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## MANAGEMENT OF THE HOTEL INDUSTRY ENTERPRISES COMPETITIVENESS ON THE BASIS OF DIGITAL TECHNOLOGIES AND MARKETING

*The holistic system of understanding the current situation of hotel-type enterprises in the conditions of intensified competition has been investigated in the article, and what capabilities of digital tools will increase the efficiency of economic activity in the market. Special attention has been paid to the essential characteristics of the "enterprise competitiveness" (EC) definition in particular, as well as the analysis of classical and marketing approaches to the management of this process. The main attention in the article is focus on the study of digital tools (multimedia technologies, interactive hotel event management systems and customer service, etc.), which are proposed to increase the EC efficiency of the hotel enterprise. The role of digital marketing has been analysed through the adaptation of its tools (social networks, SEO, contextual advertising, email marketing, etc.) and goals (work with new customers, work with customer database, work on the image) and technical capabilities to achieve them for the competitive management of the modern type hotel enterprise.*

Key words: enterprise competitiveness, hotel industry, marketing management approaches, digital technologies, digital marketing.

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**Statement of the problem in general form and its connection with important scientific or practical tasks.** Digitalization is a strategic vector of Ukraine's economic development, at least in the first quarter of the XXI century. In all sectors of the economy – from industry, trade, education and science, as well as in banking and, of course, in the hotel and restaurant business – the implementation of digital technologies, on a large scale, provides significant efficiency in the context of improving competition due to the meeting of individual needs of each person.

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The hotel and restaurant enterprise managers consider the provision of the highest quality services as the main goal of their work.

Taking into account that investing in digital technologies costs a lot of financial investment, it is important to note that in a competitive environment, hotel owners, who ignore this need and market trend – will lose much more, as their potential services' consumers will choose their competitors, and as a result, previously invested funds, in the hotel construction and creation of appropriate conditions for its functioning – will not recoup the investments, and the owners, as a consequence, will be out of their business.

Therefore, we consider it important to analyse modern digital technologies now offered to the hotel industry enterprises, to protect their market position effectively.

**Analysis of the latest research and publications, which initiated the solution of this problem and on which the author relies.** Many scientists, both abroad and in Ukraine, have paid attention to the problem of enterprise competitiveness efficiency increasing. The most recognized include: M. Porter, J. Shumpeter, Yu. Pakhomov, T. Vasylytsiv, L. Nahirna, I. Piddubnyi, L. Chorna, and in some respects A. Smith, D. Ricardo, J. Mill. As for scientists who have devoted themselves to the study of digital technologies, we should mention – Ph. Kotler, L. Mannappa, Zh. Falgoni, M. Oklander, O. Yashkina, S. Illiashchenko, N. Vlashchenko, O. Shapalova, H. Karcheha S. Koliadenko A. Kyrylenko V. Fishchuk, etc.

**Highlighting the previously unresolved parts of the general problem to which the article is devoted.** At the same time, we draw attention to the fact that in the aforementioned publications devoted to the development of digital technologies, mainly the fundamentals of their transformations in the context of business administration or state administration of the economy are under the investigation. Therefore, it is worth focusing, as well, on a more specific direction of the digital tools usage, – their marketing components, which are currently used by leading hotel enterprises to improve the management of their competitiveness.

**Formulation of the purpose of the article (statement of the problem).** The aim of the article is to solve four interrelated problems that form a holistic system in the correct understanding of the current situation of hotel-type enterprises in the conditions of intensifying competition and the ability of business efficiency improvement in the market with the help of digital tools. Therefore, these objectives should include:

- to determine the essential characteristics of the definition of "enterprise competitiveness" (EC);

- to generalize the main approaches to EC marketing management;

- to study modern digital technologies offered for the efficiency increase of EC of the hotel industry;

- to analyse the role of digital marketing in the context of modern EC management of the hotel-type industry.

**Statement of the main material of the research with full justification of the scientific results obtained.** Economic relations, which began to develop between enterprises in most countries in the late twentieth and the beginning of twenty-first centuries, have identified a special tendency in the formation of a market system, which can be described as a globally competitive mechanism for economic systems development. This can be explained by the fact that in the perspectives of obtaining maximum profit from a particular market segment – manufacturers, suppliers and sellers are constantly searching for presentation methods for such products on the market that will meet customer demands most effectively. In addition, the achievement of such success in recent years is attained at a much more accelerated pace, as there is an intensive "struggle" for the end consumers between a growing numbers of economic entities through the derived tools of influence. However, in the Ukrainian market, in comparison with the European one, the competition is too low due to the lack of managers' professionalism.

This is confirmed by separate publications in the national media, which indicate the unwillingness of the Ukrainian market to integrate into Europe. Therefore, we consider it necessary to conduct a theoretical analysis of the correct understanding of the EC, as an important definition of economic development of the society. This study is important because the efficiency and success of any company depends on the insight into economic theory and its correct application.

The most recognized economist in the field of competition – American Professor M. Porter – understands the notion of EC as "property which describes the ability of the market participants to operate successfully in a particular market along with similar competing market participants" [1].

The world-renowned Austrian economist, who during 1909-1911 worked as a professor at University of Chernivtsi (now Yuriy Fedkovych Chernivtsi National University) – J. Schumpeter – understands the concept of EC as "constant innovation in activities that provide the ability of the firm, and the goods sold by it, to occupy a certain market niche" [2, p. 54].

We cannot omit the definition of a national modern scientist, the Chairman of the National Electricity Regulatory Commission of Ukraine – Z. Titenko – who interprets the EC as "the ability of the enterprise to participate in the struggle against other producers and suppliers of similar products in the market, which results in a higher degree of satisfaction of the society needs through the organization of more effective production activity" [3, p. 157]. The scientist I. Vasiutina considers EC from the standpoint of the comparative characteristics of the enterprise "... it is determined by the complexity and reflects its advantages in the market over other objects in a determined time interval" [4, p. 115]. It is also important to remember the classics of economic theory, for example, A. Smith, D. Ricardo, and J. Mill, who in the theory of value under EC actually determine "the exchange value of goods, which depends on labour, scarcity of goods, balance of supply and demand » [5, p. 300].

Among the national classics of economic theory, we should mention Academicians Yu. Pakhomov and D. Lukianenko, who understand EC as an "enterprise that for a long time can remain profitable in an open economy" [6]. Other Ukrainian scientists – R. Lupak and T. Vasylytsiv – consider EC as "a mechanism for effective implementation of competitive advantages in order to realize strategic goals of economic and financial activity and meet the socio-economic needs of the consumers" [5, p. 304].

We consider that the most correct definition for the Ukrainian realities is the interpretation of Z. Shershnova and S. Oborska, where the enterprise competitiveness means "the level of competence of the company compared to competitors in the accumulation and usage of the components of production potential, which is reflected in such performance indicators as product quality, profitability, productivity, etc." [7, p. 66].

As it follows from the analysis, there is no common view of scientists on the notion "enterprise competitiveness" in the context of its definition. But this does not mean that they are wrong (in the conclusions we will try to outline our own position on this terminology).

This only gives ground to state that each view solves some problem that exists in a particular place, particular time interval and corresponds to the complex conditions of the internal and external environment.

Doing business in modern conditions requires the management of organizations to apply marketing technologies to management, aimed at strengthening the competitiveness of the business entity. The market environment, both now and in the future, will change very quickly, as a result of which enterprises will not have time to adapt to new realities.

In order to carry out business activity effectively, owners, managers must not only conduct comprehensive marketing research, but also constantly implement innovative tools for

marketing management in general accordingly. Therefore, we will try to present theoretically the basic marketing approaches to EC management.

Management of EC is a certain aspect of enterprise management, aimed at the formation, development and implementation of competitive advantages and ensuring the viability of the enterprise as a subject of economic competition [5, p. 306]. Under this management is also understood "a set of measures for the systematic improvement of products or services, the constant search for new sales channels, new customer groups, improving service, and advertising" [8, p. 106].

According to the definition of I. Piddubnyi and A. Piddubna, the management of EC is represented as "management direction aimed at the formation, development and implementation of competitive advantages as well as ensuring the viability of this subject of economic activity" [9, p. 58].

As an object of management, the enterprise competitiveness can be described by a number of parameters that are designed to determine the regularities and possible ways of development of the studied phenomena and processes. This set of interdependent elements in science is called a system [10, p. 361].

According to O. Mnykh [11], in order to ensure more effective functioning of the enterprise, the systematic approach is carried out in the theory and practice of enterprise management. A systematic approach to the EC management involves the consideration of the object of management as a holistic model and the need to ensure the interconnection of all its elements. The change of any of the system elements leads to the change of the other elements as well. Due to the tasks formed at the "input" to the management system of EC, the enterprise must provide: marketing research, monitoring of major competitors, develop possible development scenarios, select the most profitable options and provide conditions for implementing the developed marketing strategy. In fact, under any conditions of the process of conversion of "input" to "output" of the control system, the EC "parameters" of the "output" will be non-competitive, if you do not ensure the system competitiveness at the "input". Thus, in general, the concept of "system" is characterized by: the existence of a number of elements; the presence of links between them; the integral nature of the phenomenon or process.

Having studied the systems approach as a key one in the development of organizations, the important thing is to define two more classical approaches, namely – process-related and situational in detail. The process-related approach to the EC management lies in the interdependence of management functions at all stages of the enterprise.

That is, this approach involves the implementation of classic managerial functions, which are realized through goal setting, planning activities from the standpoint of increasing competitiveness, organization of the planned activities fulfilment, staff motivation, as well as the control of these processes to ensure enterprise long-term viability through competitive advantage activity. Accomplishment of the above-mentioned functions forms a process cycle of EC management [12, p.170].

The situational approach to competitiveness management is based on the multi-variant ways to achieve the goals, which is caused by the changing circumstances and conditions of the enterprise. It determines the need for several alternative scenarios, which will ensure the implementation of the adaptability and flexibility principles in the process of increasing the EC level [13, p. 32-33].

The main marketing approaches to the EC management should be the following (based on a generalized analysis [14] and own conclusions):

1. To choose a competitive development strategy – to conduct a strategic analysis of the enterprise competitive position as well as its potential. To get a competitive advantage of the enterprise on the basis of strategies: cost minimization, diversification, differentiation, etc.

2. To provide the complex approach to processes of the enterprise marketing management, that will allow to achieve unity of actions of all units and managerial processes in the enterprise foreign and internal policy, in particular: optimization of structural transformations; introduction of an effective management system; restructuring of the enterprise management organizational system; formation of the financial structure of the enterprise and the allocation of centres of responsibility, etc.

3. To improve the enterprise HR management system – to analyse the educational and professional characteristics of organization employees, and if necessary, to conduct training and retraining of HR in accordance with the requirements of the organization marketing strategy. At the same time, improve the system of material and moral incentives; to form responsibility for ensuring the enterprise competitiveness, improvement of the quality and productivity; to create conditions for creative and proactive work.

4. To ensure the enterprise products competitiveness by regulating its main components: implement a quality management system and product certification; effective pricing policy of the enterprise; to provide the consumer with a better-branded service.

5. To carry out systematic diversification and production planning through the study of market conditions, which will allow: to develop production programs and update the range of products; to form perspective, annual and operational plans to reduce production costs; active usage in business practice modern methods of business planning, functional and cost analysis and other tools for planning and analytical work improvement.

6. To improve the enterprise financial management system through: development and implementation of financial policy of the organization; to improve the system of financial planning and control of cash flows; to improve methodical approaches to the assessment and analysis of the enterprise financial condition; to form a portfolio of investment proposals, etc.

7. To improve the enterprise marketing activities by ensuring: the transition of all departments of the organization to marketing orientation; improvement of organizational forms and methods of marketing research, product strategy and sales; improvement of methods for the market price analysis and forecasting; implementation of the effective enterprise advertising activities, etc.

Turning to the third task of the study based on the group of publications analysis [15-20], we agree that nowadays the digital management system for the hotel is considered to be the key factor in the organization success.

For example, through an interactive system of working with customers, digital technology allows you to get a complete analysis of the guests' accommodation in the hotel and issue a comprehensive analytics on each of them.

This allows you to see which contractors and tour agencies provide best "customers' delivery" to the hotel, as well as it helps to calculate customer statistics by age, gender, social status, profitability and more.

With the help of the hotel interactive event management system, you can plan to load different rooms of the hotel – its conference rooms, restaurants, banquet halls.

Thanks to interactive tools in hotels, these innovations allow you to create optimal schedules of events, ensuring the full load of the hotel and thus creating additional opportunities to earn.

The introduction of multimedia technologies, including information guidebooks, booklets, catalogues is also one of the competitive tools of digital technologies in the hotel business. Today, hotels place electronic information guidebooks and catalogues on the Internet.

The hotel's electronic catalogues allow you to travel virtually through rooms of different categories, restaurants halls, congress centres, lobbies, to see full information about the hotel, to be acquainted with the range of services provided, the system of benefits and discounts. The

use of multimedia technologies makes it possible to provide potential guests with information about the hotel quickly and, thus, allows you to choose quickly and accurately the hotel product that the guest needs.

Paying our attention to the restaurant – part of the hotel industry, – there are also possibilities for the digital technologies usage that significantly affect the customers' minds, which potentially leads to increased efficiency of the enterprise. Here the following digital technologies should be included: the interactive menu, when visitors use the screen built in a table, choosing the dishes without waiting for arrival of the waiter; screens-tablets on the tables – the visitor can read the latest news, learn more about the restaurant, order a taxi, etc., while his / her order is being prepared; touch-screen displays installed in the hotel lobby – relevant for large hotels with several restaurants. Using them, guests can see the menu of all food outlets in the hotel, choose the best for them and calculate their average check in advance.

The hotel and restaurant industry automation is clearly way to success, because having established the necessary program, the owners almost immediately note the positive dynamics in the work of the institution, due to the fact that for the staff the work is easier, the time for meals calculation and products accounting reduces, it stops the abuse of employees as well.

On the basis of a survey of small hotel enterprises in the Ukrainian-Slovak border area, it has been found that the management of hotel facilities has not sufficient knowledge about the possibilities of using a marketing approach, especially on the Internet. This is confirmed by the fact that there are not such units, nor positions, or those that would perform the functions of a marketing specialist part-time. The rapid development of the hotel business makes the usage of marketing tools to promote and implement hotel services obligatory. Thanks to the rapid development of digital technologies in the life of modern society, especially social networks, the latter can be defined as an effective marketing tool for promoting the hotel enterprise services.

The networks use various communication formats: forums, blogs, reviews and comments, posting photos and videos. With the help of networks, you can promote the brand of this or that hotel, form the guests' loyalty, monitor the enterprise reputation, maintain a constant dialogue with real and potential customers. The work in social networks involves a lot of time, so it is better to allocate an individual employee to work in them.

We suggest hiring an employee who has sufficient knowledge of digital marketing as a manager-administrator for small hotel complexes (especially in border areas, where a great number of tourists pass every year). This work is necessary in order to attract a large number of new customers via the Internet.

Moreover, for this the owners should monitor the created reputation of the enterprise in a particular social network, to collect feedback from visitors concerning the hotel and post in time positive information about it.

The main tasks of the marketing manager in hotel complexes based on social networks should be the following:

- to monitor customer feedback about the hotel and in case of a negative comment – find out what the customer was dissatisfied with, how to eliminate the weak points;
- to inform the guest about the actions of management to improve performance and elimination of the weak points;
- to work with regular customers in order to post their positive feedback on various social networks;
- to analyse positive feedback and comments, and indispensably thank the guest and invite them to visit the hotel again;
- to determine the most comfortable living conditions for guests in hotels after conducting online surveys in networks (in the format of tests, comments). Based on the surveys,

the style of the hotel complex can be chosen – for young couples in love, for retirement-age people, hotel of family type, business or universal.

Interesting experience in social networks is available on the website of the London hotel "Stafford". The hotel's concierge service publishes a monthly newsletter "Frankly Speaking", which covers the most important and exciting events taking place in London. This allows the customers, who come to the hotel, to find out in advance what activities they would be interested in.

Direct communication of management representative with the hotel guests has a positive influence on the image of the enterprise and the promotion of its services. Hotels such as "Hilton", "Novotel", "Best Western", "Sofitel" and others have their Twitter and Facebook accounts. For example, the network of Hyatt hotels has used a Twitter technique such as the "Twitter concierge service", where concierges from different network hotels share their views on work, service improvements, etc., and this information attracts new clients.

Thus, social networks designed for active communication and information exchange nowadays are used to promote the hotel business services. Their main advantage is to reach a wide audience. At present, there are two social networks that occupy leading positions in this segment of the Internet market, namely: Facebook and Instagram. At the same time, 73% of people use Instagram, 60% use Facebook. These large-scale Internet projects are sources of information that have created a unique atmosphere of trust that can be used to increase targeted traffic. Thus, social networks are suitable for promoting the hotel and its individual services, for collecting subscriptions, as well as conducting surveys aimed at improving the quality of services [21].

So, we understand that the main task of the manager-administrator – to achieve maximum efficiency from the usage of Internet capabilities, through social networks in particular. At the same time, other methods of digital marketing worth to be mentioned, which potentially increase public awareness about this or that hotel:

1. SEO or search engine optimization. According to statistics data about 450 million people enter about 11 billion queries into search engines every month. Up to 90% of visitors come to web resources from search engine sites. At the same time, about 70% of users use only links from organic distribution, ignoring contextual advertising. This confirms the importance of search engine optimization of the hotel's marketing campaign, aimed at increasing Internet traffic and increasing the number of real customers.

The purpose of SEO while working with the hotel site is its conclusion at the TOP or the highest positions in the search results. In order to achieve this result, an online project must meet the requirements of Google (or another search engine) for the content, design and structure of the site [22].

2. Contextual advertising, – a type of marketing tools that differs from any other type of online advertising, aimed at the target consumer. Announcements of contextual advertising appear at the top or side of search results and match the entered query. Thus, the potential buyer sees advertising "on personal demand", which allows to achieve maximum coincidence of interests. According to statistic data, a contextual ads are clicked by approximately 3 to 40%, while banner ads – no more than 0.3% of users. At the same time, contextual advertising provides a high conversion index of users to customers [23].

3. Email marketing – is manifested in the distribution of letters with advertising information via e-mail. In order to increase the target audience of the site, the letters of email marketing should be informative, encourage potential customers to go to the hotel site, in the section which describes the promoted service in detail, to stimulate interest. Letters should not provoke negative reaction from the reader [24, p. 263].

4. Thematic platforms – thematic blogs, forums. Promotion on forums is aimed at forming a specific target audience as a result of long-term and regular communication with regular visitors. The main task of a specialist who uses thematic forums and blogs as a means of promotion is to establish contact with forum members and offer them advertising information from the standpoint of appropriate advice, but not advertising. Forums and blogs are an inexpensive way to attract targeted traffic. However, it is necessary to establish friendly relations with the members of the forum in order to receive it. This will help to attract customers to the hotel's website and to the hotel itself at minimal cost [25].

Generalizing the experience [26, p. 56] there are three main goals of digital marketing:

1. Increasing sales (working with new customers). This can be achieved through:

– traffic purchases: contextual advertising, SEO promotion, targeted advertising in social networks, paid posts in popular publics, targeted media advertising, etc.;

– increase of conversion: quantitative testing (A / B and multivariate tests), qualitative testing (surveys, usability tests).

2. Increasing the sales frequency (work with the customer database). This can be achieved through:

– stimulation of repeat sales: text and media remarketing / retargeting, Email-marketing;

– increase of the loyalty: affiliate programs, stimulation of responses, monitoring of mentions and work with reputation, conducting representations in social networks (SMM).

3. Increasing marginality (work on the image). This is usually achieved through the following Internet marketing tools:

– Internet PR: content marketing on your own website, content marketing on external websites, the community with Internet media, etc.;

– raising of recognisability: media advertising on portals (direct placement), media advertising with audience targeting, mobile advertising, viral marketing (videos, promotional websites, game mechanics on social networks), etc.

Thus, we conclude that the digital technologies rapid development in the field of hospitality indicates the prospects for the usage of digital marketing tools to improve the EC management in the context of the global information society development.

**Conclusions from this research and prospects for further developments in this area.** On the basis of the considered theoretical positions of world scientists, we understand that the enterprise competitiveness is a generalized indicator of the organization viability, which indicates the ability of managers to use their internal environment (financial, production, scientific and technical capabilities and labour potential of employees) to adapt effectively to the external environment in conditions of its rapid changes.

At the same time, the analysis showed that the identified marketing approaches to the EC management – is an extremely complex management system. It is explained by the fact that the participation of all employees, as well as various technical, technological and regulatory tools – should be harmoniously combined, and perform their activities effectively in accordance with the instructional programs in due time and place. Only in this case it will be possible to achieve a synergetic effect within the organization, which will maintain a high level of enterprise competitiveness.

It is also important to note that further development of the hotel industry in the strategic perspective is impossible without modern digital equipment. The substantiation for this is that the hotel business is an industry with a high level of information saturation and its success will directly depend on the speed of information transmission and exchange, its relevance, timeliness of acquisition. This requires the widespread usage of the latest digital technologies – both in the introduction of new hotel and restaurant services, and in their promotion on the market in the context of marketing models of modern business management.



Digital marketing is also an integral part of the hotel business in the context of its competitiveness management in today's market. This can be explained by the fact that digital marketing tools will come fore as a platform for offering consumer benefits, otherwise things being equal, will help to increase the hotel products' sales and form customers' loyalty. Therefore, the use of digital marketing technologies by managers-administrators is and will be a competitive resource that will contribute to the economic activity efficiency of the enterprises in this area.

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**Управління конкурентоспроможністю підприємств готельної індустрії на основі цифрових технологій і маркетингу.**

В науковій статті досліджено цілісну систему розуміння сучасного положення підприємств готельного типу в умовах загостреної конкурентної боротьби та, які можливості цифрових інструментів дозволять підвищити ефективність ведення господарської діяльності на такому ринку. Приділяється особлива увага сутнісним характеристикам дефініції «конкурентоспроможність підприємства» та проводиться аналіз класичних й маркетингових підходів щодо управління цим процесом. Основну увагу в статті приділено вивченню цифрових інструментів (мультимедійні технології, інтерактивні системи управління заходами готелю та роботою з клієнтами, й інші), які пропонуються для підвищення ефективності конкурентоспроможності підприємства готельного господарства. Аналізується роль цифрового маркетингу через адаптацію його інструментів (соціальних мереж, SEO, контекстної реклами, Email-маркетингу, тощо) та цілей (робота з новими клієнтами, робота з клієнтською базою, робота над іміджем) й технічних можливостей їх досягнення задля конкурентоспроможного управління готельним підприємством сучасного типу.

Ключові слова: конкурентоспроможність підприємства, готельне господарство, маркетингові підходи управління, цифрові технології, цифровий маркетинг.

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