

СЕКЦІЯ 5
РОЗВИТОК ТУРИСТИЧНОГО БІЗНЕСУ У ГРОМАДІ

**PRESENT POSITION AND PROBLEMS OF HOTEL
DEVELOPMENT RESTAURANT BUSINESS**

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All over the world, the hotel and restaurant business is one of the most attractive for investors, and its profitability in developed countries is not less than 45%, while reaching the mark of 100% in the "tourist" areas. As for Ukraine, according to experts, significant potential opportunities for the development of this industry remain unrealized. Demanding customers for the level of service is growing, competition between players and the unfavorable economic situation make new demands on the quality and efficiency of the hotel and restaurant business. That is why the problems of ensuring the appropriate level of competitiveness of domestic enterprises of hotel and restaurant business on the basis of qualitative analysis of the external and internal environment of their operation are becoming increasingly important [1].

Many domestic and foreign authors have paid attention to the development of the hotel and restaurant business. In particular, issues of competition in the hotel and restaurant business and state regulation of these enterprises are deeply studied in the works of Agafonova L.G., Hrodna T.A. The works of Malskaya M.P., Krulya G.Y., Medlyuka S.O., Golovko O.M. are devoted to the problems of organization of activity of hotel enterprises. Issues of management at the hotel and restaurant business are studied in the works of Nechayuk L.I., Vakulenko R.Y., Kabushkina N.I., Putzenteilo P.R. The issues of strategic development of tourist enterprises and quality management of hotel services are considered in the monograph of T.I. Tkachenko. Economic problems of the hotel and restaurant services market are insufficiently studied.

The services sector is a major segment of the tourism industry. The level of tourist flow, both international and domestic, the level of investment and the profitability of the tourism industry depend on the level of development of the hotel and restaurant industry both in the regions and in Ukraine as a whole.

Despite the fact that the share of the Ukrainian economy is increasingly occupied by the service sector, the development and sustainable growth of the hotel business is complicated by a range of problems. In general, the analysis of statistics grouped by financial and statistical reporting of hotel and restaurant business and tourism shows a steady trend of declining infrastructure tourism resources and a number of problems in the hotel and restaurant business, which was exacerbated by quarantine restrictions [2].

The main problems of the hotel and restaurant industry, which require additional attention from management and senior management, include the following:

- outdated specifics of management and methods of customer service;
- inefficient organizational structure;
- lack of competent advertising activities;
- inefficient income management;
- obsolete fixed assets and the use of imperfect technologies;
- ineffective pricing policy;
- low quality of the offered set of services, which reflects the unsatisfactory condition of hotel buildings that require current or major repairs;
- lack of reserve of trained personnel, which allows to flexibly solve the problems of seasonal fluctuations in loading;
- inefficient organization of work in a number of hotels, which leads to increased labor costs in the process of hotel services;
- lack of sufficient staff in the market of hotel and restaurant services, having the necessary qualifications for modern working conditions, etc. [3,4].

We believe that adaptation to new conditions requires support and encouragement of the development of this industry at the macro level - by the state and at the micro level - by the hotel and restaurant industry.

At the macro level, it is advisable to implement a number of strategic-oriented measures identified in accordance with the National Economic Strategy for 2030 to ensure state economic policy and support the development of the creative hospitality industry and tourism potential of Ukraine [5]. The main ones are:

- development of market ecosystem and public-private partnership (introduction of market cauterization through grant support and public-private partnership);

- improving the management of tourist areas (destinations) (providing conditions for the creation and development of market organizations for the management and marketing of destinations at the national, regional and local levels);

- improvement of the financing system (creation of a mechanism and conditions for proactive investment attraction, provision of sustainable financial support to the tourism industry - creation of a national tourism fund, local tourism funds, investment hubs, accelerators);

- ensuring the promotion of the tourist product (creation of a national tourist Internet resource and promotional campaigns within the country and in the target markets on the basis of transparency and with the involvement of stakeholders in the industry);

- introduction of innovations and digitalization (introduction of the mechanism of state support of innovative projects on digitalization in the field of hospitality and tourism);

- advanced training (creation of conditions for legalization of employment in the industry);

- support for tourist areas (destinations) and projects at the global level (development and promotion of tourism products under the five priority areas (MICE / Business, astro / Gastro, Cultural and cognitive / Culture, Medical and recreational tourism / Health, Rural Green Tourism / Rustic Green));

support of tourist territories (destinations) and projects at the regional level (by priority areas "Dnipro cruises, Black Sea cruises, Ukrainian Bessarabia, reserves, rural green tourism, Kharkiv and the agglomeration, Odesa and the agglomeration, Lviv and the agglomeration, Kyiv and the agglomeration, Carpathians) ski recreation), Chernobyl, Transcarpathia, Poltava and the agglomeration, Kherson and the agglomeration, shrines (Uman and others);

improving the regulatory framework, etc.

At the level of management of each individual enterprise of hotel and restaurant business it is expedient to implement measures that will ensure the development of this area of management and its effective organization:

maximum diversification of services provided by enterprises, both in terms of their range, and in the price sphere;

increasing the quality of services, bringing them to European standards and maximum compliance with the criteria of stardom;

maximizing the efficiency of the organization of business processes of the hotel and restaurant industry;

use of the concept of marketing as a central tool for the management of hotel and restaurant business;

constant development of personnel, their professional training and retraining, ensuring their individual competencies;

introduction of the Internet in the formation of consumer preferences and behavior;

opening of coworking spaces in hotels;

promotion of business trips combined with leisure, in particular among millennials (Bleisure Travel by Millennials), etc.

Thus, adaptation to new conditions requires support and encouragement of the development of this industry at the macro level - by the state and at the micro level - by the hotel and restaurant industry.

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