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IMPROVEMENT OF STRATEGIC MANAGEMENT OF THE DEVELOPMENT OF HOTEL AND RESTAURANT BUSINESS ENTERPRISES

In the modern conditions of the development of the market economy, economic entities acquire new characteristics, become more flexible, oriented towards consumers of goods and services, and rely on the correct definition of the development strategy. Strategic management is the foundation of business in the 21st century.

The article examines the problems of strategic planning and forecasting of the activities of enterprises in general and in the market of hotel and restaurant services. Among them we can include: the difference in the background forecast, the dependence of indicators on the

human factor and the level of qualification of employees of the hotel and restaurant business, the lack of unified and reliable statistical information, and others.

Based on the study of various approaches to the definition of the concepts of "strategy", "forecasting", "planning", etc., own definitions of such concepts as "strategy", "strategic planning of entrepreneurship", "strategic forecasting of entrepreneurship" are proposed, taking into account the specifics of running a hotel and restaurant business.

A scheme for developing a hotel and restaurant business strategy is proposed. According to this scheme, all strategies, depending on their type, can be divided into three groups. The first group includes strategies, in the development of which only the planning process is used, the second group includes strategies, the distinguishing feature of which is the presence of only the forecasting process, and the third group includes strategies, the development of which includes the planning process and the forecasting process. In this, both strategic planning and strategic forecasting can be both a stage of strategy development and its final result.

Keywords: *hotel and restaurant business, strategy, planning, forecasting, entrepreneurial activity, hospitality industry*

Fig. – 1. Tabl. – 3. Ref. – 13.

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УДОСКОНАЛЕННЯ СТРАТЕГІЧНОГО УПРАВЛІННЯ РОЗВИТКОМ ПІДПРИЄМСТВ ГОТЕЛЬНО-РЕСТОРАННОГО БІЗНЕСУ

У сучасних умовах розвитку ринкової економіки суб'єкти господарювання набувають нових характеристик, стають більш гнучкими, орієнтованими на споживачів товарів і послуг, спираються на раціональне визначення стратегії розвитку. Стратегічне управління є основою бізнесу в 21 столітті.

У статті досліджено проблеми стратегічного планування та прогнозування діяльності підприємств у цілому та на ринку готельно-ресторанних послуг. До них можна віднести: відмінність фонових прогнозів, залежність показників від людського фактору та рівня кваліфікації працівників готельно-ресторанного бізнесу, відсутність уніфікованої та достовірної статистичної інформації та ін.

На основі дослідження різноманітних підходів до визначення категорій «стратегія», «прогнозування», «планування» тощо наведено власні визначення таких понять, як «стратегія», «стратегічне планування підприємництва», «стратегічне прогнозування підприємництва» запропоновано їх трактування з урахуванням специфіки ведення готельно-ресторанного бізнесу.

Запропоновано схему розробки стратегії готельно-ресторанного бізнесу. Згідно з цією схемою всі стратегії залежно від їх типу можна поділити на три групи. До першої групи належать стратегії, при розробці яких використовується лише процес планування, до другої групи — стратегії, відмінною рисою яких є наявність лише процесу прогнозування, до третьої — стратегії, розробка яких включає процес планування та процес прогнозування. При цьому як стратегічне планування, так і стратегічне прогнозування можуть бути як етапом розробки стратегії, так і її кінцевим результатом.

Ключові слова: *готельно-ресторанний бізнес, стратегія, планування, прогнозування, підприємницька діяльність, індустрія гостинності.*

Рис. – 1. Табл. – 3. Літ. – 13.

Introduction. In modern conditions of economic development, the success and competitiveness of companies largely depends on the level of strategic planning and forecasting of its business activities.

The sharp increase in the importance of these processes is associated with many deep objective reasons arising from the change in the nature of the internal and external environments of enterprises: with the acceleration of the pace of economic development, the emergence of new requests and expectations of consumers, the improvement of information networks, the transformation of the role of human resources, etc..

Thus, the development and application of the methodology and specific forms of strategic planning and forecasting of business activity is not only the result of the evolution of theory and management methods, but a dynamic system that reflects the trends of the present and the future, both at the level of the state economy and at the industry level in particular, in the hotel and restaurant business – one of the most dynamically developing elements of the hospitality industry.

Analysis of the latest research. The problems of strategic management, its structure and implementation methods are reflected in the works of such scientists as: I. Ansoff,

L. Balabanova, V. Vasylenko, S.M. Golyakov, P. Doyle, P. Yegorov, O. Kuzmin, L. Lutai, M. Moskalenko, V. Nemtsova, G. Tarasyuk, R. Fathutdinova, A. Chandler and others.

The study of issues related to hotel and restaurant business was carried out by: G. Bakurova, O. Borisova, V. Gulyaev, Yu. Gladunyak, V. Kyfyak, R. Korneeva, M. Malska, I. Minich, D. Neporozhniy, Ya. Ostapenko, Yu. Ocheretin, N. Plotnikova, L. Chepurda, O. Yurchenko and others.

The goal of the work. The purpose of this article is to demonstrate that there is a relationship between the nature of the firm's development strategy and the nature of the relationship between business planning and forecasting processes. On the basis of the received data, propose a scheme for developing a business strategy at the stages of planning and forecasting the activity of the hotel and restaurant business.

Presenting main material. The strategy should be understood as a long-term plan for achieving the goals, mission of the enterprise, the implementation of which should lead to the development of entrepreneurial activity, which ensures the maximization of profit.

In the practice of management, strategies are both defined, clearly formulated by the company's management, and undefined, which do not have stages thought out and approved by the management.

According to the nature of the changes occurring in the company's activities, the strategies are divided into strategies of limited growth, growth, reduction and their combination.

Undoubtedly, the industry to which the studied business structures belong plays a great role in the process of strategy formation and construction of its classification.

Speaking about the strategic factors of hotel and restaurant business development in Ukraine, first of all, it is worth noting that currently, for example, hotels are divided into five categories with the assignment of stars.

The most common strategies used by hotels abroad include the types presented in Table 1.

Table 1

Basic strategies for the development of entrepreneurial activity used in the hotel business abroad

Type of strategy		Description of the strategy
STRATEGY	<i>concentration (focused)</i>	The enterprise concentrates all its efforts on one or more market segments and achieves leadership there by the cost program or from the image position (or with the help of both resources at the same time)
	<i>globalization</i>	The basis of the development of the hospitality industry both now and in the future should be close ties and communication networks in priority directions. It is the geographical regions that act as suppliers of the main flow of tourists in the world market
	<i>application of new technologies</i>	Assumes that the technological process is the engine of progress in the hotel business, aimed not only at ensuring the competitiveness of the product or service, but also at establishing compliance with changes in consumer demand
	<i>brand development</i>	This is an accurate determination of the conformity of the "recognition" of a product or service to its level and quality, position, prices and other key consumer-oriented parameters
Type of strategy		Description of the strategy
STRATEGIES	<i>association of trademarks</i>	The purpose of this strategy is to develop a global image of the brand aimed at a universal audience
	<i>specialization</i>	The goal of the strategy is to concentrate the efforts of the hotel

		company on the needs of one segment, and not on covering the entire market. The main thing is to satisfy the needs of the selected target segment better than competitors.
	<i>independent hotel</i>	It provides for independent management of hotel activities by the owner without the involvement of hotel management companies and entry into their network
	<i>franchising</i>	It is a combination of independent management and contract management
	<i>contract management</i>	A type of franchising strategy, which provides for the transfer of full management of the hotel by the owner to the manager of hotel enterprises based on the franchise agreement
	<i>customer retention</i>	Its purpose is to motivate the consumer in such a way that he buys goods/services from a specific company
	<i>consolidation/merger/absorption</i>	A component of the growth strategy
	<i>increasing the value / value of the company</i>	This strategy is implemented due to deep penetration into the selected market segment, which implies the absence of an increase in the level of specialization by competitors

Large international companies, especially those that work successfully in the market, are obliged to promptly respond to revolutionary changes in the business environment by making quantitative changes in their strategic courses. Based on this observation, the «quantitative theory of strategic change» was formulated. One of the main provisions of this theory is that companies' strategies change radically quite rarely. In the conditions of today's changing economy, national and international hotel goals should combine control with constant analysis of new phenomena, and an effective strategy should include two elements: balanced preliminary formulation and adaptation of new ideas [8].

Taking into account the situation on the market of hotel services in Ukraine, implemented strategies for the development of hotel business enterprises can be systematized according to the types presented in Table 2.

The general perspective program of the competent distribution of the use of available and borrowed resources, the purpose of which is to preserve liquidity and increase the market value of the hotel enterprise, is considered to be an economic strategy.

The formation of an economic strategy should be based on a programmatic approach focused on the development of tasks for the relevant units. At the same time, it is important to indicate the sequence and terms of their implementation, as well as to pay attention to the company's resources [10].

At the same time, it is important to take into account that the main organizational levels at which strategies are developed include [4]:

- 1) corporate;
- 2) business;
- 3) functional;
- 4) operational [4].

The results of developing a strategy for a hotel enterprise are usually expressed in the creation of the following documents [1]: a forecast of changes in the external environment; strategic goals of the enterprise; list of competitive advantages; functional and supporting strategies; plans [1].

The processes of planning and forecasting are integral components of the process of developing a strategy for the development of business activities of hotels. During the study of various approaches to the definition of the concept of "strategy" and its types, we found that most specialists tend to associate this phenomenon with setting and achieving goals, forming plans, management decisions and the terms of their implementation, but none of them

consider strategy in relationship with the processes of strategic planning and forecasting of business activity.

Table 2

Basic strategies for the development of entrepreneurial activities used in the hotel business in Ukraine

Type of strategy		Description of the strategy
STRATEGY	<i>specialization</i>	The goal is to find and master new, interesting services from the point of view of demand
	<i>increasing the role of environmental programs</i>	The hotel's orientation is to achieve a higher level of environmental conditions than its competitors
	<i>revenue management and the use of flexible pricing tactics</i>	Application of the system of discounts and stimulation of demand as a tool for increasing the profitability of the hotel
	<i>use of the incentive program for regular customers</i>	Regular customers are provided with a system of privileges, discounts and benefits
	<i>increasing the role of travel agencies in the organization of sales channels</i>	Travel agencies are the main subject of the increase in booking volumes
	<i>implementation of computer reservation programs (PMS) Properety Management System</i>	It allows not only to increase the occupancy of hotel rooms, but also guarantees receiving the desired service at the desired price
	<i>strengthening domestic sales</i>	This is the organization and sale of additional services
Type of strategy		Description of the strategy
STRATEGY	<i>strengthening the role of database management</i>	The goal is to improve service and increase sales
	<i>application of direct consumer marketing</i>	Promotion of the hotel product via the Internet, by conveying to potential customers information about the hotel and room reservation conditions
	<i>vertical integration</i>	Expansion of the list of additional services in order to increase the market share of the hotel enterprise
	<i>creation of strategic alliances</i>	Hotels are united in groups, the purpose of which is cooperation in the following areas: management, formation of a marketing strategy, creation of a program for attracting customers and a joint product, advertising and increasing hotel occupancy
	<i>hotel management under contract</i>	The management of the hotel enterprise is transferred to the corporate network under the contract
	<i>independent hotel</i>	The operator is not involved in managing the hotel

Let's consider these phenomena and their place in the process of developing a strategy for the development of entrepreneurial activity.

Strategic planning in modern scientific literature is considered mainly in two main aspects. In a broad sense, strategic planning is understood as a set of decisions and actions for the development of a system of goals and necessary to achieve the company's strategies. However, in this context, strategic planning is combined with the concept of strategic management, which includes the stage of developing plans. In the narrower sense, strategic planning can be understood as a special type of planned work, which consists in the development of special documents: strategic plans, programs, projects, budgets, with the help of which the developed strategies are detailed in terms of goals, tasks, resources and time [12].

Planning is «the process of making and evaluating an interrelated set of decisions in advance». This is the definition given to this concept by a well-known researcher in the field of strategic management – I. Ansoff. In other words, a favorable state of affairs is possible only with a timely assessment of all factors affecting the business process being implemented.

According to H. Emerson and F. Taylor, planning can be considered as a process that simultaneously represents the result, and the course of action, and stages, and the methods that should be applied.

Planning as an element of the activity of a commercial organization, including that relating to means of accommodation, is characterized by the presence of: planning principles; determination of priority goals; consideration of problems; choosing the best development option; control over the implementation of plans [6].

The main requirements for the goals are: order; reality; ability; topicality; integrity; utility; transparency and controllability [3].

The specific composition of the goals is as follows: ultimate goals – leadership in competition, growth of the company's market share; higher goals, accompanied by obtaining a profit, increasing profit and profitability, increasing the volume of services; intermediate goals, the implementation of which is accompanied by, for example, an increase in the throughput capacity of the hotel, optimization of its room stock; subgoals – increasing the number of services [12].

From the point of view of the sequence of stages forming the planning process at hotel enterprises, it should be noted that, as a rule, it consists of three stages: analysis of strategic problems; forecasting the future state and defining goals. Sometimes the planning process may include a larger number of stages [8].

The accuracy of the actual indicators of past periods is the basis of the reliability of planning [7].

It should be formalized in such a way that the development of plans is based on all available indicators, there is a possibility of accumulating separate plans for specific areas of the enterprise's activity and eliminating inconsistencies.

In large hotel complexes, planning work is performed by special services that prove management teams, assumptions, forecasts of department heads who develop plans [2].

The planning process is an ongoing process, the purpose of which is to formally review and continue the plan annually. As part of the process, the dissemination and formal discussion of strategic directives should be ensured, allowing the operational divisions of the organization to draw up their plans.

According to the school of planning, which flourished in the 1970s, the main features of the planning process include [4]:

- 1) close communication with the operational management of the enterprise at all stages of strategy implementation;

- 2) communicativeness, hierarchy, integrity as the main regularities of systems to which the adopted strategy or the strategy being developed corresponds;

- 3) the strategy, as a rule, is developed for the period of verification of the future forecast;

- 4) strict implementation of developed plans is meant;

- 5) the strategy is differentiated into sub-strategies according to the management hierarchy;

- 6) according to the degree of differentiation of the strategy into components, all types of works are combined into a "master plan";

- 7) responsibility for principles is delegated to the manager, and for implementation – to employees of the planning department;

- 8) during the development of the strategy, a SWOT analysis is used, implemented in scenarios detailing the firm's strengths and weaknesses;

- 9) developers and practitioners belonging to the same firm are separated.

A forecast is a judgment about the probable state of an object in the future, which has a scientific basis for alternative ways and terms of their implementation.

The main features of the forecasting process include:

1. The basis of the forecast is the assessment of the present, while the basis of the future is a complex set of causes and conditions.
2. The forecast is probabilistic due to the uncertainty of the state of the research object in the future.
3. The basis of forecasting is the hypothesis about regularities.
4. The preparation of the forecast is based on scientific research of a quantitative and qualitative nature, in addition to a quantitative assessment for the future.
5. The forecast is a guideline for planning, the basis for preparing a plan.
6. The forecast assumes the presence of many alternatives.
7. The essence of the considered phenomenon determines the temporal and spatial horizons of the forecast. Often it is taken for a repetitive and continuous process.
8. Time is the judge of forecast accuracy.
9. Objectivity and scientific integrity are the main requirements for a forecaster. Subjectivity is not allowed in the assessment of the past, present and future [4].

The economic forecast is designed to assess the state and search for alternatives to management decisions; identification of problems that are weakly expressed in the present, but possible in the future; simulation of variants of events taking into account the main factors [13].

In forecasting, the concepts of "object" and "forecasting background" are distinguished. As an object of forecasting, it is appropriate to consider processes, phenomena and events that are dependent on the cognitive and practical activity of a person [1].

The forecast background is a set of external conditions that affect the object and underlie the validity of the forecast.

Usually, forecasting work is performed in several stages [4]:

- 1st stage – predictive retrospection;
- 2nd stage – predictive diagnosis;
- 3rd stage – prospecting;

The 4th stage is the evaluation of the forecast for reliability, accuracy and reasonableness.

This phasing is approximate in nature, with levels of modification depending on the basic forecasting method.

Based on the considered approaches to the definition and classification of plans and forecasts, as well as the processes related to them, the author concluded that strategic forecasting of business activity should be understood as the process of forming alternative scenarios for the development of an organization's business activity on the basis of scientifically based judgments about the expected conditions of the object in the future and the terms of their achievement.

If we take into account that forecasting is often the basis of planning, then strategic planning of business activity can be defined as a set of measures to implement the most beneficial scenario for the development of the organization's business activity, which is accompanied by the development of plans and programs for their implementation.

As an example, in Table 3, we consider the classification model of the components of economic strategy and the peculiarities of the planning and forecasting processes implemented within some of them.

Table 3

Classification model of economic strategy components

ECONOMIC STRATEGY	
Level 1: Achieving economic profit	
1.1	Product strategy
1.2	Pricing strategy
1.3	Motivation strategy
1.4	Financial recovery strategy
1.5	Strategy of interaction with the markets of production resources
1.6	Strategy for reducing production costs
Level 2: Increase in market share	
2.1	Competition strategy
2.2	Quality improvement strategy
2.3	Strategy of innovative activity
2.4	Strategy of strengthening market positions
2.5	Globalization strategy
Level 3: growth of the value/value of the company	
3.1	Investment strategy
3.2	Strategy of economic growth
3.3	Business reengineering strategy
3.4	The strategy of maximizing the value of the enterprise

When implementing a product strategy, namely the formation of a product range of a hotel enterprise, it is necessary to take into account that for each brand or product/service, its own development plan must be developed, related to the general strategy of the enterprise, marketing plan, production and sales technology, which determines the circle management tasks.

The development of the company's price strategy involves the following stages of implementation:

1. General research of the intended sales market or strategic economic zones (SZG).
2. Forecasting the market situation.
3. Determination of the market model from the point of view of competitiveness.
4. Determination of the product life cycle stage.
5. Choice of the company's pricing policy.
6. Study of factors affecting the level of the selling price.
7. Acceptance of the basic price level and determination of the rational dynamics of its change.

In this case, there is no planning process, and forecasting is one of the initial stages of strategy implementation, and for forecasting the market situation, a preliminary assessment of the capacity of the market, competitive environment, government policy and sales conditions is carried out. A detailed study of all price-forming factors should be carried out after the selection of the best market segments.

The development of a strategy for the financial recovery of a hotel enterprise includes 7 stages:

1. Analysis of the organization's position on the market and its ability to adapt to economic conditions.

2. Analysis of the existing pricing system.

3. Analysis of the financial situation of the enterprise.

4. Analysis of the organizational structure.

5. Personnel.

6. Production.

7. Development and implementation of a financial recovery plan.

The creation of a quality strategy is usually carried out in the following sequence:

Stage 1. Making a decision to create a quality strategy.

Stage 2. Development of a plan-schedule for the creation of a quality strategy.

Stage 3. Determination of functions and tasks of quality strategy elements.

Stage 4. Formation of the composition of structural subdivisions.

Stage 5. Description using structural and functional diagrams of the quality strategy.

Stage 6. Determination of the composition and development of regulatory documents of quality strategies: «Hotel Passport» and «Quality Manual».

Stage 7. Verification of the implementation of the quality strategy.

Stage 8. Ensuring the functioning of the quality strategy.

Stage 9. Checking the quality strategy.

Stage 10. Improving the quality strategy.

Stage 11. Organization of work of quality circles.

When implementing the strategy of innovative activity, the planning process is carried out at the stage of organizational and planning preparation of production, at which innovations are aimed at observing the principles of rational organization of the processes of creation and production of new products/services, reducing the labor intensity and duration of the manufacturing and delivery cycle.

The investment strategy can be understood as the general direction (program, plan) of the enterprise's investment activities, the task of which is to lead in the long term to the realization of investment goals and obtaining the expected investment profit. It determines the target directions and form of investment activity of the enterprise, the method of formation of investment resources and the order of stages of realization of long-term investment goals.

Summarizing the approaches to the classification of forecasts and plans described above, information about the interaction of these processes and the results of the author's research can be depicted in Figure 1.

According to this scheme, all strategies, depending on their type, can be divided into three groups. The first group includes strategies, in the development of which only the planning process is used, the second group includes strategies, the characteristic feature of which is the presence of only the forecasting process, and the third group includes strategies, the development of which includes both the planning process and the forecasting process. At the same time, both strategic planning and strategic forecasting can be both a stage of strategy development and its final result. In the case of a mixed version, the process of strategic forecasting acts in relation to the planning process either as a stage that precedes planning, or as a stage that follows it, necessary to account for the consequences of decisions made in the plan or to control the implementation of the plan, or as a stage that precedes and follows it.

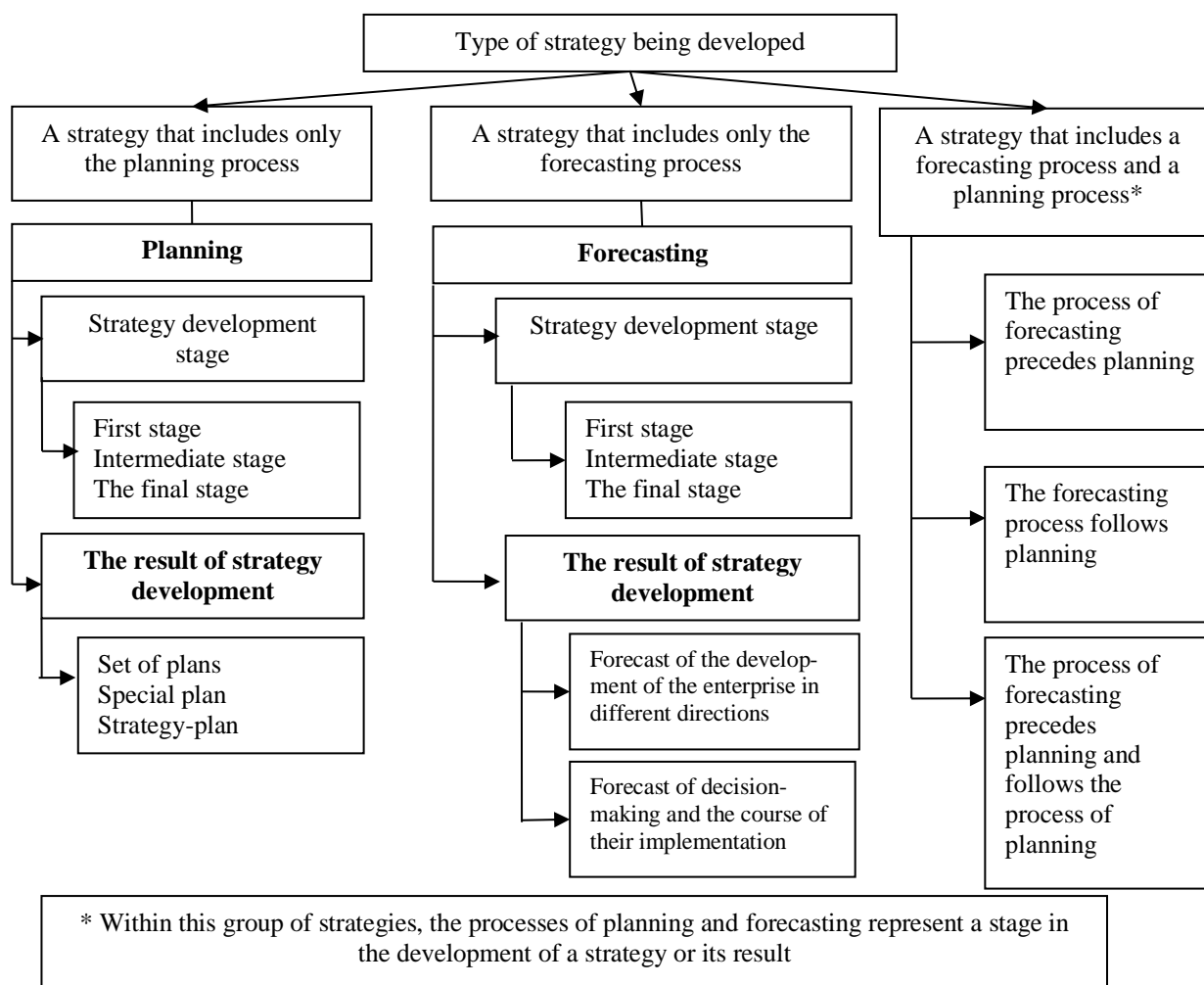


Figure 1 – Scheme of development of the strategy of the hotel and restaurant business enterprise at the stages of planning and forecasting

Guided by this scheme, it is possible, for example, to describe a product strategy as a strategy that contains only the planning process, which is the final stage of strategy development and the result expressed by a set of plans (a separate plan is developed for each product). The price strategy belongs to the strategies that contain only the process of forecasting, and forecasting appears as the initial stage – forecasting the market situation. The financial recovery strategy, as well as the investment strategy, belong to the strategies in which the plan is the result of the final stage – planning etc.

Conclusions. The study of the specific features of strategic planning and forecasting of business activity, the essence of these phenomena, their component composition and classification features made it possible to formulate the author's definitions of the concepts «strategic planning of business activity» and "strategic forecasting of business activity", in particular in the hotel and restaurant business.

Based on the analysis of various types of hotel enterprise development strategies, as well as the identified features of the strategic planning and forecasting processes implemented within them, the author developed a scheme that reflects the specifics of the planning and forecasting processes depending on the type of hotel enterprise strategy being implemented, within which strategic planning and forecasting can be separate independent stages of strategy implementation, its result, and even elements of a mixed interaction system.

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