

**The Ministry of Education and Science of Ukraine  
Ukrainian-American Concordia University  
Management and Business Faculty**

**MASTER'S QUALIFICATION WORK**

**Improvement of management of a trading enterprise**

Master's student of  
Field of Study 07 – Management  
and Administration  
Speciality 073 – Management  
Specialization – Business  
Administration

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*(First Name, Last Name)*



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**Doctor of Philosophy**

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## **ABSTRACT**

The industry of socio-cultural service and tourism has undergone very significant changes in recent years due to the introduction of new information technologies. Business in this area is not only one of the most dynamic, but also an industry that is extremely rich in information.

A modern hotel enterprise provides consumers with not only accommodation and food services, but also a wide range of transport, communications, entertainment, excursion services, medical, sports services, beauty salon services, etc. In fact, hotel enterprises in the structure of the tourism and hospitality industry perform key functions, as they form and offer consumers a complex hotel product, in the formation and promotion of which all sectors and elements of the tourism and hospitality industry take part.

Computer technologies are being actively introduced into the hotel business, their use is becoming an essential condition for the successful operation of hotels. Possession of information is relevant for the hospitality industry, since it is the efficiency, reliability, accuracy, high speed of processing and transmitting information that largely determine the effectiveness of management decisions in this area. The implementation of these conditions is possible only within the framework of the use of information computer systems.

At present, the global hospitality market is highly technological, and it is difficult to imagine today a serious company that does not use any software package. Any hotel from a mini-hotel with a few rooms to the largest hotel complexes with thousands of rooms seeks to solve enterprise management issues using modern automated control systems.

Each hotel owner thinks about how to minimize profit losses at all stages, effectively control the work of staff, improve the quality of service, anticipating the wishes of their guests. This can be achieved through an integrated information support system that combines all vital elements of the hotel business into a single management cycle.

The introduction of modern technologies in the work of enterprises in the hotel industry makes it possible to improve the quality of the product and speed up the process of collecting and processing information, provide real-time interaction with market participants, expand the range of services, and automate the processes of documentation, reporting, and accounting.

The modern hotel industry is a dynamically developing industry. Trends in its development are associated with growing demand and expanding the range of services provided. The use of the latest information technologies, their integration with life support systems, make it possible to optimize the functioning of all services and services of the hotel complex.

Since the leader in his work relies on information about the state of the object and, as a result of his activity, creates new command information in order to transfer the managed object from the actual state to the desired one, the information is conditionally considered the subject and product of managerial work.

Currently, we are witnessing the rapid development of information technology and software in the hotel and tourism business. This is due to the effect that can be obtained with their proper use. Modern information technologies allow to organize the work of the enterprise with maximum efficiency.

The issue of complex automation of booking processes, settlements with guests, agents, tour operators and economic activities is becoming more and more relevant for Ukrainian hotels.

Often hotels follow the path of developing their own custom automated control systems. However, this path, which played a certain role in solving the problems of many hotels, turned out to be ineffective in the long run - it becomes economically unprofitable to develop and even maintain custom-made systems against the backdrop of increased prices.

It is possible to organize the work of the hotel complex with maximum efficiency and in accordance with modern world requirements only with the use of modern computer technologies. Automation of the management of hotel

complexes was dealt with several decades ago in the era of the creation of the first automated enterprise management systems.

A key role in a modern hotel is given to security - reliable protection of the life and health of visitors and staff, commodity, material and information resources located in buildings and on the territory of the hotel, from various types of external and internal threats. The elements of the integrated security system (ISS) perform a preventive function.

The first automated hotel management systems appeared in 1975 in the West. Then there were years of developing systems, accumulating significant experience in implementing and operating them in thousands of hotels around the world. Today, Western systems are highly functional and "mature", have rich features, many years of operating experience, and although, according to a study by Microsoft, the price of such systems is high, 60-70% of all hotels in the West use these advanced high-performance management technologies. This is due to the increasing pace of technological progress: if earlier hotels changed their technological equipment every 7-9 years on average, today it is every 3-5 years, and the trend of reducing this period continues.

The built-in flexibility of setting up Western automated control systems allows them to adapt to the specifics of Ukrainian requirements. Today, there are several such systems on our market; they are operated in hotels that are jointly managed with Western partners and are part of hotel chains.

Custom systems in Ukraine were developed in conditions when the internal structure of most hotels was more or less of the same type, and the legislation hardly changed. Such systems took into account the interests of a particular hotel, gradually automating certain areas of work. Maintaining such a system in the face of changing legislation and constant innovation in the hotel business is difficult. That is why custom systems are abandoned, developing and using mainly standard systems.

Today, hotel enterprises in Ukraine use several well-known programs for hotel enterprises: Fidelio, Lodging Touch, Horse 21, which are typical for world hotels, as well as Hotel - 2000, Edelweiss, which are typical only for Ukraine.

At the present stage of development, communication tools play an important role in ensuring the effective management of the hotel business. Any delay in information can lead to very serious negative consequences, both financially and in the loss of the company's image, which can ultimately lead to the collapse of any organization. This directly applies to enterprises in the tourism and hospitality industry.

The transfer of information can be carried out manually or mechanically using automated systems through various communication channels. The first way of transmitting information is still widespread. In this case, the information is transmitted either by courier or by mail. The advantages of this method include the complete reliability and confidentiality of the transmitted information, control over its receipt (by mailing at check-in points), minimal costs that do not require any capital expenditures. The main disadvantages of this approach are the low speed of information transfer and inefficiency in obtaining answers.

The second method significantly increases the speed of information transfer, increases the efficiency of decision-making, but at the same time capital and current costs increase. With the competent organization of the production process at the enterprise, this method of transmitting information ultimately significantly increases the economic efficiency of the functioning of the enterprise in the tourism and hospitality industry.

With the implementation of the Opera Enterprise Solution ICS, productivity is expected to increase through better use of hotel resources, savings in data processing costs, and more efficient core business operations.

Using the automated hotel management system Opera Enterprise Solution, the time for processing incoming complex booking requests is minimized, and information about the upcoming check-in is promptly sent to the maid service, who need to prepare the room for the arrival of guests. It also minimizes the processing

time for data on the implementation of service packages in accounting. The creation of an integrated hotel information network, in the center of which there is a modern system, allows minimizing the need for duplication of information and, accordingly, avoiding errors that occur during manual data entry. Saving the labor of even one worker a day will save a significant amount over the year, not to mention the avoidance of costly mistakes.

Proper organization of the work of maids through the use of operational management of the number of rooms will allow you to optimally plan the workload of the attendants.

The greatest return can be expected from the use of the block of optimization of management decisions. Well-designed management reports that present data processed for decision-making save time needed for analytics and collecting statistical data. With the reports received, the hotel manager can more accurately determine the positioning of the hotel, the dynamics of changes in demand and the characteristics of guest preferences, identify the most important customers and prepare personalized offers for them.

Using data about the preferences of regular guests allows us to provide them with a unique personalized service, alerting them to their wishes and offering additional most requested services. The result of this approach will be that customers leave the hotel with the intention of returning and bring more income to the hotel during their stay, as well as create contact advertising for the hotel among their friends and partners.

Maximizing the return on room stock is also achieved through the ability of management systems to estimate the expected percentage of no-shows for each category of guests or market segment and set the corresponding allowable percentage of rebooking, as well as maintain waiting lists.

The relevance of the research topic lies in the fact that the issue of complex automation of booking processes, settlements with guests, agents, tour operators and economic activities is becoming paramount for Ukrainian hotels.

The object of study of this final qualification work is the Potoki House hotel, which is a small form of a hotel enterprise and located in the Poltava region. The subject of the study is the information management system for the activities of this hotel enterprise.

To improve the efficiency of the Potoki House hotel, it is proposed to introduce a new automated hotel management system, Opera Enterprise Solution, which should contribute to a clear coordination of the enterprise's work and an increase in the level of service quality.

Using Opera Enterprise Solution will increase sales, hotel guest loyalty and staff efficiency. The hotel becomes a manageable enterprise that is able to respond flexibly to changes in the market situation, which makes the investment in technology fully payable.

**PHEE-institute «Ukrainian-American Concordia University»**

**Faculty of management and business**

**Department of international economic relations, business and management**

Educational level: **master degree**  
Specialty: **073 – Management**  
Educational Program **“Business and Administration”**

**APPROVED**

**Head of Department** Liubov Zharova



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**TASK**  
**FOR FINAL QUALIFICATION WORK**  
**Anna Babaieva**

(Name, Surname )

1. Topic of the work

**Organization of international management activity of a trade enterprise**

Supervisor of the work Liudmyla Syerova PhD of Economics, Associate Professor

(surname, name, degree, academic rank)

Which approved by Order of University from **“16” December 2022 №22-12/2022- 1c**

2. Deadline for final qualification work submission **“10” February 2023**

3. Data-out to the final qualification work

to the master thesis materials received during the consultation with the representatives of Antar company

4. Contents of the explanatory note (list of issues to be developed)

There are three main topics/tasks for the thesis: theoretical and methodological foundations of the organization of international operations; research of the organizational and economic mechanism of management of the international operations of the enterprise; development of measures to improve the management of international operations of the enterprise.

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



Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the market intelligence and analysis of the company.

6. Consultants for parts of the work

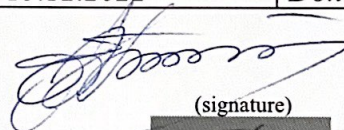
Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1	Syerova		
2	Syerova		
3	Syerova		

7. Date of issue of the assignment

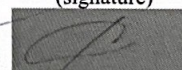
Time Schedule

№	The title of the parts of the master's qualification work	Deadlines	Notes
1.	I chapter	19.10-21.10.2022	Done
2.	II chapter	26.10-28.10.2022	Done
3.	III chapter	16.11-18.11.2022	Done
4.	Introduction, conclusions, summary	19.10 – 21.10.2022	Done
5.	Pre-defense	13.12.2022	Done

Student

  
(signature)

Supervisor

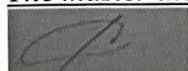


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Conclusions:

The master thesis of Anna Babaieva is relevant and dedicated to the organizing of international management activity of a trade enterprise. Reviewed master thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the master thesis. Content and structure of the work meet the requirements and current standards for obtaining an educational master's degree. Illustrative materials facilitate the perception of presented information and indicates persistence in the collection and processing (analyzing) of statistical data. Practical significance of this master thesis is proved by opportunity of using of proposed improving set of measures on the enterprise – Potoki House LLC. Proposed recommendations will increase the efficiency of international management in Potoki House LLC. The master thesis is a complete independent study of current theoretical and practical, aspects of the organizing of export-import operations. The master thesis of Anna Babaieva is recommended for defense with the highest score.

Supervisor



## **CONTENT**

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## SUMMARY

A modern hotel enterprise provides consumers with not only accommodation and food services, but also a wide range of transport, communications, entertainment, excursion services, medical, sports services, beauty salon services, etc. In fact, hotel enterprises in the structure of the tourism and hospitality industry perform key functions, as they form and offer consumers a complex hotel product, in the formation and promotion of which all sectors and elements of the tourism and hospitality industry take part.

Computer technologies are being actively introduced into the hotel business, their use is becoming an essential condition for the successful operation of hotels. Possession of information is relevant for the hospitality industry, since it is the efficiency, reliability, accuracy, high speed of processing and transmitting information that largely determine the effectiveness of management decisions in this area. The implementation of these conditions is possible only within the framework of the use of information computer systems.

At present, the global hospitality market is highly technological, and it is difficult to imagine today a serious company that does not use any software package. Any hotel from a mini-hotel with a few rooms to the largest hotel complexes with thousands of rooms seeks to solve enterprise management issues using modern automated control systems.

Each hotel owner thinks about how to minimize profit losses at all stages, effectively control the work of staff, improve the quality of service, anticipating the wishes of their guests. This can be achieved through an integrated information support system that combines all vital elements of the hotel business into a single management cycle.

The introduction of modern technologies in the work of enterprises in the hotel industry makes it possible to improve the quality of the product and speed up

the process of collecting and processing information, provide real-time interaction with market participants, expand the range of services, and automate the processes of documentation, reporting, and accounting.

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## INTRODUCTION

Today, management is understood as a certain process of such a purposeful influence of the subject on the object of management in order to achieve certain results. Management and its development is primarily due to the definition of the mission, strategy, values of the enterprise based on the analysis of past experience and vision of the future, and this is the main requirement for creating an effective management system in the organization. The effectiveness of the functioning of any economic object due to the increasing complexity and strengthening of relationships to a greater extent depends on the quality of the use of the existing management system. Improving the quality of the system of organization of enterprise management can be achieved by conducting a study of all aspects of the external and internal activities of the organization.

Modern trends in the development of organizations suggest the improvement of the management system as one of the main components of the intangible assets of an enterprise, this is especially true during a crisis in the country, a reduction in real incomes of the population and other unfavorable trends. Analysis and evaluation of the effectiveness of the enterprise management organization system is an important element in the development of design and planned management decisions, which makes it possible to determine the level of progressiveness of the current modern management, projects or planned activities that are being developed at the enterprise. Currently, many service enterprises do not pay due attention to the assessment of the management system, which leads to a decrease in their managerial efficiency, economic performance, so the topic of the work is relevant.

The purpose of the work is to analyze and evaluate the management system of the Potoki House LLC enterprise, as well as to develop proposals for improving the management system.

Consequently, the subject of the study is managerial relations regarding the increase in the efficiency of the enterprise management system. The object of the study is a hotel and restaurant complex (Limited Liability Company "Potoki House").

To achieve this goal in the master's work, it is necessary to solve the following tasks:

- consider the theoretical foundations of modern management of business organizations;
- evaluate the factors of the organizational environment of the enterprise;
- analyze the existing management system for the activities of Potoki House LLC;
- identify problems in the existing management system for the activities of Potoki House LLC;
- develop measures to improve the management system for the activities of Potoki House LLC;
- evaluate the effectiveness of the proposed measures.

The master's work consists of an introduction, three chapters, a conclusion, a list of references. The total amount of work is 70 pages. Master's work is illustrated by 4 drawings; 5 tables. The list of sources used in the work includes 38 titles.

## **SECTION 1. THEORETICAL ASPECTS OF ORGANIZATION OF THE MANAGEMENT ACTIVITIES OF A TRADE ORGANIZATION**

### **1.1. Management activity as a socio-economic phenomenon**

Management activity is a complex and diverse socio-economic phenomenon and has a number of features that distinguish it as a specific object of economic research. Managerial labor, on the one hand, acts as a means of social production and depends on the level of development of the productive forces, and on the other hand, it expresses the social relations of people in the conditions of labor cooperation, thereby reflecting the specific nature of the production relations of this formation. In the economic literature, until recently, there is no unified approach to defining the essence of managerial work.

Management activity, according to Fayol, contains foresight, organization, management, coordination and control, it is the implementation of management functions that, from his point of view, is the source of the effectiveness of the management system [14, p.83]. Other scientists give a similar definition, including "the process of planning, organization, motivation and control necessary in order to form and achieve the goals of the organization" [31]. The definition of the content of the manager's work gradually turns into the definition of management itself, in particular, Drucker P. believes: "Management is a special kind of activity that turns an unorganized crowd into an effective, purposeful and productive group" [4].

Management is the ability to find the best solution in each specific situation, using a multi-variant system of influence on others [21].

The different opinions that still exist on this issue indicate that managerial work is a type of labor activity, which is primarily characterized by the difficulty of determining immediate results, since it is associated with the organization and management of workers who directly create material values.



Managerial work involves the joint activity of management personnel, expresses the need to establish certain links between them and workers directly involved in the production process, as well as relations between the management personnel themselves, employed in the field of management under the guidance of a single organizing center, which not only connects all workers involved in this labor, into a single whole, but also coordinates their activities. Managerial work is a specific type of mental activity (partially physical), aimed at guiding people with the help of certain methods, and through them - at the course of the production process.

Production and managerial work has the same goal and result. However, managerial work has its own specifics. The functions and operations that make up the content of managerial work, regardless of the hierarchical level of management, can be represented as a cyclic scheme that includes three stages.

At the initial stage, managerial work is associated with the development of a strategy, achieving goals, ways to justify them. Here, the ability of leaders to involve the team in this process is of particular importance. At the second stage, there is a systematic process of organizing the fulfillment of the goal (dividing the goal into stages, elements and bringing them to each unit and executor, their motivation). At the third stage, the main attention is paid to the regulation, coordination of work and their control. At this stage, great importance is attached to the adjustment and timely clarification of goals, etc. Today, the transformation of managerial work is taking place not only under the influence of scientific and technological progress and radical changes in the economy, such as the transition to market relations, denationalization, etc. All this introduces significant changes in the content of managerial work:

- implementation without documentation information technology, the possibility of which is provided by computer technology;
- increasing the value of information;



- a sharp reduction in the duration of the management cycle, caused by the spread of software types of equipment and technology [28].

In modern conditions, a new system of division of labor in management has been formed, which is acquiring a collective focus:

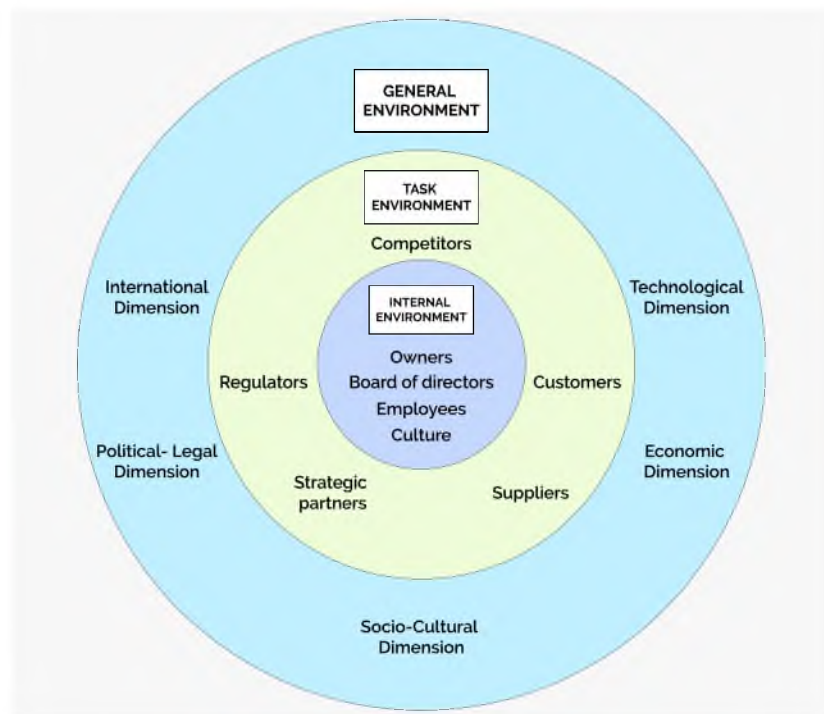
- direct producers acquire the status of a subject of managerial labor, participate in all phases of the managerial cycle;
- the material basis of the only cooperation of managerial labor is created, because there is a close interdependence of managers and direct producers. It is this socio-economic form of managerial work that can be regarded as adequate to the nature of market relations, since it is able to ensure the effective implementation of management functions by joint, collective actions in achieving the goals set.

Considering the organization as one of the functions of management, M. Meskon defined the organization as "the process of creating an enterprise structure that enables people to work effectively to achieve the goal", highlighting the following two aspects:

- division of the organization into divisions in accordance with the goals (goals - hierarchy);
- the relationship of powers (delegation, proper powers, responsibility) [25, p.672].

When people combine their efforts in order to obtain some results, there is immediately a need for management, and first of all, for organizing and coordinating their joint activities. This gives reason to consider the organization from the position of managing it, that is, as an object that needs to be managed [3, p.736].

Organizations are private and state firms, state institutions, public associations, cultural and educational institutions, etc. (Fig. 1.1).



**Fig. 1.1 - Organization as an object of management**

**Source-[31]**

Any organization is an open system built into the external environment with which the organization is in a state of constant exchange. At the input, it receives resources from the external environment; at the output, it gives the created product to the external environment [31].

Thus, an organization as an object of management means an association of people working together, whose activities are consciously coordinated to achieve certain common goals. Here, organization is understood as a characteristic of a thing or event that is the usual result of a certain purposeful activity (organization process) and is practically reducible to the concept of an organizational model. In this case, the organization is identified with the concept of structure, that is, the composition of the system and its various hierarchies.

Based on the foregoing, the essence of the modern organizational concept in a broader sense can be defined:

- firstly, as an internal order, consistency, interaction of more or less differentiated and autonomous parts of the whole, due to its structure;
- secondly, as a set of processes or actions leading to the formation and improvement of the relationship between the parts of the whole,
- thirdly, as an association of people jointly implementing a certain program or goal and acting on the basis of certain procedures and rules.

From the middle of the 20th century, new approaches to management began to develop, based on systems theory and information science. The development of the enterprise management system is defined in Table 1.1 [24].

**Table 1.1**

**Development of the management system as a scientific discipline**

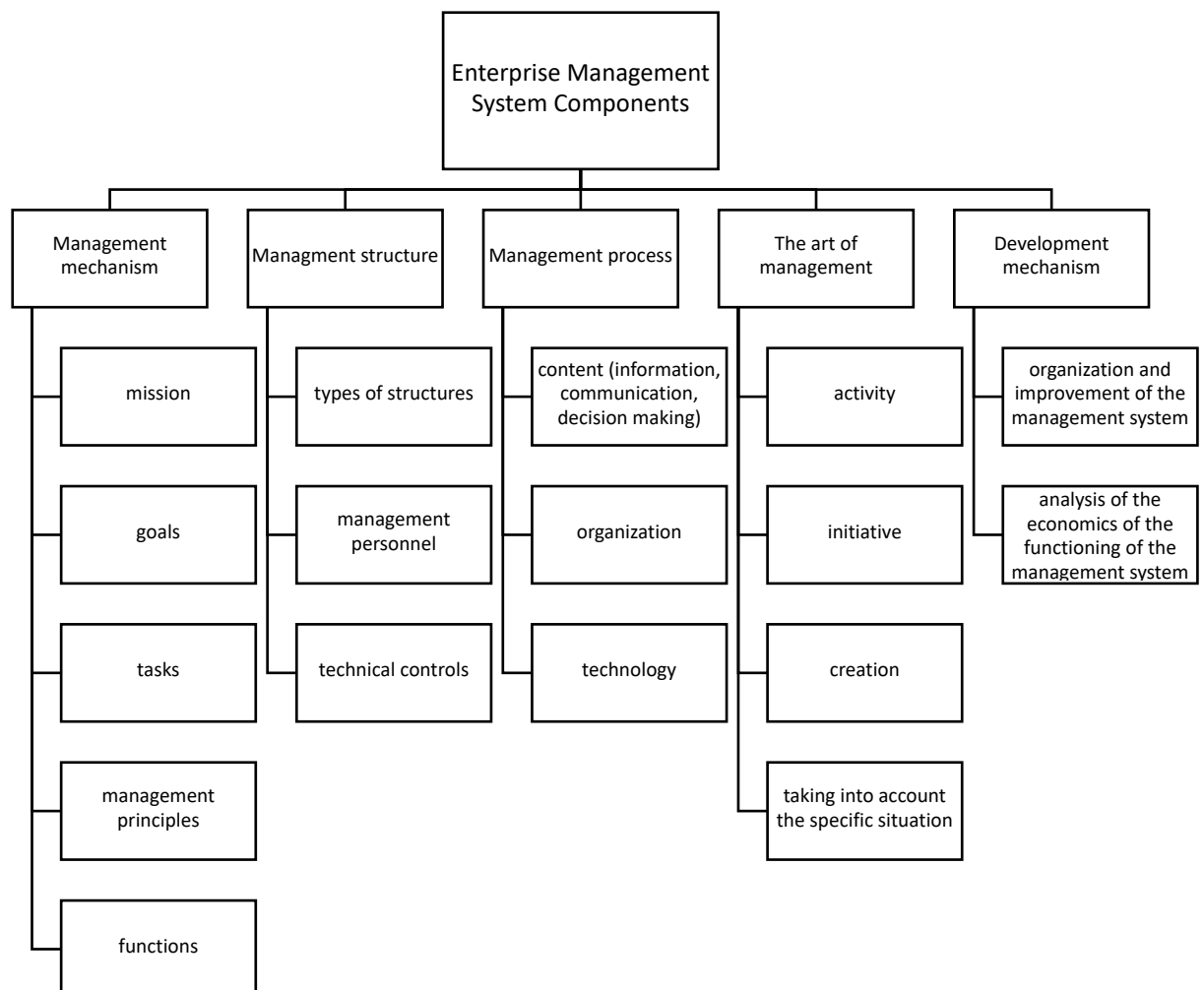
Scientific schools	Representation of the management organization object
Scientific management	Manufacturing process
Administrative (classic)	Company
Behavioral relationships	The enterprise as a social system
Quantitative approach	The set of production and management processes
Process approach	The enterprise as a combination of object and subject of management
Systems approach	Enterprise as an open system
Situational approach	Enterprise in the micro- and macro environment

**Source-[24]**

A modern control system should be simple and flexible. Its main criterion is to ensure efficiency and competitiveness. Based on this statement, it should have the following characteristics:

- small units, staffed by fewer but more qualified people;
- a small number of management levels;
- a structure based on groups (teams) of specialists;
- the nature and quality of products, schedules and procedures of work, focused on the consumer.

The organization management system includes five elements, the main of which are: management mechanism; management process; management structure (Fig. 1.2) [15].



## **Fig. 1.2 - Components of the enterprise management system**

**Source-[15]**

The management mechanism is a set of means and methods of influencing the activities of people and the organization as a whole. It is formed on the basis of a targeted approach, close connection with management methods and management principles.

The management structure is the composition and combination of various units interconnected by functions and powers.

The management process is a sequence of stages in the formation and implementation of the impact. The management process is based on information. The development mechanism is a set of interrelated circumstances of an internal and external nature that contribute to the formation and functioning of the enterprise management system.

The art of management is the ability to make decisions in the management of an organization [15].

### **1.2. The essence and features of the management structure**

The efficiency of the enterprise significantly depends on the organizational form chosen to manage it. Therefore, the organizational structure of management must correspond to a specific object of management (enterprise), its goals and conditions.

The organizational structure of enterprise management is the internal orderliness, consistency and interaction of individual parts of a single whole [37].

It is formed from two interrelated components: 1) management structure; 2) the production structure of the enterprise.

First, the production structure is formed, and then, as a derivative of it, the organizational structure of enterprise management is built. The production structure of the enterprise is determined by the composition of the main production units of the enterprise and the nature of their relationship. The management structure is defined as a form of distribution and coordination of management activities in the enterprise. It includes the composition of the governing bodies and establishes the nature of the relationship between them [5].

Kabushkin N. I. defines the management structure as “an ordered set of interrelated elements that are in stable relations with each other, ensuring their functioning as a single whole” [10]. To manage the structure means to optimally distribute goals and tasks among the employees of the organization.

The components of the organizational structure of management are the composition, correlation, location and interconnection of individual subsystems of the organization. The following elements are distinguished in the organization management structure: links (departments), levels (stages) of management and communication [11].

The management links include individual employees (general director, his deputies), services and other links of the management apparatus, i.e. the management link is an independent structural unit (department, bureau, sector) that performs a certain management function, its part or a combination of several functions, and the relationship between them is supported by connections, which are usually divided into horizontal and vertical.

Horizontal links are in the nature of coordination and are, as a rule, single-level.

Vertical links are links of subordination, and the need for them arises when management is hierarchical, that is, when there are several levels of management.

In addition, links in the management structure can be linear and functional. Linear connections reflect the movement of management decisions and information between the so-called line managers, i.e. persons who are fully responsible for the activities of the organization or its structural divisions. Functional connections take place along the line of movement of information and management decisions on various management functions.

The level of management is the unity of the links of a certain level, in the hierarchy of management (management of an enterprise, workshop, site, etc.). In the theory and practice of management, the so-called control range, i.e., the limiting number of objects that can be effectively managed [38], or, as it is also called, the controllability norm, the number of employees subordinate to one line manager, at which the total labor intensity of the functions performed by him approaches the standard (8 hours a day, 40 hours a week, etc.), and the efficiency of managerial work meets the requirements of the organization [19]. The average value of the control range is 7–10. On the higher levels of management, it is 4–5, and on the lower levels, when performing simple work, it can reach 20–30 and even much more.

A narrow range of control leads to the fact that the manager is able to maintain constant contact with subordinates, exchange the necessary information with them, manage them better; at the same time, there is a danger that he will interfere unnecessarily in their affairs and restrict the freedom of behavior. With a wide range of control, the leader may be overwhelmed by the coordination of the current work of subordinates and lose sight of the strategic objectives.

The specific management structure is influenced by several groups of factors:

- the scale and structure of the organization itself. The first determines whether the management structure will be "high" or "flat", and the second specifies its type - functional, divisional, etc.;

- technological factors. In conditions of universal automation, in which the constant presence of a person is not needed, the control structure is much simpler;

- economic factors. For example, by grouping similar activities into a single unit, led by a single governing body instead of several previous ones, one can significantly reduce the corresponding costs;

- the human factor is associated with the social structure of the staff and the relationship between people. So, if the organization does not have enough people with the appropriate level of education and qualifications, an attempt to create a particular unit or position is unlikely to succeed, even if the need for them is undeniable;

- natural factors - geographical or natural-climatic. For example, , territorial dispersion of units, their isolation from the central leadership, the extreme nature of working conditions, etc .;

- the management structure of a part of the organization is largely determined by the place that this part occupies and the nature of the activity. The management structure of production units will be completely different from the scientific ones, and those located on the upper "floors" will be different than those on the lower ones. The ability of an enterprise to adapt to changes in the external environment is influenced by how the enterprise is organized, how the management structure is built.

The organizational structure of an enterprise is a set of links (structural divisions) and links between them. Management structures are divided into two large groups - mechanistic and organic. Mechanistic (bureaucratic) or rigid organizational and managerial structures are inactive, stable, the planning and control system is strictly hierarchical, and decisions are made by top management. These are centralized structures. Decentralized structures are more flexible and rapidly changing. They are called organic, adaptive.



The basic rules for creating an organizational management structure are: the organizational structure should be extremely simple, the simpler it is, the easier it is for the staff to understand it; the scheme of the organizational structure should be visible; each employee must have a job description; information channels should ensure the transfer of information both in the forward direction (transfer of management decisions) and in the opposite direction (execution control); lines of subordination and responsibility should be clear, double subordination should be avoided; coordination of all activities is carried out by top management at the level of deputy heads of the organization; final, global decisions are made at the level of the company's leaders, taking into account the possibilities and prospects for its development; the functions of line management and functional units should be delimited.

### **1.3. The mechanism of organization of management**

Almost every director of an enterprise wants his management system to be effective. What do we mean by effective business management?

Effective enterprise management is an adequate perception of reality, the most accurate forecasting of the realization of one's capabilities and 100% fulfillment of the planned results.

Creating an effective enterprise management system is not a quick or easy path, it can be compared to climbing up a steep ladder. Each step is a necessary stage, and it must be passed.

In the description of each stage, only those features and traits are presented that the owners and managers would like to pay attention to [21].

Self management. The first step is the basis for further upward movement, because the ability to manage others begins with the ability to manage oneself.

Everything is important here, from morality and ethics to delegation of authority and distribution of responsibility.

For example, do you know the difference in running a business when the general manager is the owner or when he is the executive director? The differences are global. Everything lies in the nature of their desires and functions.

The owner is the one who can do everything with his capital:

- reshape a thousand times "as in a kaleidoscope" the structure and methods of enterprise management;
- finally, sell the company as a boring toy.

The executive director is the one who is responsible for fulfilling the wishes of the owner, and therefore he must: - accept and achieve the goals set by the owner; - be responsible to the owner for the results of the enterprise; - to create an enterprise management system (with minimal costs and in the shortest possible time), which will be a tool for efficient business management.

As you correctly understood, it's all about the responsibility for the state of the business.

The task of the owner is to participate in the development and adoption of strategic decisions, and not the daily solution of tactical tasks. Of course, there are "playing coaches", but this is more the exception than the rule.

What matters is constant learning, being receptive to innovation, and knowing your products. The value chain or the main processes of an enterprise always have a specific color, and if you are not "in the know", you will not be able to effectively manage the work of your enterprise. You are not afraid of specifics if you have the appropriate education. Therefore, the opinion that any manager can manage anything - a chocolate factory or an instrument-making plant, is absurd in its illogicality [17].

Employee management. The next step will always be needed, despite the growing pace of automation and the emergence of intelligent robots. Yes, we are talking about personnel management. And today, as before, "cadres decide everything". Anyone who does not understand this is doomed to failure in their activities.

It is known that it is necessary to develop a personnel policy, a personnel development program, and provide for the creation of a personnel reserve. But the most important thing is to achieve employee loyalty using social and psychological aspects.

Communication between employees should be built on positive universal principles, and the top management and top managers of the enterprise should set the tone. For example, in Japan, a bow is a sign of respect for a person, and not for a position. And so the head of the corporation (without complexes!) bows to the usual employee of the enterprise - the driver of the car.

The corporate spirit is just as important in an enterprise as well as timely paid wages. A person is so arranged that he believes in a bright future, and in this he must be supported in every possible way. It is necessary to demonstrate the development of the enterprise, its successes and publish positive long-term forecasts. This is necessary to eliminate the formation of a crisis in the minds of people, because further the growing uncertainty will turn into a job search at another enterprise [23].

Infrastructure and technology management. Infrastructure is the foundation of a business. Buildings, equipment - that's where any business starts. Of course, fixed assets are not people, but they also need special attention, because the requirements for their proper maintenance are constantly growing, especially in the presence of complex technological processes. Everyone is used to believing that tomorrow is still far away, but they forget that we are shaping it today. Therefore, the application of 5S methods and lean manufacturing gives us a chance to avoid

big mistakes and unplanned costs. In infrastructure management, an integrated approach and appropriate regulations are important for its effective use.

Technology. It is known: if the process is technological, then repeatability is ensured, which, in turn, allows planning and ensuring the implementation of the tasks.

Technologies are not only technical processes for manufacturing products, but also any formalized or standardized methods and tools for processes in the enterprise.

Today, innovative technologies are in vogue, but here one must be very careful. Knowing the Ukrainian mentality and people's belief in miracles, "shamans" offer a panacea for all troubles and problems at the enterprise, and with almost instant positive results.

For example, you may be offered the development of an enterprise using an automated wage system. You buy a software product that "calculates" the salary of employees depending on the performance of the simplest functions (you make the simplest functions yourself from complex ones):

- the number of phone calls made;
- the number of sheets of information sent by fax;
- the number of minutes spent on one phone call, etc [16].

Business Process Management. Knowledge of the business processes of the enterprise allows you to effectively conduct any activity with the positioning of the causes and places of inconsistencies. The efficiency of business processes is ensured by the analysis of the resources used to achieve the result (goal) and appropriate measures to eliminate deviations from the established standard.

Business Process Management Methods. Process Approach:

- formalization;
- documentation;

- control and analysis;
- standardization.

Systems approach:

- the relationship of all elements of the enterprise;
- operational control over the resources and the fulfillment of the enterprise's goals;
- timely analysis of the activities of the enterprise [4].

Enterprise Management System. The enterprise management system must be constantly improved under changes in the external environment. Changes in the management system are needed, they are simply necessary in our rapidly changing world. But these changes must be meaningful, logically justified and thought out in terms of risks. It must be understood that an enterprise is not a set of identical "cubes" (services, departments), from which different figures (organizational structures) can be composed, but a living organism consisting of many interrelated processes and functions, goals and objectives.

It is reasonable to change with the external environment in time, but it is wiser to make such an enterprise management system that will itself be a pioneer, a source of changes in the external environment. Of course, this is an aggressive attitude, requiring a departure from stately calmness, even in the presence of effective performance indicators for the enterprise. Moreover, in Ukraine, it is not the one who foresaw the next steps in the course of changes that survives, but the one who made them first.

The organizational structure must be in line with the firm's strategy. For example, Circuit City and Price/Costco, which target price-sensitive consumers, are all about gaining a price competitive advantage. In an effort to minimize the number of managers, most decisions are made by corporate managers based at headquarters. Such centralization is very effective when regional differences in customer needs are small.

On the other hand, consumers who buy the most fashionable clothes are not so sensitive to price, and their tastes are purely individual. Retailers that cater to these finicky shoppers tend to have a large workforce. Most decisions in this case are made at the store level. These decentralized structures have higher staff costs, but they can increase sales by tailoring the product and service offering to the needs of specific local markets.

In addition, the organizational structures of trading firms vary depending on the type and size of the company itself. The structure of a company operating a single store has nothing to do with the organization of a nationwide trading network [17].

There are also different approaches to the analysis of the management system in organizations:

1. Behavioral Approach:

- focus on the behavior of people in the organization;
- identification of processes and relationships between them;
- decision - around the type of interaction in a particular cultural environment.

2. Situational approach:

- the behavior of the organization depending on the environment;
- identification of methods for analyzing alternatives;
- the solution is around quantity.

3. Approach from the position of "solution":

- organization as a normative model with figures and numbers;
- identification of methods for analyzing alternatives;
- the solution is around quantity.

#### 4. System approach:

- organization as an open system;
- identification of the elements of the system and the nature of their interaction;
- decision – around the type of system and the characteristics of its elements [14].

Analysis and evaluation of the existing management system is carried out using the following research methods: PEST, SWOT, expert, financial, systemic, etc.

Methods for studying the management system are specific ways in which the activities of an organization can be analyzed from the standpoint of the subject of study [30].

PEST analysis is a simple and convenient method for analyzing the macro environment (external environment) of an enterprise. The PEST analysis technique is often used to evaluate the key market trends of an industry, and the results of the PEST analysis can be used to determine the list of threats and opportunities when compiling a company's SWOT analysis. PEST analysis is a tool for long-term strategic planning and is compiled for 3-5 years ahead, with annual data updates. PEST analysis is an abbreviation for the following industry indicators: political (P), economic (E), socio-cultural (S) and technological (T) [13].

The advantage of the method is the consideration of all aspects of the impact of environmental factors, the disadvantage is that it does not give a clear, detailed idea of the environmental factors. This method is used to give a general idea of the external environment of the organization and the strength of the influence of these factors on the organization.

The analysis is carried out according to the following algorithm:

- characterization of the main components of the macro-environment of the organization to identify the main factors influencing the organization;
- ranking of identified factors. Definition of the rating scale;
- determination of a group of factors that have a positive impact on the development of the organization, using the methods of analytical geometry as a tool for the evaluation model;
- determination of a group of factors that have a positive impact on the development of the organization, using the methods of analytical geometry as a tool for the evaluation model;
- building a diagram of organizational development;
- preparation of a report on the work carried out [6].

The SWOT analysis technology is widely used in strategic management and management, as it is both a simple and high-quality tool for assessing the competitiveness of a company in the market [1].



## **SECTION 2. INVESTIGATION OF MANAGEMENT ORGANISATION IN POTOKI HOUSE LLC**

### **2.1. Characteristics of Potoki House LLC**

Spa Hotel&Spa "Potoki House" is located in the village of Kamiani Potoky, Kremenchuk district, Poltava region, 17 km from the city of Kremenchuk, along the Kremenchuk-Dnipro highway.

The history of the creation of Stone Streams - a stone ridge goes back to the distant past and is more than 3 billion years old [29].

Under the influence of the collision of tectonic plates, a fault was formed, which over time filled with water and formed the Dnipro River.

In ancient times, the river was mentioned by other names. Borysthenes (which means the river flowing from the north).

The energy of the history of stones, the Dnipro, solar heat and fresh air - combined precisely in Kamenny Potoky.

Hotel&SPA "Potoki House" was opened in November 2013 [29].

The hotel was renovated in 2020.

A major renovation of the "Upper Terrace" was carried out, where two heated swimming pools and a lounge area were equipped.

Two children's areas with playgrounds are available for small guests of the hotel.

The hotel has 18 comfortable rooms with a panoramic view of the Dnipro River.

The hotel has a "SPA center", which includes six types of baths: "Roman steam bath", "Moroccan hamam bath", "Russian bath", "Infrared bath", "Herbal bath", "Salt bath", as well as like a large heated pool and jacuzzi.

For guests staying at the hotel, the price includes access to the "SPA center" and "Aqua zone".

The modern restaurant "Dolce Vita" with a summer terrace is a corner of romance. A restaurant where every guest can rest and relax, pamper themselves with exquisite dishes of Italian, European and Ukrainian cuisine from professionals in their field.

The "Upper Terrace" is a huge heated outdoor pool in tandem with comfortable soft sun loungers.

There is also a lounge area with exclusive umbrellas near the pool.

On the "Upper Terrace", the rest will be extraordinary, as never before, a panoramic view of the Dnipro, cozy areas with rattan furniture and soft pillows right above the lake.

"Aquazone" is a combination of two huge pools, volleyball and a lot of other entertainment.

"Aquazone" and "Upper Terrace" are the open territory of Hotel&SPA "Potoki House", which works only from May to September. The restaurant and hospitality business is the main part of the tourism industry of our country. The improvement of the domestic and world tourism industry is mainly related to the level of material and technical and specialized base of vacationing enterprises, the expansion and diversity of their organization, the quality and volume of administration, which represents the hotel business. Hotel establishments perform one of the main functions in the field of administration of vacationers - provide them with convenience and family administrations during their vacation.

Immediately, "inn management" was connected with the financial movement, which consisted in the arrangement of paid communal administrations in residences. Accordingly, with the development of interest in vacationer administrations and the desire of hotels to expand the complexity of administrations, convenience administrations became firmly associated with

cooking and performing additional administrations. This gives grounds for characterizing the idea of "inn managers" in its expanded and limited sense. The meaning of the expression "economy" from a broad point of view includes convenience, dining and additional administrations; in the narrow sense - just convenience.

The accelerated improvement of the travel industry, the desire of businesses to get the most benefit, and the increasing ability of buyers or administrations to add to the expansion and improvement of accommodation. Along with convenience and food administrations, such new additional administrations are offered, for example, conference settings, sports, clinical, interventional, joint and family administrations, and more. At the same time, restaurant enterprises develop the administration inherent in this field, but apart from other enterprises, for example, food.

The term "inn" was originally used to describe the activities of apartments. These days, this idea encompasses teaching campgrounds, inns, recreation centers, cabins, and more. And yet the inn was the main type of large business that provided the residents with convenient management, and it was he who gave the name to the whole business.

There are various businesses that offer types of assistance for the brief convenience of residents, but they are not part of the hotel business. These are rest houses, sanatoriums, boarding houses, children's rest camps, preventive clinics, etc. They have no place in the traveling business in light of the fact that arranging convenient administrations is not their primary movement, and administration costs generally speaking do not exceed their costs.

The monetary embodiment of a hospitable act is that it has an intangible nature. The consequence of the creation and operation of inns is, of course, not a "finished point", but an offer of an exceptional kind of administration. At the same time, administrations cannot be created independently from the current material object or, at least, without the activity of a material-specialized base (buildings,

structures, equipment, inventory), which is the reason for the creation and implementation of the proposed administration. Given the strangeness of administration in the restaurant business, where the creation and use of administrations are combined, this cycle is characterized by the idea of "disposing of administration". It should be emphasized that during the time spent at this action, agreements and direct agreements of the administrations take place.

The degree of administration in a developed restaurant is still up in the air, mainly due to the state of the material and specialized activity base that offers it (structures, projects, design and clean equipment, electrical apparatus, furniture, etc.). Recently, there has been a course of updating and strengthening the material and special base of activity, expanding the qualifications of the hotel staff, presenting inventive developments, etc. The buildings are equipped with sports, medical, entertainment and various offices. Over time, the most common method of capital repair of administration buyers is differentiated, and the proposed administrations acquire a complex character.

At the same time, interest in accommodation administrations is one-sided, still up in the air due to monetary, segmental, regular and climatic variables. It usually depends on the time of year, days of the month and, oddly enough, the week. Thus, housing, inns, and camping sites must have a certain saving of room stock, as well as material and working resources, in order to quickly and realistically respond to its changes. The constant availability of the inn for meeting and serving visitors requires the simultaneous presence during the day of the director, registrar, watchman, porters, caretakers and various qualified specialists. This fundamentally reduces the productivity of personnel. Nevertheless, domestic and unfamiliar experiences open up ways to overcome this logical inconsistency (for example, presenting joint work in a unit in the light of the instruction on combining vocations).

The most common way of offering fundamental support in the hotel business can be schematically divided into several main stages:

- data on the organization of the circle of administrations;
- seat reservation;
- execution of administrations;
- meeting and escorting visitors;
- administration during the stay in the dormitory.

Predetermined phases of providing convenience to administrations are interconnected and subordinate to each other, each separately and together they determine the degree of the nature of the enterprise's movement.

To expand the level of value and management culture, as well as the intensity in the global market, business enterprises operating in restaurants and cafes must offer an increased level of comfort, but in addition, a large number of additional administrations. It is advisable to form the housing administration not according to the principle of interest, but according to the rule of supply.

The scope of additional administrations in this area is constantly expanding. If we assume that earlier in the list of hotel enterprises of our country there were about ten of them, now there are more than sixty of them, which, in fact, is a confusion created by managers in this field of activity.

The considered main points of the administrative movement of food establishments and restaurants encourage them to join affiliated organizations, business social orders, where various administrative opportunities can be half-done (completion of supply calculations, repairs, advertising research, legitimate consulting, staff training, accounting, and so on .).

## **2.2. Foreign Trade Management Study of Potoki House LLC**

The hotel is a separate and independent structure with all the signs of a legal entity (rights, seal, statutory and special funds). This enterprise, in managing its

activities, is based on the current legislation of the state, as well as on its own regulatory documents.

The Civil and Economic Laws of Ukraine, the Law of Ukraine "On Business Societies", the Law "On Property" and other legislative documents of Ukraine are the constitutional basis for managing the activities of hotel enterprises and tourism companies on the territory of Ukraine [29].

According to the current Ukrainian legislation, for any type of business in Ukraine, the charter is a fundamental document.

The charter of a hotel/tourist business is a key document that contains basic data about the enterprise (object, purpose, statutory funds, fixed assets and working capital of the enterprise, principles of economic activity and enterprise management). There are two most important tasks for each enterprise - a representative of this type of business, which exist in a complex format:

- Ensuring the proper quality of service provision to customers;
- Implementation of the company's profitability plan (i.e. maintaining the cost/income ratio of the complex).

One of the tasks of enterprises in the hotel/tourism sector is the development and approval of financial plans, control over their implementation, income generation, which is the basis for the development of the complex and the material support of employees.

The planning of the activity of the hotel enterprise is carried out through the development of business plans, which differ in their purpose, the scope of the issues to be resolved, and the term. Thus, the purpose of developing a business plan for a hotel and tour complex may be to obtain and repay loans, attract investments, increase the volume of services and sales, enter new market segments, increase income or maintain a satisfactory profit, etc. A business plan can be developed both for the purpose of creating an enterprise and introducing it to the market, and for the purpose of establishing it on the market and maintaining

market positions. According to the volume of issues to be resolved by the business plan, plans are divided into corporate plans (covering the work of the entire enterprise as a whole), functional plans, and special plans (dedicated to a certain highly specialized problem).

All plans are divided into 3 groups:

- Long-term plans of a strategic nature with an expiration date not less than 5 years.
- Medium-term plans with a term of up to 5 years.
- And short-term plans with a term of up to 1 year.

The general structure of the business plan of each institution - a representative of the hotel and tourism business has the following points:

- purpose of development;
- general data about the enterprise;
- marketing plan – the company's marketing strategy, pricing policy characteristics, advertising activity;
- organizational plan – characteristics of the enterprise's organizational structure, management scheme and issues of personnel policy;
- operational activity plan;
- summary.

The operational work plan is the main part, which states:

- program of the enterprise;
- a program to improve the quality and efficiency of work in connection with the introduction of new functionality (technologies and services necessary to improve the quality of the service and, accordingly, to obtain more profit).

The final section of the business plan is a summary, which summarizes the forecast of the feasibility of the planned measures to achieve the goal.

The most important plan of every enterprise is the annual plan of operational and financial activities of the hotel and the entire tourist complex. Its task is to control the stable functioning of the complex, to ensure the modernization of the enterprise, i.e. the fulfillment of all tasks set for the current year, as well as the optimization of all types of resources. The program covers operational, economic and financial, technical and social aspects of the company's team. This plan establishes the main performance indicators of the enterprise, which are planned to be achieved: the total amount of income from the implementation of all types of services (by articles), the total amount of balance sheet profit, the total wage fund, payments to the budget, capital investments, working capital, as well as the plan for the introduction of a new techniques and technologies.

The profitability of each enterprise is confirmed if there is a positive dynamics of the balance sheet (that is, revenues are greater than expenses). The main items of income of the hotel enterprise are: sale of rooms for accommodation; additional paid services and additional activities; reservation of places in the hotel; leasing of hotel premises and sale of material funds. In hotel and tourist complexes, part of the income comes from the sale of catering services, conference halls and a number of other divisions. The hotel's expenditure items are: staff wages, operating costs for heating, electricity, water supply and sewage, depreciation deductions, purchase of materials, repairs, laundry, telephone and radio, other costs for maintaining the structure (building) and territory, administrative and management and non-operational expenses. In addition, the company also spends financial resources on paying taxes, payments, deductions to the budget, on settlements with creditors, suppliers and higher organizations.

After the enterprise pays all the taxes prescribed by law, it receives "net income", which becomes the basis of its (the enterprise's) funds:

- production development fund;
- social development fund;
- financial incentive fund;



- enterprise reserve fund (risk fund).

In the hotel and tourism business, in order to obtain a decent profitability of the enterprise, it is advisable to reduce costs and maximize income by improving the quality of service provision.

At the head of the hotel and tourism enterprise is the director, who organizes all its work and bears full responsibility for it. In a tourist and hotel complex, which includes a number of divisions headed by directors (restaurant director, director of the recreation complex, financial or commercial director), the general director of the complex carries out general management.

The director is appointed by the owner or a higher organization. He acts on behalf of the enterprise, represents it in all institutions and organizations, concludes agreements, opens bank accounts. The director disposes of the company's property and funds in accordance with the law, hires and dismisses employees, and applies measures of encouragement and punishment to them. He is responsible for the results of the enterprise's economic activity, the fulfillment of financial and contractual obligations, labor discipline, material and personnel support of the hotel and tourist industry. Within his competence, the director issues orders for the enterprise.

The self-management of the labor collective can be implemented through the holding of general meetings and conferences, through the council of the labor collective, a permanent industrial meeting, brigade organization of labor; in hotel enterprises in the form of joint-stock companies - through shareholders' meetings, if they are hotel employees. In order to unite the efforts of the labor team and management to achieve the best indicators of the enterprise's work, a collective agreement is used.

A collective agreement is an agreement concluded between the trade union committee, which acts on behalf of the collective of workers and employees, and the administration represented by the management of the enterprise. It establishes the mutual obligations of the parties to fulfill economic tasks, achieve high

financial and economic indicators of activity, improve production, and social development. The collective agreement contains the obligations of the parties for the implementation of planned tasks, the implementation of achievements of scientific and technical progress, best practices, the training of personnel and the improvement of their qualifications, the involvement of employees in the management of production, the provision of labor discipline, labor protection, the improvement of medical, housing and cultural and sports services for employees, improvement of working conditions and wages.

Management of marketing activities of the hotel business as a marketing campaign system includes planning, execution and control of marketing plans, as well as individual duties of each employee, assessment of risks and profits, effectiveness of marketing decisions.

Marketing management consists in creating a system of collecting information in such a way; market research, advertising; marketing strategies for the promotion and exploitation of hotel products and services to ensure maximum effect with reasonable minimum marketing costs.

Administrative interaction includes the following cycles:

- examination of market valuable open doors;
- search for areas of the target market;
- organization of key demonstration programs;
- implementation and control of vital advertising programs.

The formation of promotion administrations in the restaurant business is a troublesome matter both hierarchically and factually. It requires two trained professionals and all representatives to zero in available and customers.

Ways to solve the problem of the relationship between creation and financial opportunities:

- 1 — creation and demonstration methodology;

## 2 — demonstration.

The effective operation of the housing industry depends on which of the ways of dealing with the relationships of primary creation and monetary opportunities dominates the general idea: conventional, focused on creation, and expanded, located on the purchase and market.

The direction of advertising requires, most importantly, monetary methodology — only what is in demand in the hotel market should be improved.

Advertising administrations can apply for two levels of managers:

- 1) central demonstration administrations;
- 2) working units.

There are three main types of building demonstration structures:

- 1) practical (by types of advertising traffic);
- 2) entrepreneurial (arranged for labor and household products);
- 3) local (located in the business sectors of the organization's districts).

Another extension of the design is non-permanent hierarchical regions through working task groups or danger gatherings, which allow adaptation and short-term settlement of non-standard activities with a serious level of interest.

In Ukraine, a related method of working with the association of advertising administrations is used.

At the initial stage, in the administration of the demonstration technique for the promotion of accommodation items, creation and money, the subdivisions stand out: deals, business terms and expenses industry, promotion industry.

At the next stage, another demonstration link is allocated to the organization of the benefits of the board, directly subordinated to the top administration, and it manages the issues of publicity, performs complex market reviews, evaluates the economic situation and prices, develops an integrated marketing policy, etc.

In the third stage, the tricks for solving the organization's promotion tasks grow and turn out to be more complicated. The promotion department receives the situation with the managers, which directly includes the advertising office and the clarification group. Promotion of traffic in the advanced hotel business is coordinated in various ways; in any case, unified strategies and methods are observed in the association and work of administrations and departments of demonstration and deals, the most universally recognized structure being a practical association, where experts in obvious types of exercises lead different areas of promotion - experts in deals, advertising, research demonstrations etc. In inn chains operating on a territorial scale and in various business sectors, the association of demonstration administrations by geographical component is increasingly used.

The order of building demonstration administrations of the inn depends on its boundaries (number of places).

The latest executive management agreements are built entirely on an even division of labor and a clear foundation of ability. Demonstration and explanatory group is assembled by the leader designated by the accommodation. Generally speaking, this is a person who is strongly exposed to work in the organization. The demonstration office includes four companion units.

The demonstration unit — involved in promoting and offering the facility — consists of an office manager and 35 customer service supervisors. This division maintains contacts with old partners, looks for new clients, works with enterprises.

A specialized division of the association consists of a chief and three directors who coordinate banquets, meetings and meeting facilities.

The reservation department is responsible for pre-booking hotel seats.

Advertising department - in a huge hotel partnership, the work is carried out by a coordination office, which is guided by real quantitative indicators: business development, accommodation, cost level, the key indicator is the revenue per

available room or Revpar (profit on the room), the ratio of the inn fee to the total number of rooms is decided.

The extended department is surrounded by huge Ukrainian residences with a room fund of more than 700 rooms; based on a practical premise. The unit may consist of an outreach team, a display and advertising department, a box office, and additional administration. The work of the state-of-the-art housing promotion department is focused on the organized work of the hotel's product promotion and display departments. Assuming that advertising department experts, in the light of demo studies, are trying to distinguish market segments, expand the benefits of the establishment and increase their piece of the pie, then deal experts work directly with customers, depending on their experience and ability to promote housing items. The various useful methodologies of these divisions most often lead to contact that negatively affects the established business hotel and, in particular, to organize connections between such important offices as the collection and facilities office, the training and finance department, the accounting department, etc.

In order to limit the risk of mishaps due to communication breakdowns between the inn's vital departments, it is important to adhere to logistics standards. This approach is common for various food establishments in Kyiv, which introduced the position of director of revenue, whose duties include assessing the scope and design of future aid flows and the corresponding monetary reward, forming value propositions taking into account hypotheses, rivalry boundaries, as well as various variables to increase coordinated cash flow.

The coordinated location of the factors of the housing industry accepts the development of data, monetary and administrative flows, which ensures the location of regions where the convergence of these flows becomes the best. So influencing the leaders is important and best here (centers). The location of such hubs usually occurs: the principles of management are embedded in housing; structures and calculation methods; the idea of data flow between visitors and staff, between internal divisions, structures these centers and their territory according to

the authoritative design of the hotel and a clear administration. For example, when changing evaluation systems, the limits of approximation of the flow from booking accommodation, the volume of settlement exchange, change of monetary markers and plans.

The Accommodation Industry Promotion and Outreach Group is a key unit.

The main tasks of this primary unit are:

- unification of purchases of Ukrainian and foreign travelers in the field of accommodation;
- unification of management for Ukrainian and foreign tourists and management of its implementation;
- unification and holding of classes, meetings and exhibitions in the light of the accommodation industry;
- unification of on-site administration and organization of additional administrations for travelers;
- assistance and organization of transport administrations;
- implementation of a viable promotion strategy, advertising activities, etc.

The main elements of the outreach group are:

- research of the state of public and provincial inn market;
- establishment of business contacts with associates, business correspondence;
- organization and conduct of business negotiations with visiting organizations;
- readiness and control over the fulfillment of the terms of the contract, claim-lawsuit work (within qualifications);
- readiness and support for hosting exhibitions and fairs;

- improvement of package costs for visits, departures and administration, as well as costs for renting exhibition spaces;
- implementation of transport, travel and additional administrations;
- equipping the inn with the necessary functional documentation. It plays an exceptional role in the overall construction of the outreach group of the accommodation industry.

### **2.3. Analysis of the management of Potoki House LLC**

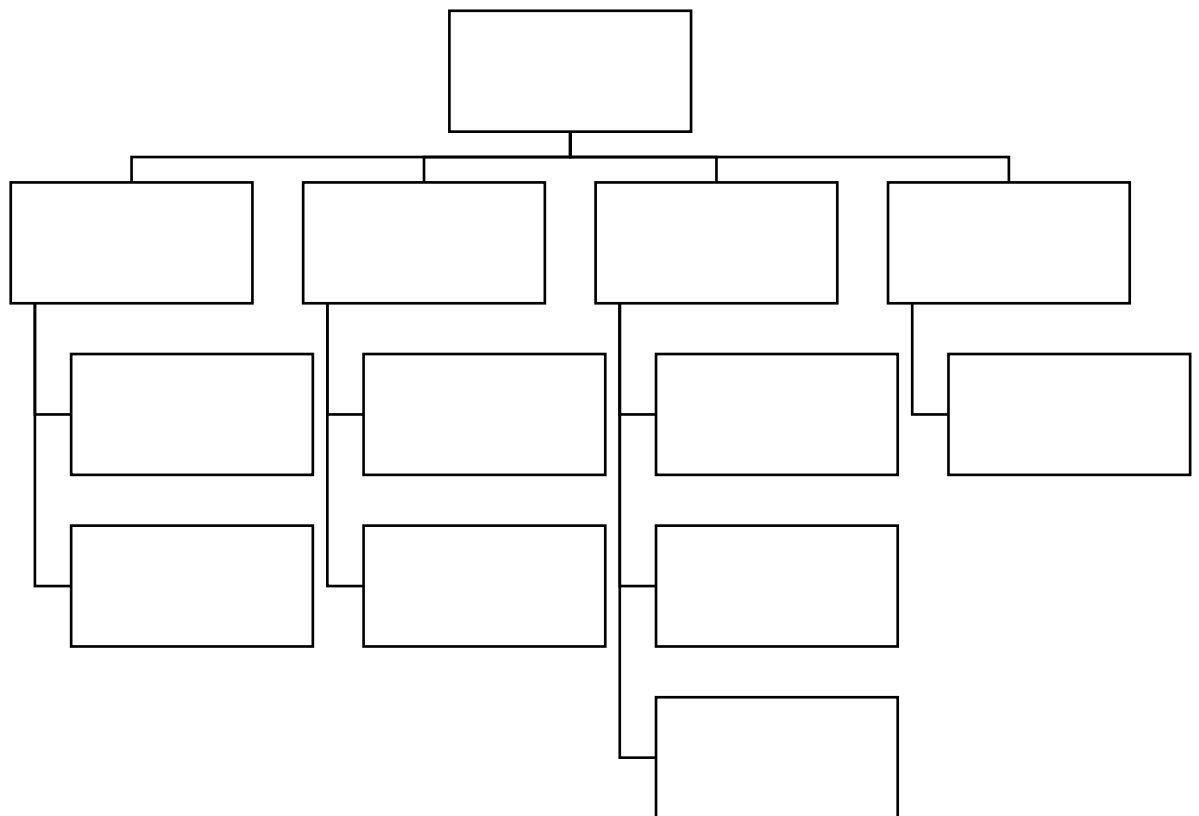
Each inn has its own authoritative building. Properly coordinated work of the staff guarantees various advantages. This includes a fundamental understanding of the circumstances, a clearer coordination of efforts across the enterprise, a more precise definition of obligations, etc. All of this should lead to increased intensity and increased benefits.

The organizational structure of a hotel enterprise is formed based on the requirements of long-term provision of its competitiveness, economic efficiency, expediency and rational cooperation.

The organizational structure of the hotel is a reflection of the powers and responsibilities that are assigned to each of its employees. The rights and obligations of management are determined based on the need to satisfy the desires of customers through the available opportunities and resources. Operational decisions, driven by the need to meet the needs of customers, are based on a strictly fixed management hierarchy. Responsibility for making management decisions lies with the top management. The divisions are functional units, each of which uses its own specific technology, but together they have one goal - to satisfy the needs of customers.

The organizational structure of the hotel "Potoki House" (Fig. 2.1) refers to the functional structure of management. This is determined by the fact that all hotel activities, as well as internal processes, are divided into areas, each of which is headed by a functional manager. Such areas are - organization of reception and accommodation of guests, catering in the hotel. The functional managers of the hotel (managers) do not interfere in each other's affairs, and their activities are coordinated by the hotel director or his deputy.

There are services in the Potoki House Hotel, headed by their own director. For example, food, room service, economic, etc., where the manager organizes the work of his subordinates. They, in turn, provide him with all the reports on their work.



**Fig. 2.1. Organizational structure of the hotel "Potoki House"**

The director of each of the services must draw up a report on the work of his subordinates and report on everything to his superior body, i.e. hotel general manager. The main disadvantage of using a functional structure is the fact that it



divides single processes into many different operational segments, which, on the one hand, improves the efficiency of their implementation, but leads to a decrease in the efficiency of the process as a whole. This is a consequence of a violation or weakening of the interaction of functional units.

The General Director manages the current activities of the company in accordance with the current legislation and the Charter.

The CEO is responsible for the solution of a huge number of tasks: making decisions focused on the selected market segment aimed at meeting the needs of customers, determining the general directions of the company's policy within the framework of the goals and objectives, including the conduct of financial policy, which may include such issues, as the definition of limits on the cost of maintaining personnel, limiting appropriations for administrative and economic needs.

The General Director has three deputies for accommodation, food and administration. The director of the room fund is responsible for the reception and accommodation service, the housekeeping service (maids and cleaners of public premises, laundry). The director of public catering is responsible for the kitchen, restaurants, bars, banquet service, room service. The HR manager, the security service, and the technical department are subordinate to the administrative director. The accounting department conducts accounting and reporting.

The Rooms Director is responsible for the creation of basic hotel services and the maintenance of the rooms in accordance with the standards adopted by the enterprise.

The functions of the reception and accommodation service include booking, registration, allocation of rooms, collection of fees for accommodation, maintaining the necessary documentation and maintaining the database in order.

The maid service is in most cases the most functionally significant unit. This division is responsible for cleaning the rooms, halls, toilets, corridors, interior

spaces where customers are received and served. The maids turn the used product, which is a hotel room after the guests leave, into a clean and comfortable room ready for subsequent sale.

The director of public catering manages the catering units, which include a cafe-bar, a banquet and conference service unit, as well as a catering unit (kitchen). The head of the public catering service draws up the menu, ensures the supply of the necessary initial products, distributes service personnel among the sections, controls the quality of finished products and services, while observing a reasonable economy.

The HR manager deals with the selection, placement and advanced training of personnel. His duties also include maintaining the personal files of all hotel employees.

The security service maintains order and security, as the hotel is responsible for ensuring the safety of its customers.

Hierarchical design is the creation, interconnection and subordination of free administrative units and individual positions.

The epitome of authoritative design is to provide freedoms as well as constraints for the division of labor. The hierarchical design of the inn is an impression of the powers and responsibilities that rest on each of its employees.

The main task of the hierarchical design of SPA&Hotel "Potoki House" is the basis of power relations, which bind the top of the administration to reduce the ranks of workers. These connections are established through appointment, and this involves the exchange of authority and commissions to a person who takes care of their execution.

For convincing work, the board must distribute among the representatives a number of tasks that are important for achieving the goal of the undertaking.

But if the current assignments are not assigned, then they must be carried out by the chief himself.

The reason for authoritative design is:

- distribution of work;
- The meaning of assignments and duties of employees;
- Characteristics of work and connections.

The main requirements for hierarchical design are as follows:

- The ability to reflect the essence of the undertaking, to guarantee the utilitarian plausibility of managers;
- Adaptability, the ability to react and adapt to changing conditions;
- Minimizing the number of connections and the number of teachers;
- Increased degree of incredible skill of workers.

Supporting a hierarchical design, experts start with target capabilities and useful components of the association.

The objective possibilities of housing include:

- Collection and convenience of visitors;
- Creating food;
- Offer of rooms;
- Advertising.

The practical ones can also include:

- Security;
- Design reference;
- Accounting;
- Managerial exercises.

Supporting the hierarchical design, the number of levels in the administrative order also plays a significant role when the levels of order are

arranged in an ascending line and a graph of relations between superiors and subordinates is constructed.

According to this plan, each part of the staff must know its position in the hierarchical structure, and for successful management, an unmistakable meaning of obligations is important.

An important issue in the development of the management structure of the institution is the production of the design as a whole, as well as its management bodies:

- Guides;
- Practical design;
- Support structure.

The higher administration additionally chooses which system of settlement with customers to use in the company. However, some of these issues may be relegated to lower levels of management on the off chance that the CEO is dependent on an excessive amount of ability and commitment.

Collection and convenience administration:

The main elements of the collection and convenience department are the enrollment of visitors who appear, the allocation of rooms, the check-in and check-out of customers and the organization of various additional administrations.

Administration:

According to the visitor's point of view, the help administration is the main one in the institution, because the faculty of this specific help work with the clients in constant contact and perform each of the roles related to their direct help.

Upon arrival, the visitor feels the convenience of the administration of the number department of the board, where he registers and receives a number.

The cleaners administration is generally the most practically critical unit in obtaining convenience administrations, as this unit is responsible for cleaning the rooms, lobbies, passageways, and so forth of the interior spaces in which customers are collected and escorted. The person responsible for the administration of the house is responsible for the work of the staff to maintain the cleanliness and requirement in the residential and office area of the hotel. The senior cleaner receives assignments and distributes them among subordinates, while performing the regulatory functions assigned to her by the boss-leader.

#### Cleaning administration:

The upper part of this department is responsible for the cleanliness of the entire inn and its rooms. He usually has several employees, senior servants (the senior cleaner is responsible for tidying the rooms on several floors).

Housekeeping really constantly reviews room information with the help of the front desk. Notifications of the administration of the fee on the dismissal of the visitor from the room are stored in the corresponding section of the journal of monetary assistance. In another section of the diary, the name of the cleaner who is entrusted with tidying up the room is recorded. At the end of the cleaning, a comparative entry is made in the journal. The status of the room is reported to the collection administration.

#### Design help:

The front entrance is filled with modern design equipment (cooling, heating, water supply and sewage systems, electric (high power) and gas equipment in the kitchen, digital TV, computers, etc.).

In general, in order not to have a full staff of designers and specialized faculty to support and repair all the equipment, the inn contracts with individual firms that are engaged in its maintenance and repair.

Design help is somewhat understaffed, ideally with generalists who can fix simple plumbing and electrical breakdowns and complete all equipment.

### Security Service:

The individual safety of visitors and the reliable well-being of their property is an important point of view in the operation of any accommodation facility. Representatives are expected to act safely to protect visitors from burglary, extortion, cruelty, etc. They are responsible for damage caused to visitors while visiting the facility.

Specialized security means, first of all, include television cameras, with the help of which all open and numerous office premises are visible. Records should be kept for about 24 hours. The appearance of electronic locks significantly expanded the security of premises. In addition, in order to prevent burglary in numerous residences, at the request of customers, individual safes are installed in the rooms.

### Purchasing department:

The division's capability lies in getting the right product of the expected quality at a reasonable price and at the ideal time. At the same time, you should maintain an ideal inventory size in the inn, as capacity costs money, and many purchased items can weaken during prolonged inventory accumulation.

### Food organization:

The catering administration offers types of assistance to visitors in the cafes and bars of the accommodation, arranges company and service for dinners, acquaintances and various events.

### Accounting:

Cash assistance is responsible for keeping accounting in housing, which manages related tasks:

1. Settlements according to customer accounts.
2. Calculation of daily wages for each unit that produces payment (the sales register in each unit keeps its own records).

3. Making a daily report to the CEO in which shows pay by unit, number pool usage, and several different markers in a check over time.

4. Estimates for purchases. Requests verified at the relevant housing branch are sent to the accounting department. Merchants are usually paid at the end of the month.

5. Fees and salary installments.

6. Management of monetary and managerial accounting.

Human Resources Department:

The basic principle necessary to ensure a well-planned operation of the entire assistance process is the organization and improvement of a team that can take care of its affairs and create a friendly atmosphere in the hotel.

IT division:

The computer framework for the unified administration of the residential complex allows you to organize even a huge hotel without spending a lot of time and effort.

### **SECTION 3. WAYS TO IMPROVE THE MANAGEMENT ORGANIZATION IN POTOKI HOUSE LLC**

#### **3.1. Assessment of factors predetermining the need to improve the organization of company management**

For successful functioning at present and in the long term, the management of hotel enterprises needs to be able to identify and predict obstacles that arise or may arise in the future, as well as new opportunities that may appear for the organization.

A special place in the analysis of the competitiveness of the enterprise is occupied by SWOT analysis, which is aimed at identifying the strengths and weaknesses of the organization, as well as opportunities and threats in order to successfully function in the current and forecasted market conditions. The use of SWOT analysis allows to systematize all available information and make informed decisions regarding the company's development strategy. Table 3.1 shows the first stage of the SWOT analysis of the hotel " Potoki House " in the form of a traditional 4-block matrix.

The next stage of the SWOT analysis should be a quantitative assessment of the identified strengths and weaknesses of the enterprise (internal environment), threats and opportunities (from the external environment). Scores are assigned at the intersection of rows and columns depending on the significance of each specific combination of threats and strengths, opportunities and strengths (from 1 to 5). Thus, the result is a quantitative assessment of the problems that have arisen at the intersection of the enterprise's strengths and weaknesses with the threats and opportunities of the external environment. The results of the assessment are presented in Table 3.2.



**Table 3.1.****SWOT analysis matrix**

	Strengths	Weaknesses
Internal environme nt	The presence of a confirmed of the "two stars" category	Little experience in the the hotel services market
	Availability of parking spaces	Lack of breakfast service
	Qualified personnel with experience in this field area	Lack of a loyalty program for customers
	Good price / quality ratio	Relatively insufficient number of rooms to accommodate large tourist groups (more than 50 people)
	Internet access is available	Insufficient marketing policy
	Possibility of booking through various online services	
External environme nt	Opportunities	Threats
	Growth of the hotel business market	Unstable economic and political situation
	Deterioration in the position of of competitors	Strengthening the position of existing and emergence of new competitors
	Support for the hotel sector by local authorities	Imperfect legislation
	Establishing partnerships with travel agencies and various organizations	Changing customer tastes and needs
	New types of services provided to hotel guests	Increase in prices for raw materials and supplies from suppliers, increase in tariffs for utilities

	Access to external sources of funding	Inflationary processes
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Table 3.2

**Quantitative assessment of strengths, weaknesses, opportunities and threats**

		STRENGTHS						WEAKNESSES				
		Availa- bility of a con- fir- med "2 star s" cat- ego- ry	Availa- bility of par- kin- g spa- ces	Quali- fied staff,	Good price / quali- ty ratio	Inter- net is a vaila- ble	Possi- bility of book- ing throu- gh var- ious on- line ser- vices	Little expe- rience in the hotel mark- et	Lack of ser- vice break- fast	lack of a loy- alty pro- gram for cus- tomers	relatively insuffi- cient num- ber of rooms for accom- moda- tion	Insuffi- cient mar- keti- ng poli- cy
T H R E A T S	Unstable economic and political situation	3	1	5	4	1	3	4	1	4	3	4
	Strengthening the positions of existing and emergence of of new competitors	5	4	4	5	5	5	4	4	5	5	4
	imperfect legislation	4	3	2	3	2	3	3	2	4	2	2

O P P O R T U N I T I E S O C I A L	Rising prices for raw materials and supplies from suppliers, higher utility tariffs services	3	1	3	4	4	3	4	4	4	4	3
	Changing tastes and customer needs	5	2	4	5	3	4	4	4	5	5	4
	inflationary processes	4	3	5	4	3	3	4	4	4	4	3
	Growth of the hotel business market	5	3	5	4	2	4	3	4	5	4	4
	Introduction of new, additional services	5	4	5	5	4	4	5	4	5	5	4
	Deterioration of competitors' positions	5	5	5	5	5	4	5	4	5	5	4
	Support for the hotel sector of hotel services by local authorities	4	2	3	4	3	3	4	2	2	3	2
	Establishing partnerships with various organizations	5	2	5	5	5	4	5	4	5	4	4
	Access to external sources of funding	4	1	1	3	2	3	3	2	3	4	3

The sum of the scores obtained for each column and row allows determining the overall significance of specific strengths and weaknesses of the Potoki House, as well as threats and opportunities of its external environment.

In order to study the external environment of an enterprise, the following factors should be considered and analyzed in detail: economic, political, legal, demographic, scientific and technical, natural, and socio-cultural.

The essence of the PEST analysis is to identify and assess the impact of macroeconomic factors on the results of the company's current and future activities.

PEST is an abbreviation of four English words: P - Political, E - Economic, S - Sociocultural, T - Technological forces.

The purpose of the PEST analysis is to track (monitor) changes in the macro-environment in four nodal areas and identify trends and events that are beyond the control of the enterprise but have an impact on strategic decision-making.

The political factor of the external environment is studied primarily in order to have a clear understanding of the intentions of public authorities regarding the development of society and the means by which the state intends to implement its policy.

Analyzing the economic aspect of the external environment allows us to understand how economic resources are formed and distributed at the state level. For most companies, this is the most important condition for their business activity.

The study of the social component of the external environment is aimed at understanding and assessing the impact on business of such social phenomena as people's attitudes to work and quality of life, people's mobility, consumer activity, etc.

The analysis of the technological component allows us to anticipate opportunities related to the development of science and technology, to reorient ourselves in time to the production and sale of technologically promising products, and to predict the moment of abandonment of the technology used.

**Table 3.3**

**Assessment of macroeconomic factors**

Factor		Weight of the factor	Value of the factor (+,-)	Level of influence of the factor
1	2	3	4	5
Economic	higher inflation rate	3	-15	-45
	Ukraine's financial crisis, which is of a budgetary nature	3	-16	-48
	Increase in foreign direct investment	2	+12	24
	Improving the conditions for wholesale and retail trade	2	+10	20
	Decrease in the industrial production price index	3	+14	42
	growth of population incomes	4	+20	80
	growth in household spending	3	+13	39
	reduction in the number of unemployed	4	-17	-68
	increase in the volume of hotel services	4	-5	-20
	Increase the share of small businesses in the market	2	-10	-20
	Reducing the number of employees	2	+10	20
	production decline	2	-16	-32
	development of market relations	4	+20	80
	the possibility of expanding production and sales	4	+21	84
	entering new markets or market segments	4	+25	100
Political	unfavorable government policies	3	-20	-60
	Tough tax policy	5	-25	-125
	the state being in a state of transition	1	-10	-10
	Lack of political stability in the country	3	-11	-33
	imperfect legislative framework	0	0	0
	low quality control of products	4	-16	-64

	depreciation of the national currency	3	-20	-60
	introduction of unfavorable legislative acts for entrepreneurs	4	-19	-76
Demographics	decrease in the number of people in the country	2	-10	-20
	Migration of population from villages to cities	3	+15	45
	Increase the share of women in the total population	2	-18	-36
	aging of the nation	2	-9	-18
	Reducing the share of children	1	-9	-9
	Increase in the number of disabled adults	3	-18	-54
	increase in the population of Poltava	4	+22	88
	increase in multinational population	0	0	0
	Increase the share of labor resources with higher education in the labor market	4	+26	104
Socio-cultural	Social insecurity of the population	3	-15	-45
	Lack of favorable economic conditions that allow citizens to ensure a high level of social consumption	4	-10	-40
	High mortality rate among men of working age. Lack of young skilled workers	2	-5	-10
	Particular attention is paid to improving the system of labor relations on the basis of social partnership and reforming labor legislation	3	+15	45
	Studying and applying foreign experience and using effective methods of human resource management	5	+28	140

	Increase in the number of qualified specialists due to increased attention of young people to education	4	+23	92
	Growth of the population's propensity to use organized savings	3	+18	54
	instability in society	3	-11	-33
	Increasing the salaries of employees	4	+21	84
Scientific and technical	Reduction in the number of innovatively active enterprises	3	-11	-33
	significant time spent on scientific research	2	-10	-20
	Increasing the remuneration of employees for research and development	2	-13	-26
	predominance of Poltava among other regions in terms of innovation activity	0	0	0
	increasing the frequency of conferences, fairs, exhibitions as a source of information about innovations	4	+28	112
	expanding the range of suppliers of equipment, materials, components or software	4	+20	80
	Growth in the number of professional associations and consultants	4	+18	72
	Reduced funding for knowledge-intensive industries	2	-15	-30
	setting too high prices for innovation activities	3	-14	-42
	strong competition in the market	4	-15	-60
	difficulty in finding cooperation partners	3	-19	-57

	the ability to use the latest technologies and equipment	4	+19	76
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The main goal of researching the business environment is to recognize new marketing opportunities. A marketing opportunity is an area of customer needs that can be satisfied and become the basis for a company's profit.

The company's opportunities are classified according to their attractiveness and probability of success. The success of a company depends not only on the compliance of its business capabilities with the basic requirements of the target market, but also on whether they exceed the potential of competitors. A company's business capabilities alone are not a competitive advantage. The most effective company is the one that is able to create and constantly reproduce the maximum value of the product for the consumer.

Threats from the business environment are the negative impact of certain trends or unfavorable developments that, in the absence of protective marketing measures, lead to a reduction in sales and lower revenues.

Hazards can be classified according to their severity and probability of occurrence.

The study showed that the hotel is a mature business - opportunities and threats are equally low.

One of the basic laws of marketing states that there is no single market, the market always consists of separate segments, each of which has customers with certain needs. Hence, the task of adapting each product to a particular market segment arises. All of this undoubtedly applies to enterprises that provide hotel services. Although the process of specializing hotels and adapting them to different segments of the tourist market is far from complete, it is at least safe to say that the wonderful era of universal hotels designed for any traveler is over. More and more hotels are specializing in very specific market segments.



Segmentation criterion:

- by the purpose of the customer's trip;
- by the importance of the client for the hotel;
- by the level of service and the weighted average revenue per customer.

The main market segment targeted by Potoki Hotel is business tourists. This accommodation facility has all the necessary qualities for this segment. The range of services meets the needs of the guests:

- comfortable and quiet rooms;
- restaurant and bar;
- round-the-clock room service;
- gym, etc.

The hotel and restaurant complex is a crucial element of the social sphere, which plays a significant role in increasing the efficiency of social production and, accordingly, the growth of living standards.

At the current stage of development of the world economy, a number of economic trends have emerged that have led to dramatic changes in the interaction of marketing and management. In the hotel industry, these changes were particularly acute. There has been a shift from standardization of services to meeting individual requests, a reorientation from a single market to division into targeted priority segments, and a change in competition to interaction in the form of strategic alliances. In the management processes, along with the delegation of some of the powers and functions of the top management of hotel enterprises to the lower levels, the creative potential and initiative of employees have become very important.

Changes in approaches to market segmentation, individualization of individual services, and establishment of communication interaction with individual consumers require fundamentally new approaches to the management of hotel enterprises. The need for a scientific search for effective tools for managing

relationships with consumers (CRM) and other market participants is becoming a priority.

Thus, based on the SWOT-analysis of the hotel's activities, the following conclusions can be drawn:

- due to the large events held in Poltava and the increasing status of the city as a business center, the hotel services market will be actively developing, which creates favorable conditions for the hotel companies.

Having a confirmed two-star category, positive customer feedback and experience of working with various clients, including foreign ones, Potoki House is a significant basis for taking measures to strengthen and increase its competitiveness. One of the ways is to sign partnership agreements on mutually beneficial terms for both parties, because the price/quality of hotel services is an attractive and strong point;

- it is advisable to create the hotel's own website, which will reflect all its activities and provide information about the services of the Potoki House;

- it is necessary to consider the possibility of creating a mini lobby bar, where guests can buy various drinks and spend time, and in the morning to organize a continental breakfast service in the lobby bar area.

- to combat the existing threats of the external environment, it is necessary to use the strengths of the hotel. To this end, the hotel can introduce a questionnaire system through which each guest can provide feedback and suggestions on the quality of hotel services and satisfaction with the service. This tool will help to identify service shortcomings and form an individual approach to each guest, which will increase the hotel's competitiveness.

In order to increase the awareness of tourists about the Potoki House, it is necessary to carry out active marketing activities. For example, placing advertising banners in places where a large number of tourists gather (on the highway, bus and

railway stations, airport, recreation parks, in popular social networks, etc.) can have a significant impact on hotel attendance.

Given the lack of customer retention measures in the hotel, it is necessary to solve this problem by providing regular guests with privileged accommodation conditions, stimulating repeat visits by developing a system of discounts, an individual approach to each guest, etc.

We believe that when choosing the direction and nature of the hotel's current actions in the current economic environment, it is advisable to apply the following basic strategies:

1. BTL strategy is a hotel strategy that involves targeted activities to influence the consumer at the time of making a decision to purchase a service. It includes conducting promotions, sampling, demonstrations, test uses, discounts, bonuses, etc. The hotel's BTL strategy includes a powerful set of tools, forms and methods of influencing a potential consumer than direct advertising.

2. Business strategy. The process of developing a hotel business strategy is based on a thorough study of all possible options for the development and operation of the hotel business enterprise and consists in choosing a general direction, methods of competition and business models, i.e. business strategy means the choice of the hotel's path of development, methods of competition and business.

3. Differentiation strategy involves providing services with special features that are important for hotel guests and that differ from those of competitors. This strategy can protect the hotel from competitors' strategies.

4. Innovation strategy. Innovative technologies affect the competitiveness of the hotel in the market. The use of computer networks and Internet technologies is now not just a matter of leadership and competitive advantage, but also survival in the market in the near future. The use of the latest software products in the hotel will improve the quality of services provided, which

will positively affect the image of the enterprise, increasing the flow of regular customers, which accordingly guarantees profit.

5. The outsourcing strategy is very important in the current market of hotel services. Outsourcing is the transfer of non-core functions of the enterprise and all assets to a professional contractor (outsourcer). Hotels are mostly starting to use IT outsourcing schemes, which include web hosting, provision of various types of Internet services, web design, development, implementation and support of information systems. This is certainly important, but we should not overlook business process outsourcing, project management, outsourcing in the service sector, etc.

6. The hotel business marketing strategy is the formation of goals, their achievement and the solution of hotel business tasks for each individual hotel product, from each individual market for a certain period. This strategy implies that the hotel, depending on the situation, has several options: penetration into a new hotel market; development of a new hotel market; development of new hotel products; diversification of the hotel product to a given hotel market and consumer.

7. The strategy of marketing of hotel staff consists in a special attitude to its own staff: each hotel employee is considered as a direct consumer of hotel services, the so-called internal consumer. This strategy stipulates that hotel enterprises are a tool for attracting employees who will feel comfortable working in the hotel and who, as a result, will perfectly fulfill all their duties, which will directly affect the quality of services.

The next stage of environmental analysis is competitor analysis. Competitive analysis is aimed at identifying opportunities, threats, and strategic uncertainties that may be created by competitors in a particular market. The analysis begins with the identification of the main and potential competitors. Then it proceeds to a deeper and more thorough study of various aspects of their activities: mission, goals, strategies, strengths and weaknesses.

M. Porter's model of the five forces of competition

Among the various environmental factors affecting a firm, the key one is the industry (or industries) in which the firm competes. The structure of the industry has a significant impact on the formation of competitive rules and potential strategies of the firm. The state of competition in the industry depends on five main competitive forces (the model of five competitive forces developed by Harvard Business School Professor M. Porter):

1. Rivalry between sellers within the industry.
2. Firms offering substitute goods (substitutes).
3. The possibility of new competitors within the industry.
4. The ability of suppliers of raw materials and components used by the firm to dictate their terms.
5. The ability of consumers of the firm's products to dictate their terms.

M. Porter's model of the five forces of competition allows to determine the best match between the internal state of the organization and the forces in its external environment.

The most important task of any hotel is to achieve and maintain high quality. Without quality service, a hotel company cannot achieve its main goals. Profit is the result of quality.

Every year it becomes more and more clear that maintaining a high level of quality is a more difficult task than building a state-of-the-art hotel. This problem is especially acute in independent hotels that are not part of hotel chains, including the Potoki House.

The quality management system at the Potoki House is real and effective, as it is built taking into account the mechanism of the above model and the classification of the importance of service elements.

Analysis of consumers and business environment of the hotel

Questionnaire survey is an empirical social and psychological method of obtaining information based on answers to specially prepared questions that meet the main objective of the study, which make up the questionnaire.

Potoki House constantly analyzes consumers and competitors, studies demand, analyzes prices, services, and quality. Thus, to determine the consumers of its services, Potoki House has developed questionnaires and conducts regular surveys among customers.

The problems faced by residents are as follows:

- air conditioning does not work;
- the exchange office is not working;
- stuffy in the bar;
- long waiting for an order in a restaurant;
- slow internet connection;
- poor internet connection in the room (via TV);
- insufficient number of rooms;
- insufficient knowledge of English, slow room service.

The influence of competitors on the activities of the Potoki House is quite significant. After all, the sphere of competitors is represented by enterprises that provide similar types of services and thus compete for the consumer. When analyzing competitors, it is very important to identify the main factors that characterize them:

- selection of the main competitors providing similar services;
- market share of the main competitors;
- location of competitors;
- goals and strategies of competitors;
- methods of competition used by competitors;
- the state of trade and production activities of competitors;
- key performance indicators of competitors.

The analysis of competitors was carried out on the following grounds, namely:

- quality of service
- equipment and service culture;
- interior and condition of customer premises
- complexity of service;
- price level for own and purchased products
- number of seats in restaurant facilities.

#### Study the influence of suppliers

Proper organization of supplying the enterprise with the necessary raw materials, semi-finished products, equipment, inventory, table linen, and appliances affects the rhythm of work and improves the quality of products.

The main objectives of the procurement organization are timeliness, comprehensiveness, and quality of supply. This means that all the necessary products must be delivered to the workplaces on time in accordance with the technological process and within a certain time and, accordingly, certain products in the required proportions. The quality of supplied products and material resources directly affects the quality of finished products. Supply of goods without checking their quality can lead to the manufacture of low-quality products.

At the enterprises of the hotel and restaurant industry, the following types of provision are understood: food and material and technical. Food supply is understood to mean the supply of raw materials, semi-finished products and various products to the restaurant, and the supply of equipment, table and kitchen utensils, trade and household equipment, overalls, furniture, detergents and other means is material and technical support.

The Potoki House uses food industry enterprises, imports and suppliers with whom it has been working for a certain period of time as sources of food supply, but it is always looking for the most alternative options - balancing price and quality, speed of delivery.

Potoki House is at a growth stage in terms of the life cycle of the enterprise, so it is working to attract new customers and not to lose its customers, both established and potential, accordingly, the best enterprises in Ukraine are chosen as suppliers, the latter is also influenced by the proximity of the supplier, the terms of the contract and, of course, the price of the products. Potoki House has been working with some suppliers for a long time and has well-coordinated, clear agreements.

The hotel has developed an appropriate system for assessing cooperation with suppliers based on certain factors that were evaluated on a 5-point scale.

Every month a similar questionnaire is drawn up, the forwarder or commodity expert puts the appropriate points, since they are involved in cooperation with suppliers, and if the supplier company scores less than 36 points 3 times, or at least once they put a "C", the restaurant administration decides to conduct an official analysis of this situation by the director and, if the information is reliable, to terminate the contract early.

There are also a number of individuals with whom the hotel has very good relations for the supply of crop and livestock products in accordance with the requirements established by law.

An important role in the supply market has been played by the growing supermarket and mega-market chains and grocery stores. Their advantage over others is that they always have the necessary raw materials in large volumes at wholesale prices, provide delivery services with their own transport, for which they do not have to pay and can receive orders very quickly, even on the same day. In addition, most of these stores currently offer cashless payment services, both with and without prepayment, which is a very important indicator for many restaurant establishments in some cases. At the customer's request, stores provide a quality certificate for each product, which is also important.

Products such as bread, milk, soft drinks, meat, fish, and semi-finished products come directly from food processing and procurement companies, which



currently offer a wide range of pickled vegetables, canned fruit, and pickled meat and fish snacks. The restaurant has special agreements for bulk products such as flour, sugar, meat, and butter. For example, the sugar served directly to guests is imported from Germany. At this stage of the business, fruit juices are supplied by Djafa and Sandora, and sweet water by Obolon. It should be noted that this figure shows the dynamics of the share of each of the producers of the respective products (natural juices and soft drinks) in their sector.

It can be concluded, having analyzed the data below, that the share of these companies varies somewhat, but this is not the main thing, and the main factor is that the company aims to cooperate with these companies, as they ensure the fulfillment of all the factors (listed in the questionnaire) and, accordingly, influence, of course, indirectly, but affect the restaurant's activities and its development strategy, by excluding the factor of finding new suppliers for these types of products, as they fully meet the needs of the restaurant establishment

The hotel also has contracts with distributors for alcoholic and non-alcoholic beverages of foreign origin. The ordering of such drinks is handled directly by the restaurant director. The most popular among visitors are alcoholic beverages of the following brands: TM Klinkov - cognacs, TM Khortytsia - vodka, TM Vinodel - wine, TM Wine House LOGOS - wine, TM Askanely & Brothers - Georgian wines, and expensive cognacs and wines made in Italy and France have their customers.

The company has created certain inventories, the volume of which is set depending on the type of goods, demand for them and the speed of use, as well as the shelf life. Typically, the stock of perishable goods lasts for 2-3 days.

So, it is important to note that Potoki House does not have a dedicated supply service, so in most cases, the director cooperates with the merchandiser of the establishment and administrators who indicate the need for dishes, glass, tablecloths and napkins.

When analyzing the competitive environment, it turned out that competitors influence the choice of the enterprise's development strategy as one of the components of the microenvironment. The point is to identify what competitive advantages the enterprise under study has in relation to competitors or their advantages. Thus, a situation of "race for the leader" may be created, where the leader can be either the Potoki House or another competitor.

In this case, the hotel's strategy will be either to imitate the leader or to attract consumers with a competitive product or service to lure customers or expand the range of consumers. In the studied market segment, it was found that the Potoki House hotel is not a full-fledged leader, but we can say that in general, in the restaurant market there are establishments that are more attractive to one segment of consumers in terms of price, quality, and services, but the Crater restaurant occupies its market niche, possibly intermediate, since there is no clear strategy for further development of the establishment. Therefore, it is important for the Potoki House to decide who to look up to and what to choose as a goal. We can define a credo: always move forward and learn new things.

The most well-known model used for sectoral analysis is the model of M. Porter, who proposes to perform this analysis by studying five factors that form the attractiveness of a particular sector. A sector, according to the author, is a part of industry that groups enterprises producing goods, works and services of similar purpose and selling them in the same geographic market. The product allocation of the sector in which a tourism enterprise operates is extremely difficult to carry out due to the interdisciplinary nature of tourism. Geographical separation requires delineation of the territory where products are sold or tourism services are provided. Given the constant interconnections of tourism enterprises with many markets, this forces them to make complex calculations for sectoral analysis in relation to the markets in which the entity operates. According to M. Porter, the internal factors that form the competitive environment of the sector are:

1. Bargaining power of suppliers. How strong is the position of suppliers? Are there many potential suppliers, or only a few, or a monopoly?
2. Bargaining power of buyers. How stable is the position of buyers? Can they collectively order larger volumes?
3. Threat of substitute products or services. How easy is it to replace (reduce the cost of) a product or service?
4. Entry of competitors. How easy or difficult is it for new entrants to start competing, what are the barriers?
5. Rivalry among the existing players. Is there strong competition between business entities? Is there a dominant entity, or are they all equal in strength and size?

The first of the above factors relates to suppliers, which in the case of a tourism enterprise are wholesale and retail trade outlets (food, industrial goods, construction materials, etc.), financial institutions, insurance institutions, market research agencies and other tourism sector entities (hotels, restaurants, travel agencies, transport companies, etc.). Their main task is to provide tourism businesses with certain items and means of labor.

The market of suppliers to the tourism sector is quite broad and diverse, due to the specifics of the product, and its coverage includes:

- suppliers of industrial goods for both consumer and investment purposes (construction, finishing, decorative materials, furniture and other equipment, lighting, fabrics, bedding\* and linen, household chemicals, computers, software products).
- food suppliers, both ready-to-eat agricultural products and raw food (suppliers of meat, milk and processed products, vegetables and fruits, eggs, biscuits, sweets, alcoholic and non-alcoholic beverages, etc).
- service providers (hotel security, parking lot maintenance, facility cleanliness, transportation, as well as financial, insurance, training,

consulting services, etc).

Suppliers are an important link in the tourism value chain. Procurement can be a source of potential advantage in competition. The quality of supply largely determines not only the fulfillment of consumer expectations but also their safety.

The second group of actors in the sectoral environment of the enterprise is the buyers of tourism services. The purchasing decisions of these entities determine the success or failure of enterprises, so it is important to analyze in detail the decisions and criteria that serve as the basis for the buyers' choice. It is necessary to distinguish two groups of buyers: the first is consumers (household members), and the second is institutional buyers (enterprises, organizations, institutions). The market power of buyers depends on several factors, namely:

on the degree of concentration of buyers and the share of purchases of products and services compared to the volume of supply for sale: the higher the degree of concentration of the buyer and its share in sales, the higher its market power (an individual consumer of a tourism product is an individual who does not have a large share in the sales of enterprises and the relevant economic and financial means, experts or knowledge in the implementation of regulatory actions necessary to protect his or her rights and satisfy claims, usually has a weak position in relation to the enterprise;

from the type of product offered - in the case of unified or undifferentiated products and services (which is typical for the tourism market), a buyer who can find other suppliers has higher market power with respect to enterprises offering certain products);

from the level of information - if the buyer has certain information about demand, current market prices, and even the costs of suppliers, he has a better position of market power.

Consumer protection, given the specifics of the tourism product, has found its dimension in the previously discussed legal regulation (relating to the legislation of a particular country, as well as existing international agreements),

which has forced tourism enterprises to use appropriate solutions related to serving usually unorganized and therefore weaker customers.

In the entrepreneur's immediate environment, there are also competitors who are just entering the market and whose appearance in the sector forces changes in the principles of functioning of all other entities. A significant threat from the discussed force of competition in the tourism market is posed by the specific features of the tourism product and market entry restrictions (mass nature of the tourism product - the lack of differentiated products means that tourism enterprises usually do not have a strong brand and loyal customers, and are characterized by low property needs, etc.).

The activities of tourism enterprises within the competitive environment also depend on sectors or entities that offer substitute products, and a substitute product is a product in the technological sense that is different from a tourism product, but performs a similar or broader consumer function and satisfies a similar consumer need. Identification of substitute tourism products is very problematic because, as mentioned above, tourism consumption occurs within the "background of free decision" where, in addition to the tourism product, the consumer has a wide choice among other products. In the case of tourism demand, we are dealing with substitutional demand, which can be viewed in two ways - external and internal. External substitution is the disappearance of tourism demand as a result of changes in income and the allocation of expenditures to other purposes that satisfy the same needs. This is due to the development of tourism supply, which, with a steady increase or temporary drop in income, is unable to guarantee a product with a correspondingly higher or lower standard. Internal substitution consists in directing tourist demand to a product of a higher or lower price level (a differentiated product in terms of internal components).

It is possible to organize the work of the hotel complex with maximum efficiency and in accordance with modern world requirements only with the use of modern computer technologies. Automation of the management of hotel complexes

was dealt with several decades ago in the era of the creation of the first automated enterprise management systems. To date, quite a lot of different hotel management systems, both foreign and domestic, have been developed, among which you can choose the most suitable one. If necessary, you can always make the necessary improvements, taking into account the characteristics of a particular hotel [35, p. 84].

The automated control system (ACS) of a hotel is a specialized software package that ensures the work of hotel staff at their workplaces and prompt decision-making at all stages of the technological cycle, from reserving places to receiving a report on the activities of the hotel [20, p. 89].

The hotel ACS has an interface with programs that automate related departments, or with related programs - an accounting program, a restaurant ACS, a telephone tariff setter, an access control system and, of course, with a remote booking system. These systems, or divisions, do not operate in isolation; from each other, but by exchanging information with each other.

Information can be in the form of documentation on paper in electronic form. Thus, the ACS of the hotel is [34, p. 136]:

- method of accumulation and source of obtaining complete temporary information about the guest and the current state of the hotel, coming from related systems (divisions) in a convenient form, and therefore the basis of the hotel information system;
- tool and means of management and quick response to constantly changing situations in the hotel and in the market;
- a way to improve the level of service for guests and the quality of staff work;
- automation system for all stages of work with the guest - from the acceptance of the application to the final payment;

- the possibility of effective use of the number of rooms and other elements of the hotel, and, consequently, an increase in its income;
- a personnel policy tool that allows you to clearly delineate the rights of personnel in the system and control the actions of individual employees;
- new opportunities in the field of management and service, because the accumulated data becomes an invaluable capital for the hotel. Databases of "guest history" allow you to encourage regular customers, accurately study the target market of the hotel, predict demand for services, and conduct an effective marketing and credit policy.

An automated management system (ACS) for the hotel business, complexes of security systems, life support, informatization using Client-Server technology are integrated into a single information field of a modern hotel [2, p. 156].

This complex includes modules of control systems for the reception and accommodation service (ARM porter); service quality management; profit optimization; centralized booking and centralized customer information; sales and event management; automation of workplaces (administrator of the number of rooms, floor attendants, maid service, information and reference and other services); internet solutions.

ACS for the hotel industry works in concert with various "adjacent" software and hardware systems - an accounting system and a warehouse management system, an ACS for a restaurant and minibars, a remote booking system, a hotel group management system, an access control system, etc. All of them are combined into a single local computer network.

An equally important component of a modern hotel is a set of interconnected control systems for building engineering equipment that provide a comfortable and safe living environment that best meets the needs of users and owners while minimizing the cost of maintaining it.

As a rule, a hotel has about 30 interconnected engineering subsystems, the cost of which can range from 30 to 50% of the total construction cost [27, p. 118].

In modern hotels, all systems, including remote facilities, are controlled from a central control room. This ensures the receipt of operational information about the state and operation parameters of the equipment of engineering systems, increases the level of safety due to prompt response in emergency situations and reduces the risk of emergency situations due to the prediction and early warning of subsystem failures, as well as the elimination of the "human factor" at the time of emergency. Thanks to optimal management and maintenance, automatic documentation of the decisions made, the service life of the equipment increases, it becomes possible to replace or modify it, repair and maintain it as soon as possible [22, p. 40].

At the present stage of development, communication and communication tools play an important role in ensuring the effective management of the hotel business. Any delay in information can lead to very serious negative consequences, both financially and in the loss of the company's image, which can ultimately lead to the collapse of any organization. This directly applies to enterprises in the tourism and hospitality industry.

The transfer of information can be carried out manually or mechanically using automated systems through various communication channels. The first way of transmitting information is still widespread. In this case, the information is transmitted either by courier or by mail. The advantages of this method include the complete reliability and confidentiality of the transmitted information, control over its receipt (by mailing at check-in points), minimal costs that do not require any capital expenditures. The main disadvantages of this approach are the low speed of information transfer and inefficiency in obtaining answers.

The second method significantly increases the speed of information transfer, increases the efficiency of decision-making, but at the same time capital and current costs increase. With the competent organization of the production process



at the enterprise, this method of transmitting information ultimately significantly increases the economic efficiency of the functioning of the enterprise in the tourism and hospitality industry.

The Potoki House Hotel has 12 personal computers connected to a network. The following equipment is also used for information support of the hotel activities:

- 6 HP Laserjet 2300 printers;
- 2 Panasonic KX-FP 148 faxes;
- 24 Panasonic KX-TS2365RUW telephone sets;
- for the safety of guests, a video surveillance system operates on the territory and inside the hotel;
- a fire alarm "Signal-20" was installed in the hotel;
- the hotel has 4 telephone lines;
- mini automatic telephone exchange;
- the hotel is connected to a satellite broadcasting channel. Used software products:
  - accounting works on 1C Enterprise 8.2, data is transmitted to inspection and supervisory authorities via the Internet using the Kontur-Extern program;
  - legal reference program used in the hotel - Garant System;
  - Windows 7, its applications;
  - Microsoft Office 2021 (Word, Excel, Access, Outlook);
  - Internet Explorer;
  - mail programs: The Bat, Outlook Express;
  - Double GIS;
  - electronic dictionaries and translators;

- graphic editors (Photoshop);
- anti-virus program NOD 32.

Maintenance of equipment and software is carried out by a system administrator, who is on the staff of the organization. Telephone communication and Internet access are provided by Avangard.

An automated control system (ACS) for the hotel business, complexes of security systems, life support, and informatization are integrated into a single information field of the hotel.

Considering the flows of information in the Potoki House hotel (namely, its receipt, storage, processing, analysis and display is the basis of the automated control system), we single out the following links in the chain:

- 1) Submission of a request with information about the reservation (Name and coordinates of the guest, terms and parameters of the reservation, its identifier);
- 2) Search for a number that satisfies the request, its reservation;
- 3) Arrival of the client, identification, registration as a guest (a number of data is requested on behalf of the client to his place of residence and work - the latter is simply necessary to search for debtors and maintain contacts with regular customers);
- 4) Control of regular maintenance (cleaning, delivery of press, breakfasts, etc.);
- 5) Information about payment for accommodation, services, deposits made, and so on - the balance of the guest's account;
- 6) Warning about the expiration of the period of residence and the procedure for eviction and calculation, or an extension of the period for the provision of accommodation services;

This list is by no means exhaustive, but it presents the main functions of the system, which are more than sufficient for the successful operation of a small (up to 50 rooms) hotel.

The ORAK Hotel R5 system is used to automate hotel management. Main features of ORAK Hotel R5:

1. Accounting for the number of rooms. Architectural plan of the room stock, building your own structure of rooms. Unlimited number of types, categories and statuses of rooms. Visual display of all information about the current state of the room stock in the main working window of the program: the status of each room, the number of occupied, booked, vacated and free rooms, the number of guests staying, revenue per shift.

2. Booking. A universal tool for creating reservations for individual and collective applications allows you to book different rooms with different living conditions (date, rate, meal plan) within one reservation.

Reservations for individuals, for corporate clients carried out through a single form, but taking into account all the features of a particular client.

Automatic placement by reservation. All information about the guest's stay is stored in the database. At any time, you can get information about all previous visits of the guest. Information about arrival and departure date, room number and category, additional services, meal plan, tariff, paid and unpaid bills can be accessed visually on the display or printed. The card of a previously arriving guest is automatically filled in on a new arrival.

3. Flexible pricing policy. In addition to the general price list, you can set special prices for corporate clients, travel agencies, regular customers. Special prices may be based on a percentage discount or on specially designed price lists. Discounts can be individually adjusted for each client and for each type of service.

Guests living under special conditions can be identified in the reports in special categories, which will allow you to evaluate the effectiveness of the pricing policy.

The ability to create an internal system of cashless payments based on magnetic cards (which can simultaneously be keys to electronic locks and food stamps), thereby excluding all staff from cash circulation within the hotel.

4. Housekeeping. Assignment of responsible maids to the rooms. View and print a linen and towel change schedule. Room cleaning schedule after guests check out and scheduled cleaning of vacant rooms. Accounting for the filling of the minibar. The module of scheduling services by time allows you to keep records of services charged by the hour: sauna, massage room, meeting room and others.

5. Security service. Special contrast interface for night security. Debt control of departing guests. Control of access of guests and staff to rooms and service premises (when using electronic access control systems).

Disadvantages of ACS ORAK Hotel R5 are:

1) The lack of a visual display of the planned services for each selected day - this leads to a non-optimal distribution of the hotel load;

2) Lack of remote access - this negatively affects the overall efficiency of the hotel management system;

3) Lack of a hint system - this complicates the use of ACS and increases the number of possible errors;

4) Lack of accounting for staff time and recording of all events in the system - this worsens control over the activities of employees;

5) Lack of integration with other information systems - this does not ensure the complexity of automation and a unified system of calculations and reports.

Thus, it is necessary to carry out measures to develop the automated control system of the Potoki House hotel.

Recently, the placement of advertisements and indirect advertising messages on the Internet is becoming more widespread. Whether a hotel should create its own website or not depends on the financial capabilities of the hotel, as well as on its clientele. If the hotel is occupied mainly by domestic tourists who do not use the Internet for booking, then it does not make sense to spend money on creating your own website. Hotels with an international audience are more in need of new technologies as an effective form of free advertising.

### **3.2. Proposals for the Development Strategy of the Management Organization of Potoki House LLC**

As a result of the analysis, it was revealed that the existing automated control system ORAK Hotel R5 does not meet all modern requirements, so it is necessary to take measures to develop the automated control system of the Potoki House hotel.

To improve the efficiency of the hotel, it is necessary to introduce a new automated hotel management system, which should contribute to a clear coordination of the enterprise and improve the quality of service.

The accuracy and speed of the professionally designed and well-established system can significantly reduce service time and the number of errors, improve the quality of service, which entails minimization of costs, facilitates audit and contributes to the growth of a positive image of the Potoki House hotel among potential clients and partners, which is undoubtedly will have the best effect on the competitiveness of the enterprise.

Let us formulate the main requirements for the new automated control system of the Potoki House hotel:

- 1) Optimization of load distribution, which will eliminate the uneven use of the number of rooms;

- 2) The presence of remote access to the automated control system, which will increase the overall efficiency of the hotel management system;
- 3) The presence of a customer relationship management system: a detailed guest card and advanced search for the convenience of managing the customer base;
- 4) The presence of a hint system, which will facilitate the use of the system and reduce the number of possible errors;
- 5) Ensuring protection from critical activities to minimize the "human factor";
- 6) The continuity of the hotel management program during the night audit;
- 7) Recording of all events in the system for better control over the activities of personnel;
- 8) Ability to quickly change tariffs due to the flexible setting of seasons;
- 9) Integration with other systems to ensure the complexity of automation, a unified system of calculations and reports.

Further, an initial study of the market for such systems was carried out and it was found that two software products fully comply with these requirements: Opera Enterprise Solution and KEI-Hotel. Let's consider these systems in more detail.

The automated control system Opera Enterprise Solution (developed by Micros-Fidelio) can coordinate the work of almost all services in the hotel: reception and accommodation services, banquet service, housekeeping service, accounting, reservation service, sales department.

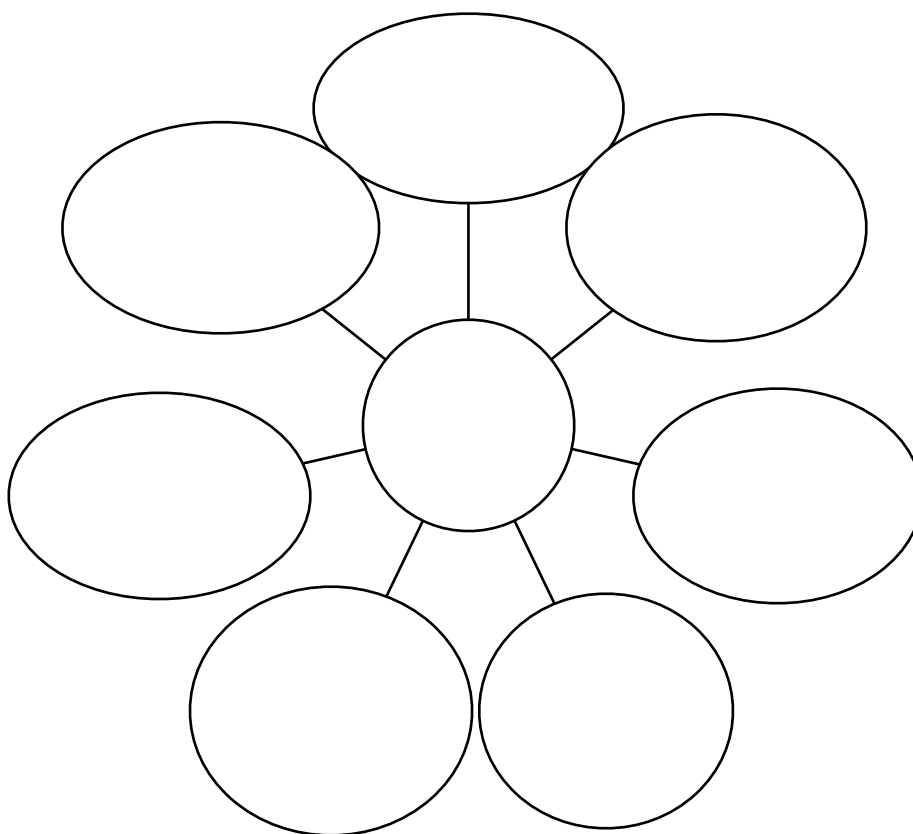
Opera is based on Oracle DBMS, a universal data management platform and offers a new concept of operation and improvement of the level of guest experience, combining such advantages as speed, reliability, functionality and at the same time ease of use.

Opera Enterprise Solution is compatible with all operating systems and the server can run on Microsoft Windows NT/2000, AIX and Sun Solaris.

Opera is a system that consists of a set of modules. These modules can be easily customized and added depending on the wishes of a particular hotel. It includes:

- 1) automation system for the reception and accommodation of guests (Property Management System);
- 2) automation system for the sales and marketing department (Sales and Catering);
- 3) online booking module (Web-Self Service);
- 4) service quality management system (Quality Management System);
- 5) profit optimization system (Revenue Management);
- 6) centralized reservation system (Opera Reservation System);
- 7) a centralized information system for customers (Customer Information System - CIS).

The general scheme of the Opera automated control system can be seen in Fig. 3.1.



**Fig. 3.1. General scheme of the automated control system Opera**

The latest Opera Enterprise Solution technologies provide hotels with a unique opportunity to work both in the client-server application mode and through an Internet browser (“Thin Client”). The use of Thin Client technology allows hotels using this system to significantly reduce costs at every stage of the life cycle of a hotel's IT system, including acquisition, installation, support and updating.

An important component of the system is the night audit. Using ACS Opera during the operation of the night audit there is no need to interrupt the work, as is the case with other systems. The system continues to function as usual, and night auditors have the opportunity to generate reports at any time during the work shift. The night audit procedure takes 15 minutes.



Opera ES supports more than 350 interfaces, including interface with restaurant management system, telephone systems and billing systems for telephone calls and Internet services, automatic minibar system, customer account management system, pay TV systems, electronic lock systems, credit card authorization system, accounting systems. This is a very handy feature.

Another convenience is the navigation menu. The system allows the use of auxiliary graphical tools, the so-called "hot" keys and abbreviated key set, which greatly simplifies all operations and increases productivity and speed. Thus, if you forgot which key combination you need to use for a particular operation, you go to the "hot keys" tab and a plate with icons appears on the screen, clearly illustrating the purpose of a particular key combination.

ACS Opera Enterprise Solution can be installed both in small hotels (from 10 rooms), and in large hotel complexes, as well as in several hotels of the same hotel chain.

The disadvantages of the system include its cost, it is quite large. HRS is a leading developer of computer programming systems for hospitality businesses around the world, if only for this reason, the cost of production cannot be low. The final price of the product will depend on the number of modules required by the hotel, on the size of the room stock. For example, maintenance of this system for a five-star hotel with 100 rooms costs UAH 55,000 per month. When installing the system, mandatory training of employees is carried out, their qualifications must be sufficient for the successful assimilation of the algorithms of work in the system.

The KEI-Hotel hotel automation system is a combination of the most modern technologies in the field of microprocessor control and application software.

The undoubted advantage of the KEI-Hotel system is its interactive interface, which makes it easy to train users and operate the project as a whole.

In the hotel information system, the KEI-Hotel system is the central link where information is collected from other subsystems - telephone, restaurant, pay TV, security, etc. These systems are stored under the control of the SyBase industrial DBMS, which guarantees their safety even in emergency situations.

Particular attention should be paid to such features of the program as the flexibility of settings and applicability to the conditions of hotels of any type and size.

KEI-Hotel allows you to systematize and automate all aspects of the work of the reception and accommodation service, booking, registration, check-out and settlement of guests, management of the number of rooms. This greatly simplifies the work of the financial and commercial departments, generates statistical reports and passport office journals. The system maintains customer accounts and involves the use of a settlement, deposit or mixed payment system for services in the hotel, both in general and for each of the services provided separately. ACS KEI-Hotel includes the following modules:

1. Accommodation service.

The system allows you to quickly place, calculate and discharge a guest, without the need to draw up a lot of paperwork, both with a preliminary application - reservation, and without it.

2. Booking Service module.

The system fully automated the process of booking rooms and analyzing the upcoming hotel occupancy according to various categories and evaluation criteria.

4. Analytical tools.

The analytical tools of the KEI-Hotel complex allow you to expand the capabilities of the administration and managers of hotel management services. At the same time, it is possible to quickly obtain analytical data and information about the state of the number of rooms, including remotely, via the Internet or directly to a mobile phone.

## 5. Administration module.

This module allows you to change the system settings:

- add and remove new users of the system, assign them different access rights;
- create and edit an extensive system of calendar and seasonal discounts;
- add and edit directories;
- edit forms of documents for financial statements.

An important advantage is the transparency of the system, both for the staff serving guests and for the management team, in conjunction with an analytical module that allows you to remotely manage the hotel, brings to a qualitatively new frontier the ability to manage from anywhere in the world, including from a mobile phone or via the Internet.

The disadvantages of the system include the fact that it works according to a certain algorithm and is not as easy to use as advertised on the site (although the interface is clear). It is difficult to master, since in many modules it is necessary to carefully monitor the algorithm for performing actions and the correctness of entering numbers and letters when booking, ordering additional services, etc. When installing the system, it is necessary to accurately indicate the data on the hotel, to first analyze the features of the hotel, since non-compliance with the above can complicate the work of the staff. To compare the KEI-Hotel and Opera Enterprise Solution systems and the feasibility of their implementation in the Potoki House hotel, we will build a table 3.4.

**Table 3.4.**

### **Comparative analysis of the automated control systems proposed for implementation**

<b>Criteria</b>	<b>KEI-Hotel</b>	<b>Opera Enterprise Solution</b>

Place of creation	Kyiv	Munich
Usage	Used in Ukraine	Used worldwide
Foundation base	Based on SyBase DBMS	Based on Oracle DBMS
Purpose	Control automation	
Basic principles	Reliability, safety of information, functionality, ease of use, protection against	Speed, reliability, functionality, ease of use.
Work with clients	Possibility of individual work with each guest separately, based on the principles of settlements with the guest (calculation of amounts for services to the client's personal account with payment upon departure, after the fact).	
P a y m e n t accommodation	f o r	They make separate accounting of cash payments, non-cash funds transferred to the hotel's current account and payments made by guests using credit cards.
Remote access mode	They can work in remote access mode. This is convenient when the office where reservations are made and the hotel are geographically separated. Or when several hotels are managed from one center.	

Night audit	The system has the possibility of settlements with each guest, based on the individual value of the checkout time. The system allows you to automatically calculate the payment for 0.5 days.	The accrual of amounts for accommodation to the guest's personal account is carried out during a night audit (an amount equal to the cost of daily accommodation is withdrawn from the guest's account), i.e. Amounts are charged "on the fact". The implementation of the system with such an algorithm is simpler than with the calculated one. But the system does not automatically allow you to charge for 0.5 days.
Rooms	The systems are designed to automate the work of hotels in both small hotels and large hotel complexes.	
Settlement	They provide the possibility of pre-sale of vouchers with the calculation of the cost depending on the individual set of services. As well as accommodation on a voucher, the formation of lists for food, etc.	
Guests	It is possible to enter various information and changes in the guest's dossier: his preferences, complaints, wishes, etc.	
Archive of staying guests	Information about all living guests is stored (personal data, data on arrival, departure.)	
Work	Sometimes there are problems with the billing of telephone conversations, with the payment of the restaurant.	Works quickly, without failures in the system.
Quality management system	Does not exist.	Exists.

Education	Consultations to the customer's staff (by phone and e-mail), the staff can be trained, but this is not necessary.	When installing the system, mandatory training of employees is carried out, their qualifications must be sufficient for the successful assimilation of the algorithms of work in the system.
Reports	There are more than 80 reports in the system.	Allows you to generate more than 200 reports (for example, a crisis report in case of emergencies).

Having considered the capabilities of the two automated controls Opera Enterprise Solution and KEI-Hotel, we can conclude that they differ from each other in the following main parameters:

- 1) The cost, both in terms of acquisition and in terms of subsequent maintenance, Opera Enterprise Solution is much more expensive;
- 2) Mastering and operating Opera Enterprise Solution is more convenient;
- 3) Technology of working with the guest (payment for the whole day, payment for the whole room, final payment calculation when the guest leaves the hotel, etc.). In KEI-Hotel there is the possibility of paying for half a day, accommodation for one place in a multi-bed room;
- 4) Scale of use. KEI-Hotel is used in Ukraine, while Opera Enterprise Solution is used worldwide and in Ukraine, in such hotels as Balchug Kempinsky, Sherraton, Holiday Inn, Marriott.

Thus, if a hotel meets the level of four or five stars, works with corporate clients, has significant financial resources at its disposal, such a hotel can safely look at effective imported systems, such as Opera Enterprise Solution. In a different situation, when the hotel does not have external financial investments, when there is a problem of choice - to renovate a dozen rooms or spend money on general automation, it makes sense to pay attention to domestic developments, for example, KEI-Hotel.

As the analysis showed, the Potoki House hotel has a fairly stable financial position, therefore it can afford the introduction of a more expensive, but also more efficient Opera Enterprise Solution Xpress system.

## SECTION 4. EVALUATION OF THE ECONOMIC EFFECT FROM THE PROPOSED MEASURES

So, in order to improve the information support of the activities of the Potoki House hotel, the following activities will be required:

- implementation of ACS Opera Enterprise Solution.

Let's determine the amount of costs for the implementation of the project for the implementation of the Opera Enterprise Solution automated control system.

The cost structure of the project can be determined using the following formula (1):

$$C_{s_{project}} = C_{s_{salary}} + C_{s_{social\ fund}} + C_{s_{license}} + C_{s_{tech.support}} + C_{s_{training}} + C_{s_{others}} \quad (1)$$

where  $C_{s_{salary}}$  - accounting for the wages of workers involved in the project,

$C_{s_{social\ fund}}$  - deductions for social needs, UAH;

$C_{s_{license}}$  – the cost of licenses for the Opera Enterprise Solution system, UAH;

$C_{s_{tech.support}}$  – technical support of Opera Enterprise Solution automated control system, UAH;

$C_{s_{training}}$  - the cost of staff training, UAH;



$C_{S_{others}}$  - other expenses (stationery, electricity, communication services), UAH.

The total payroll of workers participating in the project contains the basic and additional wages (2):

$$Salary = S_{basic} + S_{additional} \quad (2)$$

The basic salary is determined based on the monthly payment of employees and labor intensity according to the formula (3):

$$S_{basic} = R * C \quad (3)$$

where  $R$  - the monthly tariff rate of the employee, UAH / month;

$C$  - the complexity of the work.

Additional salary is accepted in the amount of 20% of the basic salary (4):

$$S_{additional} = 20\% * S_{basic} \quad (4)$$

The calculation of the cost of wages of employees is given in Table 4.1.

**Table 4.1**

**Labor costs for employees when implementing proposals**

Employee position	Time spent, months	Average monthly salary, UAH	Total salary costs, UAH
Engineer	4	20 000	80 000
System Administrator	3	15 000	45 000

Technologist	3	5 000	15 000
Basic salary			120 000
Additional salary (30% from basic)			36 000
TO TA r			176 000

It is also necessary to take into account deductions for social needs, which currently amount to 26% of the payroll fund, i.e. 37 440 UAH for three months.

The cost of a server license for the Opera Enterprise Solution Xpress system for a hotel is UAH 1,500,000.

The cost of a user license Opera Enterprise Solution (User License) - 5000 UAH.

Thus, the total license costs are determined by formula (5):

$$C_{s_{license}} = C_{s_{server}} + C_{s_{user}} * n \quad (5)$$

where  $C_{s_{server}}$ — server license costs, UAH;

$C_{s_{user}}$ — costs for a user license, UAH;

n - the number of users.

Since the enterprise will involve 15 users, it is necessary to purchase one server license and 15 user licenses, which will be:

$$C_{s_{license}} = 1500000 + 75000 = 1575000 \text{ UAH}$$

The cost of technical support for 1 year of the "Medium" class is equal to 10% of the total cost of licenses, includes version updates (6):

$$C_{S_{tech.support}} = 10\% * C_{S_{license}}$$

(6)

$$C_{S_{tech.support}} = 10\% * 1575000 = 157500 \text{ UAH}$$

Table 4.2 shows the price list for training workers in the full-time courses of the Opera Enterprise Solution system.

**Table 4.2**

Course name	Duration of training, days	Price, UAH
Opera Enterprise Solution user (full-time course)	5	3600
Opera Enterprise Solution user (distance course)	20	2400
Opera Enterprise Solution Technologist (full-time course)	5	5600
Opera Enterprise Solution Technologist (distance course)	20	3400
Opera system administrator Enterprise Solution (full-time course)	10	9200
Opera Enterprise Solution System Administrator (distance course)	40	6800

#### **Tuition fees for Opera Enterprise Solution courses**

This company needs to train:

- user of Opera Enterprise Solution (full-time training) - 12 people (43200 UAH);
- user of Opera Enterprise Solution (remote course) - 12 people (28800 UAH);

- Opera Enterprise Solution technologist (full-time training) - 2 people (11200 UAH);

- system administrator of Opera Enterprise Solution (full-time training) - 1 person (9200 UAH).

The cost of training in total will be 92 400 UAH.

The implementation of the project will include such costs as electricity costs - 600 UAH / month, communication services (telephone, Internet) - 2400 UAH / month, stationery costs - 1500 UAH / month. In total, for three months, other expenses will amount to UAH 13,500.

The calculation of costs and their share in the total cost are shown in Table 4.3.

**Table 4.3**

**Cost estimate for the implementation of the automated control system of the Opera Enterprise Solution hotel**

<b>Cost group name</b>	<b>Amount of expenses, UAH</b>
Employee wages	176 000
Deductions for social needs	37 440
License cost	1 575 000
Technical support	157 500
Training	92 400
Other expenses	13 500
Total investment	2 051 840

Thus, the total cost of implementing the project for the implementation of the Opera Enterprise Solution automated control system will amount to UAH 2 051 840.

Now it is necessary to determine the effectiveness of measures to improve the information support of the activities of the Potoki House hotel.

With the implementation of the Opera Enterprise Solution ICS, productivity is expected to increase through better use of hotel resources, savings in data processing costs, and more efficient core business operations.

Using the automated hotel management system Opera Enterprise Solution, the time for processing incoming complex booking requests is minimized, and information about the upcoming check-in is promptly sent to the maid service, who need to prepare the room for the arrival of guests. It also minimizes the processing time for data on the implementation of service packages in accounting. The creation of an integrated hotel information network, in the center of which there is a modern system, allows minimizing the need for duplication of information and, accordingly, avoiding errors that occur during manual data entry. Saving the labor of even one worker a day will save a significant amount over the year, not to mention the avoidance of costly mistakes.

Proper organization of the work of maids through the use of operational management of the number of rooms will allow you to optimally plan the workload of the attendants.

The greatest return can be expected from the use of the block of optimization of management decisions. Well-designed management reports that present data processed for decision-making save time needed for analytics and collecting statistical data. With the reports received, the hotel manager can more accurately determine the positioning of the hotel, the dynamics of changes in demand and the characteristics of guest preferences, identify the most important customers and prepare personalized offers for them.

Using data about the preferences of regular guests allows us to provide them with a unique personalized service, alerting them to their wishes and offering additional most requested services. The result of this approach will be that customers leave the hotel with the intention of returning and bring more income to the hotel during their stay, as well as create contact advertising for the hotel among their friends and partners.

Maximizing the return on room stock is also achieved through the ability of management systems to estimate the expected percentage of no-shows for each category of guests or market segment and set the corresponding allowable percentage of rebooking, as well as maintain waiting lists. The Potoki House hotel regularly lost 5% of the booking from no-show, then with the help of the Opera Enterprise Solution automated control system, this figure can be significantly reduced, if not reduced to zero.

Thus, the use of Opera Enterprise Solution will increase sales, hotel guest loyalty and staff efficiency. The hotel becomes a manageable enterprise that is able to respond flexibly to changes in the market situation, which makes the investment in technology fully payable.

Using the analogy method, based on the data of Ukrainian hotels, it is planned to increase the occupancy of the Potoki House hotel by 7%. The return on the number of rooms due to a decrease in the percentage of no-shows will increase by 3%. Thus, the hotel's revenue, taking into account the sale of additional services, should grow by 12% in 2022 (by UAH 9,874,680) and amount to UAH 92,163,680.

The reduction in management costs due to the development of an automated hotel management system will be 10% or UAH 1,525,800 compared to 2021. Thus, the profitability of sales will increase at least to the level of 16%, therefore, the net profit of the hotel in 2022 will increase by 17.7% and amount to UAH 14,746,189.

Additional income from the implementation of measures is characterized by an increase in the net profit of the hotel in 2022 and will amount to UAH 2,225,189.

Let us determine the economic efficiency of the proposed measures to improve the information support of the Potoki House hotel activities using the formula (7):

$$E = \Delta_{net\ profit} / C_{s\ total} \quad (7)$$

$$E = 2\,225\,189 / 2\,051\,840 = 1,08$$

In general, measures to improve the information support of the Potoki House hotel can be considered economically justified.

## **CONCLUSIONS AND RECOMMENDATIONS**

Management activity is a complex, diverse process aimed at achieving the goals of the enterprise. As an object of economic research, management activity has a number of features.

The enterprise management system must be constantly improved under changes in the external environment. Changes in the management system are needed, they are simply necessary in our rapidly changing world. But these changes must be meaningful, logically justified and thought out in terms of risks. It must be understood that an enterprise is a living organism, consisting of many interrelated processes and functions, goals and objectives.

Constantly developing and improving its businesses, the company is an organizational structure based on a system of economically independent, geographically separate divisions (business units) within a single legal entity, interacting with each other according to the rules of the internal market, which are as close as possible to the rules of the external market.

Information technologies of the organization serve the strategic goals of the business, are used to manage the activities of structures and objects, financial, information, material flows and teams of people.

The specificity of the technology for the development and implementation of hotel services requires such information systems that would provide information on the availability of vehicles and the possibilities of accommodating customers as soon as possible, would ensure quick reservation and reservation of places. In addition, solutions to auxiliary tasks should also be automated: booking entertainment services, car rental, paperwork (tickets, bills and guides), providing settlement and reference information, and more.



The development of the hotel business requires qualitatively new management tools, and modern information technologies, in particular automation systems, provide hotels with such opportunities.

It is possible to organize the work of the hotel complex with maximum efficiency and in accordance with modern world requirements only with the use of modern computer technologies. The automated hotel management system has an interface with related programs - an accounting program, a restaurant automated control system, a telephone tariff setter, an access control system and, of course, with a remote booking system. These systems, or divisions, do not work in isolation from each other, but by exchanging information with each other.

To date, quite a lot of different hotel management systems, both foreign and domestic, have been developed, among which you can choose the most suitable one.

As a result of the analysis, the following conclusions can be drawn:

1) Potoki House Hotel provides quality accommodation services, over the years of its existence it has been trusted, it has a fairly high status in the city and a number of regular customers who come from other countries and cities.

2) The company has sufficiently stable financial resources that allow it to carry out both internal repairs and reconstruction, and promotional activities. At the same time, a weak organization of management due to imperfect information support does not allow the hotel to respond quickly to the constantly changing needs of consumers of hotel services, and in the long run this can lead to adverse consequences for the organization as a whole.

3) The ORAK Hotel R5 system is used to automate the management of the hotel. This system does not meet all modern requirements, so it is necessary to take measures to develop the automated control system of the Potoki House hotel.

To improve the efficiency of the Potoki House hotel, it is proposed to introduce a new automated hotel management system, Opera Enterprise Solution,

which should contribute to a clear coordination of the enterprise's work and an increase in the level of service quality.

Using Opera Enterprise Solution will increase sales, hotel guest loyalty and staff efficiency. The hotel becomes a manageable enterprise that is able to respond flexibly to changes in the market situation, which makes the investment in technology fully payable.

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