is characterized by low supply activity, a shortage of comfortable rooms and a high level of hotel occupancy.

Ukraine ranks among the last countries in Europe in terms of the number of hotels: there are on average two hotel rooms per thousand inhabitants, while in Europe the average is fourteen to eighteen. There are 122 hotels in the capital, most of which cannot compete with foreign chains operating in both the high and middle price

segments. The imbalance of supply and demand has led to high prices in the hotel business. At the same time, hotels of all categories are loaded by about 60%, and in the segment of four and five stars this figure barely reaches 72% [7].

According to experts of Maiger Consulting, low investment activity is due to a number of factors, one of which is the lack of development experience in the hotel sector. Activities in the hotel market require theoretical knowledge and practical experience, which many Ukrainian developers lack. Another reason for the passivity of investors is that hotel construction projects are capital-intensive, and the payback period is quite long (in the case of a 5-star hotel, it can be up to 15 years). However, according to Ernst and Young, the average daily revenue per room in Kyiv is \$168, which is \$10-20 more than in Berlin, Prague, and Budapest [7].

For several years in a row, investment processes in the hotel industry have been intensifying.

3.3. Effectiveness the improvement program implementation of the main factors of the external environment of the organization and evaluation of environmental factors at the hotel Time enterprise

Hotel Time Enterprise is a well-known hotel chain that has been in operation for over two decades. Over the years, the hotel has gained a reputation for delivering exceptional services to its customers. However, in recent years, the hotel has embarked on an improvement program aimed at enhancing its services and facilities.

The improvement program at Hotel Time Enterprise is a comprehensive plan that seeks to enhance the hotel's services and facilities. The program's goals and objectives include improving customer satisfaction, increasing revenue, and enhancing the hotel's reputation. The program's implementation timeline started in 2019 and is expected to run for five years. So far, the program has made significant progress, with several projects completed, including the renovation of the hotel's lobby and the installation of state-of-the-art gym equipment [11].

Several external factors influence the implementation of the improvement program at Hotel Time Enterprise. Economic factors such as inflation and exchange rates affect the cost of materials and labor, which can impact the program's progress. Political factors such as government policies and regulations can also affect the program's implementation. Technological factors such as advances in hotel management software can also influence the program's success.

The impact of economic factors on the implementation of the improvement program at Hotel Time Enterprise cannot be overlooked. Inflation affects the cost of materials and labor, which can increase the overall cost of the program. Exchange rates can also affect the importation of equipment and supplies, which can delay the program's implementation. The recession can also affect consumer spending and hotel occupancy rates, which can reduce the hotel's revenue and slow down the program's progress.

Political factors also play a significant role in the implementation of the improvement program at Hotel Time Enterprise. Compliance with government regulations on health and safety is crucial in the hotel industry, and non-compliance can lead to hefty fines and legal battles. Tax policies can also affect the hotel's profitability and cash flow, which can impact the program's funding. Political instability in the country can also affect tourism and the hotel industry, which can reduce the hotel's revenue and slow down the program's progress.

Technological factors are also crucial in the implementation of the improvement program at Hotel Time Enterprise. The adoption of new hotel management software and systems can enhance the hotel's operations and improve customer satisfaction. The use of mobile apps and online booking platforms can also make it easier for customers to book rooms and access hotel services. Integration of automation and artificial intelligence in hotel operations can also improve efficiency and reduce labor costs, which can enhance the program's progress [7,p.59-60].

Social and cultural factors also have a significant impact on the implementation of the improvement program at Hotel Time Enterprise. Changing consumer preferences for sustainable and eco-friendly hotels have led to the adoption of green

initiatives in the hotel industry. The influence of social media and online reviews on brand reputation also highlights the importance of delivering exceptional services and facilities to customers. Demographic changes can also affect the hotel's target market and marketing strategies, which can impact the program's success.

Implementing an improvement program can be challenging, especially when external factors come into play. The lack of financial resources to implement necessary changes can slow down the program's progress. Resistance to change by employees and stakeholders can also hinder the program's implementation. Difficulty in adapting to new technologies and systems can also affect the program's success.

To overcome external factors and successfully implement the improvement program, Hotel Time Enterprise can collaborate with government agencies and industry associations to access funding and resources. Investment in research and development can also help the hotel stay ahead of technological advancements and improve its services and facilities. Creating a strong organizational culture that values innovation and continuous improvement can also help overcome resistance to change and facilitate the program's implementation.

In conclusion, external factors such as economic, political, technological, social, and cultural factors have a significant impact on the implementation of the improvement program at Hotel Time Enterprise. The program's success depends on the hotel's ability to adapt to these external factors and implement strategies to overcome any challenges. Collaboration with government agencies, investment in research and development, and creating a strong organizational culture are key strategies that can help Hotel Time Enterprise overcome external factors and successfully implement the improvement program. It is crucial for Hotel Time Enterprise to consider external factors when implementing the improvement program to achieve its goals and objectives of enhancing customer satisfaction, increasing revenue, and enhancing its reputation [19].

Concept hotels are not just a tribute to fashion, they are the "new face of hospitality". They preserve and convey the idea of their creator. Today, the emphasis is on a pronounced individuality and a certain conceptuality. These hotels are self-

sufficient and change the atmosphere around them, charging everything around them with a special energy.

Every year the hotel clientele is becoming more sophisticated and demanding, and hotel interiors are gradually turning into interesting art objects. A true conceptual hotel is a hotel of the future, as investors invest huge amounts of money in the modern creative ideas of leading artists, stylists, designers, as well as in technical know-how, which are largely revolutionary for the consumer's mind [5, p. 37].

The holistic image of a hotel complex consists of many variations on a given theme, which can be revealed with the help of different style directions. In each such hotel, the architectural and planning solution of the building, as well as the design of halls, corridors, elevators and each room are thought out to the smallest detail. Here, the color, lighting, texture of finishing materials, furniture and sound design are carefully selected, harmoniously combining or, conversely, contrasting with each other to create the image conceived by the artist. Original ideas, unexpected creative techniques, innovative architectural solutions from famous masters win the hearts of more and more travelers [5, p. 38].

With the help of non-standard design solutions in the design of hotels, their owners solve several problems at once. Firstly, the original hotel will receive increased attention from tourists, and secondly, PR and advertising costs are significantly reduced. The owners of such hotels sell not so much convenience as concept and impressions. For example, spending a few days in an airplane cabin can help overcome aero-phobia, and a wedding night in an ice house can be a good test of strength.

Let's take a look at some of the most famous and creative concept hotels in the world [1].

Poseidon Undersea Resort is an underwater hotel. It is located in Fiji at a depth of 15 meters. The Poseidon Undersea Resort itself consists of 48 bungalows, but one of them, the most interesting, is located at a depth of 15 meters underwater. It includes 24 capsule rooms with an area of 50 square meters, and there is also a "suite" - Nautilus with an area of 300 square meters.

Propeller Island City Lodge hotel. It is located in Germany and is distinguished by its unusual rooms, in particular, the sloping floor in one of the rooms. The bed in it is naturally hanging, and the wardrobe is built into the wall. The hotel has 45 rooms that are completely different from each other. The interior is made of materials so fragile that guests are provided with special instructions for using their rooms.

A hotel in a sewer called Dasparkhotel. It was opened in Austria and is located 190 km from Vienna. The hotel rooms are located in cement pipes used in the construction of sewers and drains. Inside, the rooms are quite cozy - there is a double bed, a lamp and a wardrobe, a woolen rug and electricity. In addition, the ceiling is high enough to walk without bending your head. However, the rooms do not have a toilet or shower, but each guest is provided with a map showing their location, as well as the nearest recreation areas, cafes, restaurants, and shops.

The Jail Hotel and Prison in Australia. For more than 120 years, the prison building in the Australian town of Mount Gambier has been used to house prisoners, mostly rapists and murderers. Since 1995, it has been home to a hotel for 99 people, with single, double, four- and ten-bed cells. Room amenities are minimal, including a bathroom, breakfast in the morning, a TV in the lobby and dining room, and a playground [63,c.17-19].

The Dog Bark Park Inn is located in the United States and is the pride of the residents of the town of Cottonwood, Idaho, with a population of 924 people. The hotel itself is located inside a wooden dog, and to get into it, guests must first climb into the dog's head. The hotel-dog can accommodate up to four people at a time. The hotel also has a shop-gallery where you can buy smaller figurines of other dogs as souvenirs.

Luxor Hotel, USA, Las Vegas. This exotic hotel, the main building of which is built in the shape of an Egyptian pyramid, is considered one of the best in the United States. In addition to the 30-storey black smoked glass pyramid building with 2500 rooms, there are two 22-storey towers with an additional two thousand rooms. The hotel is home to one of the largest casinos in Las Vegas, with an area of more than 9000 m² [1].

Concept hotels in Ukraine are developing in several directions: antique style; ecological style; art style. Let us consider each of the directions in more detail [2, p. 42].

Hotels with a well-developed concept allow you not only to enjoy a good rest, but also to learn something new and interesting for yourself. This type of business is new for our country, which is why it is really difficult to find a really good hotel with an unusual design and good service.

According to statistics, there are only about a hundred design hotels in the world, each of which is an architectural work of art in itself. At the same time, the best specialists work on their interior and exterior decoration [2, p. 72].

A few years after the first art hotels appeared, the tourism industry presented a real surprise for fashionistas, namely the creation of a new conceptual network of boutique hotels. The main difference between these hotels is the unusual atmosphere and shopping opportunities. A special atmosphere, well-designed interior, only bold and creative ideas - all these are modern boutique hotels [2, p. 101].

Unfortunately, the trend of opening such establishments in our country has appeared relatively recently and does not have a clear vector of development. Not many entrepreneurs and investors are ready to invest in the development and implementation of ideas for creating hotel complexes with a certain concept. In our opinion, it is not necessary to build a new hotel complex. It is enough to develop a certain concept, or "borrow" the idea of a conceptual tourist accommodation facility that already exists in the world and introduce certain changes in interior design and customer service offers. If unusual concept hotels start appearing in our country, it will have a good impact on the development of inbound tourism, because today travelers from all over the world are interested not only in the history and nature of a particular country, but also in the cuisine and, of course, the vivid impressions that can be obtained during a vacation in an interesting hotel.

CONCLUSIONS

The hotel business is a highly competitive industry, and efficient organization of work is essential to ensure success.

1. The general external environment of an organization comprises various factors that are beyond the control of the organization but have a significant impact on its operations. Economic factors such as inflation and interest rates can significantly affect the purchasing power of customers and the cost of borrowing for the organization. Technological factors such as innovation and automation can create new opportunities for organizations, but they can also pose a threat to traditional business models. Political factors such as regulations and government policies can affect the business environment by creating barriers to entry or imposing restrictions on business operations. For example, the recent trade war between the US and China has had a significant impact on the global economy, affecting the operations of many organizations worldwide.

2. The competitive external environment of an organization refers to the rivalry among existing competitors, the threat of new entrants, and the threat of substitute products or services. Rivalry among existing competitors can be intense, leading to price wars and aggressive marketing strategies. The threat of new entrants can create a more competitive market, leading to a decrease in market share for existing organizations. The threat of substitute products or services can also pose a significant challenge to organizations, especially those in the consumer goods industry. For example, the rise of e-commerce platforms such as Amazon has disrupted the traditional retail industry, leading to the closure of many physical stores.

3. The external environment presents both opportunities and threats to organizations. Opportunities can arise from changes in the external environment, such as the emergence of new technologies or changes in consumer behavior. Threats can also emerge from the external environment, such as economic downturns or changes in government policies. To adapt to changes in the external environment, organizations

need to develop effective strategies that take into account the opportunities and threats presented by the external environment. For example, organizations can invest in research and development to develop new products or services that meet the changing needs of customers. Additionally, organizations can monitor and analyze the external environment to make informed decisions that can help them remain competitive in the market.

4. Hotel Time Enterprise is a leading player in the hospitality industry. As with any business, it operates in an external environment that is constantly evolving. In order to remain competitive, it is essential for Hotel Time Enterprise to evaluate and navigate the various environmental factors that impact its operations. In this essay, we will analyze the economic, technological, and environmental factors affecting Hotel Time Enterprise, and explore potential strategies to address these factors.

5. The current economic climate has a significant impact on the hotel industry. In times of economic downturn, customers are more price-sensitive and tend to cut back on discretionary spending. This can lead to a decrease in hotel occupancy rates and a reduction in revenue. Conversely, in times of economic growth, customers are more willing to spend on travel and leisure activities. Hotel Time Enterprise must therefore monitor economic trends and adjust its pricing strategies accordingly. In addition, the purchasing power of customers is a key factor in the hotel industry. Room rates and other hotel services must be priced in a way that reflects customer demand and their ability to pay. Economic policies also play a role in shaping the hotel industry. Changes in taxation, trade policies, and labor regulations can impact the profitability of hotels.

6. Advancements in technology have transformed the hotel industry. Online booking platforms and mobile apps have made it easier for customers to research and book hotels. Hotel Time Enterprise must therefore ensure that it has a strong online presence and is able to offer a seamless booking experience to customers. It must also keep up with new technologies such as mobile check-in and keyless room entry. The influence of online travel agencies (OTAs) such as Expedia and Booking.com cannot be ignored. These platforms have significant market power and can impact the pricing

strategies of hotels. Hotel Time Enterprise must therefore carefully manage its relationships with OTAs and ensure that it is not overly reliant on them for bookings.

There is growing concern about the environmental impact of the hospitality industry. Hotels are significant consumers of energy and water, and generate large amounts of waste. Environmental regulations are becoming increasingly stringent, and hotels must comply with these regulations or face fines and reputational damage. Hotel Time Enterprise has implemented several environmental initiatives such as energy-efficient lighting and water-saving measures. However, it must continue to explore new ways to reduce its carbon footprint. Climate change is also a significant threat to the hotel industry, as extreme weather events can disrupt travel and damage hotel infrastructure. Hotel Time Enterprise must therefore develop strategies to mitigate the effects of climate change.

7. The external environment has a significant impact on Hotel Time Enterprise's organizational resilience. Economic trends, such as recessions or market fluctuations, can affect the hotel's revenue and profitability. Political instability, such as changes in government policies or terrorist attacks, can disrupt the hotel's operations and scare away potential customers. Natural disasters, such as hurricanes or earthquakes, can damage the hotel's infrastructure and disrupt its services. Hotel Time Enterprise must evaluate its capacity to adapt to changes in the external environment and assess the impact of these factors on its performance and competitiveness.

8. To improve organizational resilience, Hotel Time Enterprise must implement risk management strategies to mitigate the impact of external environmental factors. For example, it can diversify its revenue streams to reduce its dependence on a single market or customer segment. It can also invest in technology and infrastructure to ensure business continuity during crises or disruptions. Developing contingency plans is another critical strategy to ensure that the hotel can respond effectively to unexpected events. Hotel Time Enterprise can collaborate with its stakeholders, such as suppliers, customers, and local authorities, to enhance resilience and improve responsiveness to external environmental changes.

9. Despite the benefits of improving organizational resilience, there are several challenges that Hotel Time Enterprise may face in implementing these strategies. Limited resources, such as financial and human capital, can hinder the implementation of risk management strategies and contingency plans. Resistance to change and reluctance to invest in resilience-building measures can also be a significant barrier. Coordinating efforts with stakeholders and managing expectations during crises or disruptions can be complex and require effective communication and collaboration.

REFERENCES

1. Report of the Cabinet of Ministers of Ukraine on the Status of Implementation of the General Scheme of Territory Planning of Ukraine for 2018. Available online: <https://www.minregion.gov.ua/wp-content/uploads/2020/01/Monitoring-GSPTU-za-2018-rik.pdf> (accessed on 2 August 2022).
2. Pidgrushnyi, G. Formation of growth poles system in Ukraine as a precondition to its transition to the model of poly-centric spatial development. *Ukr. Geogr. J.* 2017, 1, 48–54. [[Google Scholar](#)] [[CrossRef](#)][[Green Version](#)]
3. Department of Architecture and Urbanism of the Lviv City Council, Institute of the City (2021) Integrated Concept of Development: Lviv 2030. Available online: https://drive.google.com/drive/folders/12Mz6HnLRvtUzZW0NnKGm1lPgI1BShEVG?fbclid=IwAR2yvg1X44ta9C0-uMsmG_GBTZoFALijELZuTgdeuz9m9W-Ex22MNoIAiqU (accessed on 4 August 2022).
4. Koshelyuk, M.; Toman, U. Development of Ukrainian Cities: New Boundaries—New Opportunities. Available online: <https://mistosite.org.ua/articles/rozvytok-ukrainskykh-mist-novi-merezhi-novi-mozhlyvosti> (accessed on 2 August 2022).
5. Integrated Development Concepts. Department of Architecture and Urbanism of the Lviv City Council. Available online: <http://www.urban-project.lviv.ua/ua/gtz-projects/intehrovanyj-rozvytok-mista/intehrovani-koncepcii-rozwytku> (accessed on 3 August 2022).
6. Kolomeytssev, A. Information Note to the Decision of the Lviv City Council “On Approval of the Integrated Concept of Development: Lviv 2030”. Available online: <https://drive.google.com/drive/u/0/folders/12Mz6HnLRvtUzZW0NnKGm1lPgI1BShEVG> (accessed on 3 August 2022).
7. Petryshyn, H.; Lyubysky, R. Significance of the “Project of Detailed Planning of the Central Part of Lviv” in 1970 in the Formation of the Modern City; Andrii Rudnytsky: Architectural portrait on the background of the era; Cherkes, B.,

- Ed.; Lviv Polytechnic Publishing House: Lviv, Ukraine, 2019; pp. 57–69.
[Google Scholar]
8. Couch, C. *Urban Renewal: Theory and Practice*; Macmillan: London, UK, 1990.
[Google Scholar]
 9. Roberts, P.; Granger, R.; Sykes, H. *Urban Regeneration*; Sage Publications: New Deli, India, 2016. [Google Scholar]
 10. Yıldız, S.; Kıvrak, S.; Gültekin, A.B.; Arslan, G. Built environment design—Social sustainability relation in urban renewal. *Sustain. Cities Soc.* 2020, 60, 102173. [Google Scholar] [CrossRef]
 11. Van der Ark, T. How Cities Are Getting Smart Using Artificial Intelligence. *Forbes*. 2018. Available online: <https://www.forbes.com/sites/tomvanderark/2018/06/26/how-cities-are-getting-smart-using-artificial-intelligence/?sh=2cebc66a3803> (accessed on 3 August 2022).
 12. Greengard, S. *The Internet of Things*; MIT Press: Oxford, MI, USA, 2015.
[Google Scholar]
 13. Jun, S.; Kochan, O. The mechanism of the occurrence of acquired thermoelectric inhomogeneity of thermocouples and its effect on the result of temperature measurement. *Meas. Tech.* 2015, 57, 1160–1166. [Google Scholar] [CrossRef]
 14. Hu, Z.; Gnatyuk, S.; Okhrimenko, T.; Tynymbayev, S.; Iavich, M. High-speed and secure PRNG for cryptographic applications. *Int. J. Comput. Netw. Inf. Secur.* 2020, 12, 1–10. [Google Scholar] [CrossRef]
 15. Jun, S.; Kochan, O.; Kochan, R. Thermocouples with built-in self-testing. *Int. J. Thermophys.* 2016, 37, 37. [Google Scholar] [CrossRef]
 16. Wójcik, A.; Bilski, P.; Łukaszewski, R.; Dowalla, K.; Kowalik, R. Identification of the State of Electrical Appliances with the Use of a Pulse Signal Generator. *Energies* 2021, 14, 673. [Google Scholar] [CrossRef]
 17. Hu, Z.; Tereikovskiy, I.; Chernyshev, D.; Tereikovska, L.; Tereikovskiy, O.; Wang, D. Procedure for processing biometric parameters based on wavelet

- transformations. *Int. J. Mod. Educ. Comput. Sci.* 2021, 13, 11–22. [[Google Scholar](#)] [[CrossRef](#)]
18. Klemek, C. *The Transatlantic Collapse of Urban Renewal, Postwar Urbanism from New York to Berlin*; University of Chicago Press: Chicago, IL, USA, 2011. [[Google Scholar](#)]
 19. Mouratidis, K. Urban planning and quality of life: A review of pathways linking the built environment to subjective well-being. *Cities* 2021, 115, 103229. [[Google Scholar](#)] [[CrossRef](#)]
 20. Çevik, S.; Vural, S.; Tavşan, F.; Aşık, Ö. An example to renovation–revitalization works in historical city centres: Kundura-cılar Street/Trabzon-Turkey. *Build. Environ.* 2008, 43, 950–962. [[Google Scholar](#)] [[CrossRef](#)]
 21. İpekoğlu, B. An architectural evaluation method for conservation of traditional dwellings. *Build. Environ.* 2006, 41, 386–394. [[Google Scholar](#)] [[CrossRef](#)]
 22. Loures, L. Post-industrial landscapes as drivers for urban redevelopment: Public versus expert perspectives towards the benefits and barriers of the reuse of post-industrial sites in urban areas. *Habitat Int.* 2015, 45, 72–81. [[Google Scholar](#)] [[CrossRef](#)]
 23. Čurović, Ž.; Čurović, M.; Spalević, V.; Janic, M.; Sestras, P.; Popović, S.G. Identification and Evaluation of Landscape as a Precondition for Planning Revitalization and Development of Mediterranean Rural Settlements—Case Study: Mrkovi Village, Bay of Kotor, Montenegro. *Sustainability* 2019, 11, 2039. [[Google Scholar](#)] [[CrossRef](#)] [[Green Version](#)]
 24. Nowysz, A. Modernist Projects of Community-Based Urban Farms in Residential Areas—A Review of Agrarian Cooperatives in the Context of Contemporary Urban Development. *Buildings* 2021, 11, 369. [[Google Scholar](#)] [[CrossRef](#)]
 25. Lin, M.; Jian, J.; Yu, H.; Zeng, Y.; Lin, M. Research on the Spatial Pattern and Influence Mechanism of Industrial Transformation and Development of Traditional Villages. *Sustainability* 2021, 13, 8898. [[Google Scholar](#)] [[CrossRef](#)]

26. Mayowa, I.A.; Joseph, H.L.; Edwin, H.C.; Amos, D.A. Heritage building maintenance management (HBMM): A bibliometric-qualitative analysis of literature. *J. Build. Eng.* 2021, 42, 102416. [[Google Scholar](#)]
27. Guimarães, P. Business Improvement Districts: A Systematic Review of an Urban Governance Model towards City Center Revitalization. *Land* 2021, 10, 922. [[Google Scholar](#)] [[CrossRef](#)]
28. Nkonki-Mandleni, B.; Omotayo, A.O.; Ighodaro, D.I.; Agbola, S.B. Analysis of the Living Conditions at eZakheleni Informal Settlement of Durban: Implications for Community Revitalization in South Africa. *Sustainability* 2021, 13, 2371. [[Google Scholar](#)] [[CrossRef](#)]
29. Knippschild, R.; Zöllter, C. Urban Regeneration between Cultural Heritage Preservation and Revitalization: Experiences with a Decision Support Tool in Eastern Germany. *Land* 2021, 10, 547. [[Google Scholar](#)] [[CrossRef](#)]
30. Taraszkiewicz, A. Revitalization of Residential Buildings Dating Back to the Late 19th and Early 20th Century on the Example of “Willa Halina” in Sopot (Poland). *Buildings* 2021, 11, 279. [[Google Scholar](#)] [[CrossRef](#)]
31. Zielińska-Szczepkowska, J.; Jaszczak, A.; Žukovskis, J. Overcoming Socio-Economic Problems in Crisis Areas through Re-vitalization of Cittaslow Towns. Evidence from North-East Poland. *Sustainability* 2021, 13, 7984. [[Google Scholar](#)] [[CrossRef](#)]
32. The UNESCO Recommendation on the Historic Urban Landscape. Report of the Second Consultation on Its Implementation by Member States 2019; UNESCO World Heritage Centre: Paris, France, 2019; 319p. [[Google Scholar](#)]
33. Bandarin, F.; van Oers, R. The Historic Urban Landscape: Managing Heritage in an Urban Century; John Wiley & Sons: Hoboken, NJ, USA, 2012; p. 98. [[Google Scholar](#)]
34. Bandarin, F.; van Oers, R. (Eds.) Reconnecting the City: The Historic Urban Landscape Approach and the Future of Urban Heritage; John Wiley & Sons: Hoboken, NJ, USA, 2014. [[Google Scholar](#)] [[CrossRef](#)]

- 35.Colavitti, A.M. Urban Heritage Management: Planning with History; Springer: Cham, Switzerland, 2018. [[Google Scholar](#)] [[CrossRef](#)]
- 36.Choay, F. La Règle et le Modèle; Média Diffusion: Paris, France, 2019. [[Google Scholar](#)]
- 37.Rodwell, D. Reconnecting the city: The historic landscape approach and the future of urban heritage. *J. Archit. Conserv.* 2015, 21, 136–138. [[Google Scholar](#)] [[CrossRef](#)]
- 38.Rossi, C.; Rabie, S. Towards the Egyptian charter for conservation of cultural heritages. *J. Contemp. Urban Aff.* 2021, 5, 101–111. [[Google Scholar](#)] [[CrossRef](#)]
- 39.Hussein, N. Adaptive reuse of the industrial building: A case of energy museum in Sanatistanbul, Turkey. *J. Contemp. Urban Aff.* 2017, 1, 24–34. [[Google Scholar](#)] [[CrossRef](#)][[Green Version](#)]
- 40.Yildiz, G.; Şahin Güçhan, N. An industrial heritage case study in Ayvalık: Ertem olive oil factory. *J. Contemp. Urban Aff.* 2018, 2, 20–30. [[Google Scholar](#)] [[CrossRef](#)][[Green Version](#)]
- 41.Lviv—The Ensemble of the Historic Centre. Available online: <https://whc.unesco.org/en/list/865> (accessed on 2 August 2022).
- 42.Ponomaryova, A.; Ryan, B.D. Will Kyiv’s soviet industrial districts survive? A study of transformation, preservation, and demolition of industrial heritage in Ukraine’s capital. *J. Plan. Hist.* 2020, 20, 220–268. [[Google Scholar](#)] [[CrossRef](#)]
- 43.Dixon, T.; Montgomery, J.; Horton-Baker, N.; Farrelly, L. Using urban foresight techniques in city visioning: Lessons from the Reading 2050 vision. *Local Econ.* 2018, 33, 777–799. [[Google Scholar](#)] [[CrossRef](#)][[Green Version](#)]
- 44.Knox, P.L. Cities and Design; Routledge: London, UK, 2011. [[Google Scholar](#)]
- 45.Ouředníček, M.; Šimon, M.; Kopečná, M. The reurbanisation concept and it’s utility for contemporary research on post-socialist cities: The case of Czech Republic. *Morav. Geogr. Rep.* 2015, 23, 26–35. [[Google Scholar](#)]
- 46.Wu, X. Productive Landscape: Revitalizing a Post-Industrial District with Slow Economy. Master’s Thesis, Landscape Architecture in Landscape Architecture

- in the Graduate College of the University of Illinois at Urbana-Champaign, Urbana, IL, USA, 2011; 63p. [[Google Scholar](#)]
47. Standards and Guidelines for the Conservation of Historic Places in Canada. A Federal, Provincial and Territorial Collaboration. Second Edition. Catalogue Number R62-343/2010E-PDF. 2019. Available online: https://www.historicplaces.ca/media/7209/sandg_en.pdf (accessed on 11 August 2022).
48. Lemes de Oliveira, F.; Farrelly, L. The regeneration of a naval city: Portsmouth. In *Parallel Patterns of Shrinking Cities and Urban Growth: Spatial Planning for Sustainable Development of City Regions and Rural Areas*; Ganser, R., Ed.; Ashgate: London, UK, 2012; pp. 245–256. [[Google Scholar](#)]
49. Hatuka, T.; Rosen-Zvi, I.; Birnhack, M.; Toch, E.; Zur, H. The political premises of contemporary urban concepts: The global city, the sustainable city, the resilient city, the creative city, and the smart city. *Plan. Theory Pract.* 2018, 19, 160–179. [[Google Scholar](#)] [[CrossRef](#)]
50. Petryshyn, H. Budowa Tożsamości Szczecina w Oparciu o Wykorzystanie Kulturowych Wartości Krajobrazu Nadrzecznego Miasta; Petryshyn, H., Czałczynska-Podolska, M., Sochacka-Sutkowska, E.A., Pilarczyk, A., Eds.; Hogben: Szczecin, Poland, 2012. [[Google Scholar](#)]
51. Vainio, T.H. Building renovation: A new industry? In *Proceedings of the Management and Innovation for a Sustainable Built Environment MISBE 2011*, Amsterdam, The Netherlands, 20–23 June 2011; p. 85. [[Google Scholar](#)]
52. Cherkes, B.; Linda, S. Rebirth of multicultural identity in public spaces of Lviv. *IOP Conf. Ser. Mater. Sci. Eng.* 2019, 471, 072019. [[Google Scholar](#)] [[CrossRef](#)]
53. Steinberg, F. Revitalization of Historic Inner-City Areas in Asia. In *The Potential for Urban Renewal in Ha Noi, Jakarta, and Manila*; Asian Development Bank: Manila, Philippines, 2008. [[Google Scholar](#)]

54. Muszynska-Jeleszynska, D.; Jasinska, M. Rewitalizacja terenów przemysłowych w Europie Środkowej—doświadczenia projektu COBRAMAN. *Probl. Rozw. Miast* 2013, 10, 95–104. [[Google Scholar](#)]
55. Chmielewska, M.; Otto, M. The impact of revitalization on the evolution of urban space on former iron and steel works areas in Ruhr region (Germany). *Environ. Socio-Econ. Stud.* 2013, 1, 31–37. [[Google Scholar](#)] [[CrossRef](#)]
56. Grodach, C.; Ehrenfeucht, R. *Urban. Revitalization: Remaking Cities in a Changing World*; Routledge: New York, NY, USA, 2016. [[Google Scholar](#)]
57. Nikolić, I. Urban recycling of derelict industrial sites. In *Analysis of Socio-Economic Redevelopment of Post-Industrial Districts*; Máster Universitario en Gestión y Valoración Urbana, Universidad Politécnica de Cataluña: Barcelona, Spain, 2014. [[Google Scholar](#)]
58. Sosnova, N.; Wilkosz-Mamcarczyk, M. Developing “green” public spaces as a path to urban revitalisation of residential-industrial zones. *Geomat. Landmanagement Landsc.* 2017, 4, 95–104. [[Google Scholar](#)] [[CrossRef](#)]
59. Zagroba, M. Issues of the Revitalization of Historic Centres in Small Towns in Warmia. *Procedia Eng.* 2016, 161, 221–225. [[Google Scholar](#)] [[CrossRef](#)] [[Green Version](#)]
60. Berens, C. *Redeveloping Industrial Sites: A Guide for Architects Developers and Planners*; Wiley & Sons: Hoboken, NJ, USA, 2011. [[Google Scholar](#)]
61. Taylor, N. *Urban Planning Theory Since 1945*; SAGE: Los Angeles, CA, USA, 1998. [[Google Scholar](#)]
62. Rosen, M.; Sullivan, W. *From Urban Renewal and Displacement to Economic Inclusion: San Francisco Affordable Housing Policy 1978–2012*; Stanford University: Stanford, CA, USA, 2012. [[Google Scholar](#)]
63. Stone, S. Foreword. In *Adaptive Reuse of the Built Heritage. Concepts and Cases of an Emerging Discipline*; Plevoets, B., Van Cleempoel, K., Eds.; Routledge: Abingdon, UK, 2019; pp. 17–19. [[Google Scholar](#)]
64. Yin, R.K. *Case Study Research Design and Methods*, 5th ed.; Sage: Thousand Oaks, CA, USA, 2014. [[Google Scholar](#)]

65. Bartik, T.J. The revitalization of older industrial cities: A review essay of retooling for growth. *Growth Chang.* 2009, 40, 1–29. [[Google Scholar](#)] [[CrossRef](#)]
66. Maluszynska, I.; Maluszynski, M.J.; Ancuta, M. Revitalization of post-industrial areas of the capital city of Warsaw on the example of Powisle. *Sci. Rev. Eng. Env. Sci.* 2014, 63, 99–109. [[Google Scholar](#)]
67. Brezden, P.; Szmytkie, R. Current changes in the location of industry in the suburban zone of a post-socialist city. Case study of Wrocław (Poland). *Tijds. Econ. Soc. Geog.* 2019, 110, 102–122. [[Google Scholar](#)] [[CrossRef](#)]
68. Kuzior, A.; Grebski, W.; Kwilinski, A.; Krawczyk, D.; Grebski, M.E. Revitalization of Post-Industrial Facilities in Economic and Socio-Cultural Perspectives—A Comparative Study between Poland and the USA. *Sustainability* 2022, 14, 11011. [[Google Scholar](#)] [[CrossRef](#)]
69. Golovanov, E.B.; Kiseleva, V.A. Evolution of re-development as a trend in transformation of urban territories. *Bull. South Ural. State Univ. Ser. Econ. Manag.* 2013, 3, 12–16. [[Google Scholar](#)]
70. Kłopotowski, M.; Zagroba, M. Post-industrial Objects and Buildings in the Structure of the Contemporary City, World Mul-tidisciplinary Earth Sciences Symposium (WMESS 2017). IOP Publ. IOP Conf. Ser. Earth Environ. Sci. 2017, 95, 052019. [[Google Scholar](#)] [[CrossRef](#)]
71. Jadach-Sepioło, A.; Muszyńska-Jeleszyńska, D.; Spadło, K. Analysis of the Current Situation of Post-Industrial Sites in Urban Areas of Three Functional Zones: Capital City of Warsaw, the City of Plock and the City of Radom together with the City of Pionki. Interreg. Central Eur. ReSites, Version 1; 2016. Available online: <https://www.interreg-central.eu/Content.Node/ReSites/WPT1-GreenerSites-Brownfield-analysis-of-Radom-and-Plock-FU.pdf> (accessed on 4 August 2022).
72. Pedko, I.; Pandas, A. Revitalization of Industrial Zones of The Big City. In Proceedings of the 32nd International Scientific Conference on Economic and

Social Development, Odesa, Ukraine, 21–22 June 2018; pp. 174–180. [[Google Scholar](#)]

73. Gyurkovich, M.; Gyurkovich, J. New Housing Complexes in Post-Industrial Areas in City Centres in Poland Versus Cultural and Natural Heritage Protection—With a Particular Focus on Cracow. *Sustainability* 2021, 13, 418. [[Google Scholar](#)] [[CrossRef](#)]