

## **Напрями підвищення ефективності управління підприємством готельного господарства України шляхом реалізації комунікаційної політики**

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**Анотація.** Стаття присвячена вивченню сутності комунікаційної політики підприємств готельного господарства, особливостей використання реклами та напрямів підвищення її ефективності в сучасних умовах. Метою дослідження є розгляд напрямів підвищення ефективності управління підприємством готельного господарства в Україні. Методологія дослідження базується на таких загальнонаукових методах дослідження як: аналіз і синтез, систематизація та узагальнення. Визначено основні цілі управління підприємством через комунікаційну політику, які включають в себе: удосконалення споживчих відносин між споживачами під час процесу обміну інформацією; забезпечення ефективного обміну між суб'єктами й об'єктами управління; створення інформаційних потоків для обміну інформацією між окремими працівниками, групами її координації їх задач і дії; регулювання та раціоналізація інформаційних потоків. У статті обґрунтовано, що для управління підприємством комунікаційні аспекти функціонування підприємств готельного господарства недостатньо адаптовані до даної сфери діяльності. Було розглянуто поняття «комунікаційна політика», а також структуру рекламно-комунікаційних засобів просування готельних послуг. У статті представлено цілі комунікаційної політики ефективного управління готельним господарством України, а також проаналізовано електронні сторінки низки підприємств готельного господарства України. Це дослідження може бути використане з метою вивчення та удосконалення системи управління у сфері готельного господарства. Результати дослідження можуть бути використані науковцями для проведення подальших досліджень, а також менеджерами, що працюють у сфері готельного бізнесу з метою удосконалення робочого процесу та підвищення рівня власних знань

**Ключові слова:** міжнародні туристичні виставки, готельний менеджмент, рекламно-комунікаційні засоби, ринок туристичних послуг, реалізація маркетингових стратегій

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# Areas for Improvement of the Hotel Management Efficiency in Ukraine through the Implementation of Communication Policy

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**Abstract.** The study is devoted to the investigation of the communication policy of hotel industry enterprises, the features of using advertising, and ways to improve its effectiveness in modern conditions. The purpose of the study is to consider the areas of improving the efficiency of hotel management in Ukraine. The study is based on the following general scientific methods: analysis and synthesis, systematisation, and generalisation. The main goals of enterprise management through communication policy are defined, which include: improving consumer relations during the exchange of information; ensuring effective exchange between subjects and objects of management; creating information flows for information exchange between individual employees, groups of coordination of their tasks and actions; regulating and rationalising information flows. The paper proves that for enterprise management, the communication aspects of the operation of hotel enterprises are not sufficiently adapted to this field of activity. The concept of "communication policy" was considered, including the structure of advertising and communication tools for promoting hotel services. The study presents the goals of the communication policy of effective management of the hotel industry in Ukraine and analyses the electronic pages of a number of hotel enterprises in Ukraine. This paper can be used to investigate and improve the management system in the hotel industry. The findings can be used by researchers to conduct further study, and also by managers working in the hotel industry to improve the workflow and the level of their own knowledge

**Keywords:** international tourism exhibitions, hotel management, advertising and communication tools, travel services market, implementation of marketing strategies

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## Introduction

Nowadays, the hotel industry in Ukraine is developing quite intensively and dynamically. At the same time, the transformation processes that are taking place in the national economy of Ukraine require the development of qualitatively new approaches to the establishment of effective management mechanisms in the hotel industry [1]. Therefore, for effective management of the hotel industry at all stages of its operation, it is important to find scientifically effective and innovative approaches to the establishment of communication policies of hotel enterprises and improve the means of its implementation. This is also confirmed by the fact

that in recent years, simultaneously with the growing role of marketing in the activities of hotel enterprises, the role of marketing communications has also increased [2]. These enterprises constantly promote their services to consumers and customers, trying to fulfil several goals: to inform promising consumers about their services and the conditions for their sale; to convince consumers to give preference to these enterprises and the services that they provide; to force the consumer to act – consumer behaviour is directed at what the hotel services market offers at the moment. The presented goals are achieved through advertising, choosing a good hotel

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name, successful design, distributing free coupons, press releases, and other communication activities. The above data indicate the feasibility of setting up effective management and marketing communications system [3].

Ukraine is a potentially strong competitor in the tourist services market, as it has rich recreational resources that not all countries of the world can boast of, but with the help of other opportunities, it attracts more and more tourists every year. A favourable climate, access to two seas at once, the presence of mountains and a large area of clean, unspoiled nature are the main priorities of the country. The main problem is the inability to provide a sufficient level of financing for tourist infrastructure and superstructures. This issue is extremely relevant due to the reduction of natural resources, the revenues from the sale of which form the budget of a developing country. Thus, the issue of studying the areas of improving the efficiency of management of the hotel industry enterprise in Ukraine through the implementation of communication policy is particularly relevant [4].

The analysis of research papers on this issue has shown that studies on the establishment of marketing policy, which was conducted earlier, did not sufficiently consider the industry specifics of the hotel industry, were not always systematic, did not sufficiently reveal the features of marketing communications management and approaches to the establishment of communication policy, the effectiveness of its means, in particular, advertising, etc. This sets the task of conducting further research in this line, in particular, to improve the effectiveness of advertising services of hotel enterprises in Ukraine. This determined the choice of the research topic, its purpose and task namely: to determine the essence of the communication policy of hotel enterprises, the specifics of using advertising as a means of promoting hotel services and establishing communications between their producers and consumers, to suggest ways to improve its efficiency in modern business conditions [5].

*The purpose of the study* is to review the areas for improving the efficiency of hotel management in Ukraine, and an analysis of the ways of improving efficiency through the implementation of communication policy.

## Literature Review

The theoretical and methodological basis of the study is the fundamental provisions of hotel management through marketing communications and management, the papers by Ukrainian and foreign researchers. Thus, general issues were considered by: H.Y. Roglev [6],

O.O. Gudzovata and S.I. Baylik, at the same time the establishment of marketing policy and the study of problems, occupy a prominent place in the papers by J. Burnett and S. Moriarty [7], V.A. Aleksunin [8], L.V. Balabanova, O.V. Krutushkina [9], M.P. Malskaya, V.V. Khudo [10], B. Mattel [11], R.B. Nozdreva [12], E. Romat [13], N. Ponomareva, A.M. Ponomarev [14], T. Prymak [15], and marketing practitioners – F. Kotler, K.L. Keller [16].

Online guest reviews are an important argument when customers choose a hotel. In this regard, foreign researchers [5] conducted a study aimed at investigating how the hotel management's responses to comments posted on online review sites, such as TripAdvisor, affect the perception and choice of customers. This pilot study uses a semi-experimental approach to investigate how a hotel's perceived image, attitude, and hypothetical guest's intention to stay there are affected by three different hotel responses to negative online reviews, including: "no response", "negative response", and "answers to the renewal of service". The results showed that providing a response to the renewal of service improved the hotel's image, attitude, and hypothetical intention to stay there. By comparison, respondents' image and attitude to the hotel were rated the lowest for "no response", which indicates that any response from the hotel, even a negative one, would be better than not taking any action. This study offers valuable results and developed strategies for researchers and hotel management in terms of addressing negative online reviews [5].

With the development of the Internet, online reviews provide a new perspective for evaluating and finding alternatives. From the standpoint of choosing a hotel as a long-term partner, the comprehensive operation of hotels in the long-term dimension becomes a vital factor. Considering the above factors, the analysed study by foreign researchers [17] offers a multi-stage decision-making method with several attributes: the method is based on online reviews of hotel selection. First, the paper examines hotels in several stages. Second, the paper establishes an aspiration satisfaction function that considers various preferences and aspirations to make the decision-making process more flexible. Third, the paper provides three different development rates for establishing multi-step time aspirations to offer more opportunities. Finally, the paper illustrates efficiency using a practical example and provides management recommendations for both decision-makers and alternatives based on modelling results [17].

In one of the studies reviewed, the author evaluated the social media behaviour of luxury hospitality

establishments and provided suggestions for improving the effectiveness of organic messages [18]. All five-star tourist establishments operating in Turkey were included in the study, and publicly available data from publications on the Facebook accounts of 441 establishments (out of a total of 612) were examined during the peak tourist season for one month. Data on 2012 Facebook posts were obtained manually and filtered to 1,847 posts. The data collected by the author was then encoded using a content analysis form and analysed using ordinal regression. The results highlighted the positive effects of interactive content and engaging content, and the importance of content type for achieving greater interaction between netizens and the institution. The location of the establishment and the category (hotel, resort village, thermal hotel) also turned out to be important factors influencing the interaction between them [18].

## Methodology

Effective solution of the problems facing the solution of this problem is carried out in the study using such general scientific research methods as: analysis and synthesis, systematisation, generalisation, and scientific abstraction. In particular, the methods of synthesis and analysis were used to consider the concept of "communication policy", and to analyse the structure of advertising and communication tools for promoting hotel services. The method of systematisation was used to clarify the definitions, namely: marketing policy of hotel enterprises, product policy, sales policy, and communication policy. The method used is the process of combining various knowledge about objects into one scientific system, which establishes their unity and is based on the study of the essential connections that unite these objects. The generalisation was used to present the goals of the communication policy of effective hotel management in Ukraine.

During the analysis of the role of marketing policy in the activities of hotels of various categories, the electronic pages of a number of hotel enterprises in different regions of Ukraine were analysed: Kyiv, Dnipropetrovsk, Odesa, and Lviv. The main criteria for evaluating the quality of web-sites were informative content, availability of a photo gallery, customer reviews

about the hotel, relevance and truthfulness of the posted information. Based on the results of the research, pessimistic conclusions were drawn, which were caused by general shortcomings that follow when using the Internet page as a communication channel for the establishment and implementation of communication policies by these enterprises. The theoretical and methodological basis of the study on this problem is the fundamental provisions of hotel management through marketing communications and management, the papers by Ukrainian and foreign researchers. The characteristics and interpretation of the term "communication policy" by modern researchers were presented in the process of analysing the literature. According to the results of the analysis, ambiguity in the interpretation of other concepts that characterise the communication aspects of the operation of hotel enterprises, their insufficient adaptation to this field of activity, was revealed.

The use of tabular and graphical techniques allowed providing a visual interpretation of the research results. Generalisation of the new scientific results obtained, and the formulation of conclusions through in-depth knowledge of the growing role and methods of implementing marketing policy to promote hotel services in the market was carried out using the method of scientific abstraction.

## Results and Discussion

According to the analysis of a number of literature sources, the communication policy of hotel enterprises is defined as an effective tool for the manufacturer and consumer of hotel services, because when forming the marketing policy of a hotel enterprise, it is important not only to create a competitive product or service, setting an appropriate price for it that meets the needs of the market, but also to convey detailed and complete information about the hotel product to consumers, its consumer properties and values to the enduser in a timely and fast manner [19]. This is exactly what the communication policy of the hotel industry enterprise should contribute to. Nowadays, there are a significant number of definitions in the scientific literature that reveal the content of the term "communication policy" to one degree or another (Table 1).

**Table 1.** Characteristics and interpretation of the term “communication policy” by modern researchers

No.	Author	Characteristic
1	F. Kotler [16]	A communication policy is a system that ensures the transfer of information about a product or its organisation itself to potential and existing consumers to promote this product to the sales market
2	R.B. Nozdreva [12]	Communication policy is a certain set of measures for establishing, maintaining and developing connections based on the use of psychological models of communication skills to increase sales of goods and services
3	V.A. Aleksunin [8]	Communication policy is the use of such marketing tools that can be used by carriers of information sent to the market
4	E.V. Romat [13]	Communication policy is a communication mix, namely: the relationship between four elements of marketing communications (advertising, public relations, sales promotion, and direct marketing)
5	Y. Wells, J. Burnett [7]	Communication policy is a promotion structure, namely: a combination of personal sales, advertising, trade promotion, and public relations to create a consistent news structure

In addition, according to the results of the analysis of scientific views, ambiguity was revealed in the interpretation of other concepts that characterise the communication aspects of the operation of hotel enterprises, their insufficient adaptation to this field of activity. This made it necessary to clarify the definitions, namely:

- marketing policy of hotel enterprises is a system of measures for the establishment of communication policy, branding policy, which considers changes occurring in the internal and external environment. It is also aimed at improving the efficiency and management of the hotel industry enterprise, increasing the competitiveness of loyalty management and creating a positive image among consumers;

- product policy of hotel enterprises is a set of its consumer characteristics, competitive advantages of hotel services, the process of forming a hotel product, and the ability of the product to meet the needs of consumers;

- sales policy of hotel enterprises is a complex system of movement of a product or service on the way from the manufacturer (hotel) to the consumer through intermediaries or without their participation, while it is necessary to minimise such types of costs as: financial, time, and human (personnel costs);

- communication policy in the hotel industry is a process that is purposeful, economically justified in transmitting information about a product (service) and its value to the main consumer through channels to form a desire to purchase a certain product or service [9].

Thus, summing up the preliminary results, it is worth noting that the communication policy of the

hotel industry enterprise is a component and one of the measures of its marketing policy. In addition, the effectiveness of a communication policy largely depends on the means of its implementation, in particular on the means of communication, among which advertising plays an important role. It is worth noting that the structure of the advertising market for the hotel industry, due to its low profitability, a narrow segment of consumers has a slightly modified system – a significant part of the advertising budget of hotel enterprises belongs to print media, and the global role of online advertising in all its possible types.

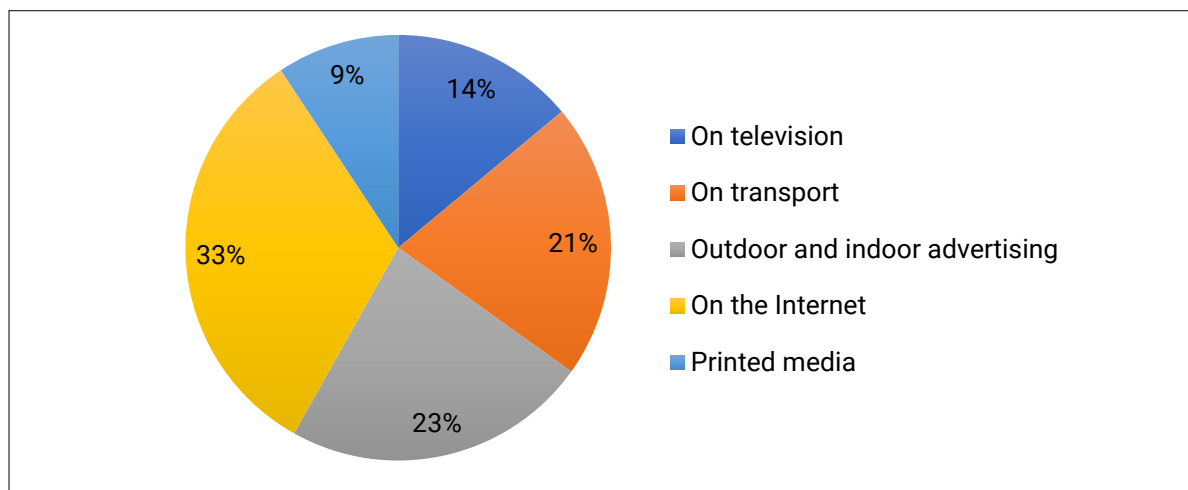
Advertising of hotel enterprises is a paid, purposeful, and non-personal message that is carried out through mass media and other types of communication that promotes the services and products provided by the hotel enterprise [15]. Advertising tools are necessary to promote hotel services by the brands of accommodation facilities that provide them. Competent and effective advertising of hotel enterprises can support its good reputation, promote sales of hotel services, and make it known to a wide range of consumers. The main role of advertising in the process of promoting the service is to simultaneously inform about the placement tool, restaurant establishment and its services, the main purpose of which is to convince potential consumers to choose this placement tool and the services that it offers, and to confirm the confidence of consumers who already use the services of this placement tool in their choice.

Analysis of the practical activities of hotel enterprises in Ukraine regarding the effectiveness of their advertising activities, suggests that, sometimes, errors

in setting the goals of marketing communications, determining the target audience, positioning the hotel product, determining the volume of the advertising budget, strategy and tactics of creating an advertising message, and the lack of a single unified system for monitoring and evaluating the effectiveness of an advertising campaign, can carry certain risks associated with significant financial losses.

Analysing the structure of advertising and communication tools for promoting hotel services by enterprises of the hotel industry of Ukraine, it is worth paying attention to a significant drop in almost all advertising volumes that were used earlier to promote a hotel product to consumers of hotel services, in

particular, there is a tendency to reduce advertising on regional television, on transport, significantly reduced the number of printed advertising, with the help of which the hotel product was promoted among consumers [14]. At the same time, despite the significant development of information and computer technologies, it is advisable for hotel enterprises to pay more attention to the issues of advertising on the Internet in all its manifestations, which will increase the contact audience and expand the sales channels of the hotel product among consumers of hotel services. Figure 1 graphically presents the structure of advertising and communication tools for promoting various services of Ukrainian hotel enterprises on the market as of 2017.



**Figure 1.** Structure of advertising and communication tools for promoting hotel services of Ukrainian hotel enterprises on the market as of 2017, %

**Source:** compiled by the authors based on [2]

Nowadays, the promotion of a hotel product through television channels is the most unprofitable means of marketing communication, because, considering the cost of the service, namely from UAH 3,500 for broadcasting a 15-minute video about a certain hotel enterprise, this type of promotion of hotel services can only be used by chain hotels, which are located not only on the territory of Ukraine, but also abroad. In this case, it is due to this type of advertising that it is possible to convey to the consumer of hotel services about accommodation facilities that are located on the territory of other countries, and will be appropriate for travelling tourists. But still, the expediency of this type of advertising is not always effective, since it covers a much smaller number of consumers than advertising hotel services on the Internet. And thus does not restrict the receipt of information by the consumer of hotel services, according to a certain location at the location.

In recent years, the promotion of hotel services has been carried out through the use of internet communications [11]. Most travellers on tourist or business routes use the Internet search and use online booking services. It is for more than 49% of tourists that the Internet is the primary source for finding places to book a hotel and search for recreation. Nowadays, the hotel industry's own electronic page is becoming an increasingly effective communication channel for distributing its services [6]. This service is necessary precisely to provide consumers with the opportunity to choose a hotel product, evaluate its advantages and competitors among all accommodation facilities. It is the hotel's website and its Internet page that is a brandbook, a presentation of services and a product that offers accommodation options and acts as a way of communication between the guest and the accommodation facility. If there are no reviews on the website or any other

information about the location and methods of accommodation, guests do not have confidence in the hotel.

At the same time, after analysing the electronic pages of a number of hotel enterprises in Ukraine, the study came to somewhat pessimistic conclusions that characterise the general shortcomings that manifest themselves when using the Internet page as a communication channel for the establishment and implementation of communication policy by these enterprises:

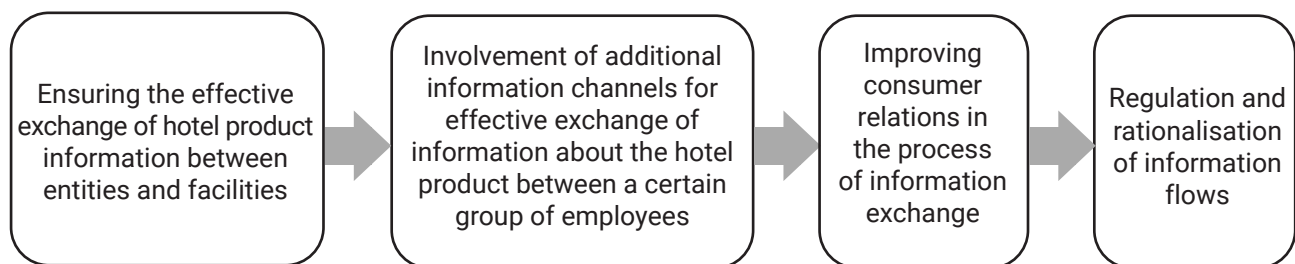
- information on sites is not updated quickly enough, and sometimes it is irrelevant or outdated;
- information about the hotel product is not always provided in foreign languages, which creates numerous problems when communicating with foreign tourists;
- poor quality photos are presented or there is no photo gallery in general about the hotel and services, which does not allow travellers to get acquainted with the hotel in advance without visiting it;
- false or outdated information about the availability of free additional services and the pricing policy for room accommodation;
- electronic pages are devoid of real reviews about

the hotel, are subject to strict censorship, as a result of which all negative comments are removed by the site administrator, which also does not provide truthful information about the hotel's work;

- lack of an online booking system, which is more convenient for using the hotel product by consumers travelling or on a business trip.

The provided characteristics are not typical for accommodation facilities that have the category “\*\*\*” and “\*\*\*\*” stars. However, there are also certain disadvantages here, in particular, quite often there is no complete information about the service provided by the hotel and which would help tourists quickly and conveniently get acquainted with the services of hotel farms in different points of consumer deployment [10]. Figure 2 shows the goals of the communication policy of effective hotel management in Ukraine.

Summing up the research, it should be noted that the communication policy of hotel enterprises in Ukraine plays an important role in promoting hotel services in the market and in implementing marketing policy in general.



**Figure 2.** Objectives of the communication policy of effective hotel management in Ukraine

## Conclusions

An important role in the implementation of the communication policy of hotel enterprises is played by such a tool as advertising. Notably, the communication policy of Ukrainian hotels plays an important role in promoting hotel services in the market, and in implementing marketing policy in general. At the same time, considering the expediency and urgent need to increase the level of awareness of consumers of hotel services, the development of ways of improving the effectiveness of

their advertising now requires considerable attention from the management of hotel enterprises. It is advisable to understand the need to develop an innovative approach to the establishment of a systematic and integrated, economically sound way of conducting marketing policy for effective management of the hotel industry enterprise. Communication policy should be developed considering the seasonality and specifics of providing hotel services. This will be the subject of further study.

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