

**State University of Trade and Economics**  
**Department of Hotel and Restaurant Management**

**QUALIFYING PAPER**

on the topic:

**«DEVELOPMENT STRATEGY OF THE HOTEL IN THE SERVICE  
MARKET»**

Student of the 2<sup>d</sup> year, group 3am,  
educational degree «Master»  
specialty 073 « Management »  
educational program «Management  
and business administration of the  
hospitality»

Borodavko Y.D.

---

*(signature)*

Scientific adviser:  
Doctor of Science (Economics),  
Professor

Boiko M.H.

---

*(signature)*

Manager of the educational program:  
Doctor of Science (Economics),  
Professor

Okhrimenko A.H.

---

*(signature)*

**Kyiv 2024**

## State University of Trade and Economics

Faculty of Restaurant, hotel and tourism Department of Hotel and restaurant  
business business

Specialty 073 « Management »  
Educational Management and business administration in the field of  
program hospitality

**Approved by**

Head of the Department \_\_\_\_\_  
(Margarita H. Boyko)  
on \_\_\_\_\_, \_\_\_\_\_, 2023

### **Task for a qualifying paper Borodavko Yelyzaveta**

*(last name, initials)*

1. Topic of a qualifying paper: «Development strategy of the hotel in the service market». Approved by the Rector's order from 31.10.2023 № 3878
2. Term of submitting by a student his/her terminated paper: 18.11.2024
3. **Purpose of research** is to explore the theoretical foundations and develop methodological recommendations of a hotel development strategy in the competitive service market in hotel "Ibis Kyiv Railway Station"

**The object of research** the process of forming a hotel development strategy

**The subject of research** is theoretical, methodological and practical foundations for the implementation of hotel development strategy of the hotel Ibis Kyiv Railway Station.

4. Contents of a qualifying paper (list of all the sections and subsections)

INTRODUCTION

**PART 1. THEORETICAL BACKGROUND OF FORMING A HOTEL DEVELOPMENT STRATEGY**

1.1. Basic concepts of development strategy

1.2. Significant difficulties in hotel industry

**PART 2. THE FORMATION AND APPLICATION OF THE DEVELOPMENT STRATEGY IN THE HOTEL “IBIS KYIV RAILWAY STATION”**

2.1. Analysis of Ibis Railway Station Hotel business activity

2.2. Assessment of the financial results of the Ibis Railway Station Hotel

**PART 3. WAYS AND RECOMMENDATIONS FOR IMPLEMENTATION THE NEW DEVELOPMENT STRATEGY OF THE HOTEL “IBIS KYIV RAILWAY STATION”**

3.1. Deep immersion strategy for the development of Ibis Railway Station Hotel

3.2. Financial improvements from the strategy change

CONCLUSIONS

REFERENCES

APPENDECIES

## 5. Time schedule of the paper:

№	Stages of the qualifying paper	Terms of the qualifying paper	
		de jure	de facto
1	Choosing and approval of the qualifying paper topic	15.09.23-31.10.23	15.09.23-31.10.23
2	Preparation and approval of task for the qualifying paper	01.11.23-31.12.23	01.11.23-31.12.23
3	Writing of the 1 <sup>st</sup> part of the qualifying paper	02.01.24-11.05.24	02.01.24-11.05.24
4	Defense of the 1 <sup>st</sup> part of the qualifying paper in scientific adviser	11.05.24-18.05.24	11.05.24-18.05.24
5	Writing and preparation for publication of a scientific article	By 18.05.24	By 18.05.24
6	Writing and defense of the 2 <sup>nd</sup> part of the qualifying paper in scientific adviser	18.05.24-04.09.24	18.05.24-04.09.24
7	Defense of the 2 <sup>nd</sup> part of the qualifying paper in scientific adviser	04.09.04-11.09.24	04.09.04-11.09.24
8	Writing and defense of the 3 <sup>rd</sup> part of the qualifying paper in scientific adviser	11.09.24-28.10.24	11.09.24-28.10.24
9	Registration of the qualifying work and abstract for preliminary protection in commissions	29.10.24-31.10.24	29.10.24-31.10.24
10	Presentation of qualifying paper and abstract on the department	15.11.24	15.11.24
11	Presentation of the qualification work to the Dean's Office for receiving a referral for an external review	17.11.24-18.11.24	17.11.24-18.11.24
12	Preparation of qualifying paper to defense in the Examination Board	19.11.24-01.12.24	19.11.24-01.12.24
13	Defending of the qualifying paper in the Examination Board	According to the schedule	According to the schedule

6. Date of receiving the task: 20.12.2023

7. Scientific adviser of the qualifying paper \_\_\_\_\_ Margarita H. Boyko

8. Head of educational and professional program \_\_\_\_\_ Alla H. Okhrimenko

9. The task received by the student \_\_\_\_\_ Yelyzaveta Borodavko

## 10. Resume of a scientific adviser of a qualifying paper

The master's diploma paper was written on a actual topic. In the first part, the concept of development strategy, its types and classification, as well as the importance of an integrated approach to strategic planning in the hotel business were analyzed. In addition, the main approaches to the formation of an effective hotel development strategy were considered.

In the second chapter of the master's diploma paper, the activities of the Ibis Railway Hotel in Kyiv were analyzed. An analysis of its financial and economic activities was carried out, strengths and weaknesses, opportunities and threats to the hotel were identified using SWOT analysis. The key problems were also identified, including the impact of external factors such as economic instability and a decrease in tourist flows.

In the third part, based on the analysis, the author proposes a development strategy for the Ibis Railway Hotel in Kyiv, which is called “Everyone's name on the map”. The main focus is on diversification of services, strengthening of branding and increasing the competitiveness of the hotel. Examples of successful implementation of similar strategies in the hotel industry are also provided.

The purpose of the master's thesis has been achieved, the scientific tasks have been completed. The work can be submitted for defense to the Examination Board.

## 11. Resume about a qualifying paper research

A qualifying paper of the student Yelyzaveta Borodavko

---

can be admitted to defense in the Examination Board.

Head of educational and professional program \_\_\_\_\_ Alla H. Okhrimenko

Head of the Department \_\_\_\_\_ Margarita H. Boyko

\_\_\_\_\_, \_\_\_\_\_, 2024

## CONTENT

<b>INTRODUCTION</b> .....	7
<b>PART 1. THEORETICAL BACKGROUND OF FORMING A HOTEL DEVELOPMENT STRATEGY</b> .....	10
<b>1.1. Basic concepts of development strategy</b> .....	10
<b>1.2. Significant difficulties in hotel industry</b> .....	15
<b>PART 2. THE FORMATION AND APPLICATION OF THE DEVELOPMENT STRATEGY IN THE HOTEL “IBIS KYIV RAILWAY STATION”</b> .....	22
<b>2.1. Analysis of Ibis Railway Station Hotel business activity</b> .....	22
<b>2.2. Assessment of the financial results of the Ibis Railway Station Hotel</b> ...	29
<b>PART 3. WAYS AND RECOMMENDATIONS FOR IMPLEMENTATION THE NEW DEVELOPMENT STRATEGY OF “IBIS KYIV RAILWAY STATION”</b> .....	37
<b>3.1. Deep immersion strategy for the development of Ibis Kyiv Railway Hotel</b> .....	37
<b>3.2. Financial improvements from the strategy change</b> .....	46
<b>CONCLUSION</b> .....	53
<b>REFERENCES</b> .....	55
<b>APPENDECIES</b> .....	58

## INTRODUCTION

The hotel business is one of the most dynamic and competitive sectors of the economy, requiring continuous improvement of management and development processes. In the current environment of the service market, particularly in the hospitality industry, the issue of strategic development of hotels is of particular relevance. The success of a hotel company in the market depends not only on the quality of services provided, but also on the ability to adapt to changes in the external environment, such as globalization, digitalization, changes in consumer behavior, and crises that may affect the functioning of the market.

**The relevance of the topic** lies in the fact that the example of the Ibis hotel of the Accor chain allows us to analyze how modern hotel companies develop and implement development strategies, adapting to modern market challenges. Given the scale of the Accor network and its significant impact on the hotel industry, the study of the Ibis hotel development strategy allows for a deeper understanding of approaches to management and development within global hotel chains.

Both foreign and domestic scholars are actively engaged in researching the issues of developing a successful enterprise development strategy. Among the most famous researchers in this area are the following authors: M. Porter, G. Mintzberg, I. Ansoff, R. Grant, D. Tice, K. Kotler, L. Fay, M. Amstrong, G. Hamel, B. Verdi, A. Thompson, A. Strickland, as well as Ukrainian scholars such as O. Amosha, L. Fedulova, I. Blank, S. Ilyashenko and others. Their research forms the theoretical and practical basis for analyzing and developing strategies for the development of enterprises in various fields of activity.

**The object** of research the process of forming a hotel development strategy

**The subject** of research is theoretical, methodological and practical foundations for the implementation of hotel development strategy of the hotel Ibis Kyiv Railway Station.

**Purpose of research** is to explore the theoretical foundations and develop methodological recommendations of a hotel development strategy in the competitive service market in hotel “Ibis Kyiv Railway Station”.

The following tasks were performed to study the development of the hotel business:

- the basic concepts of the development strategy were studied;
- analyzed the significant difficulties faced by the hotel business;
- a detailed analysis of the economic activities of the Ibis Railway Station hotel was carried out;
- an assessment of the financial performance of the Ibis Railway Station hotel was carried out to determine the effectiveness of the current management strategy;
- a deep immersion strategy for the development of the Ibis Kyiv Railway Station hotel has been developed;
- the financial improvements that can be achieved as a result of implementation of the new development strategy are analyzed.

**Research methods** include literature analysis, comparative analysis, economic and statistical methods, SWOT analysis, and strategic planning methods. The use of these methods allowed obtaining reliable data, on the basis of which recommendations for improving the management of the Ibis hotel and its development strategy were developed.

**The results** of the research were partially presented at student scientific conferences, where modern challenges for the hotel business in the context of market instability were discussed. In particular, a key part of the scientific activity was the publication of an article on ‘Development strategy of a hotel enterprise in the conditions of war’. This article discusses the peculiarities of forming a development strategy for hotel enterprises in the context of military conflicts, which significantly affect all aspects of the hotel business, from human resources management to marketing strategies. The article focuses on the fact that in times of war, hospitality companies are forced to quickly adapt to changes in demand, regional restrictions, logistical difficulties and a decline in tourist activity. Various models of anti-crisis

management have been studied, and practical recommendations for hotels to adapt their business processes and develop in difficult conditions have been proposed.

**This scientific contribution** is important not only for understanding the specifics of hotel operations in a crisis, but also for developing general strategic approaches to management in an environment of uncertainty.

**This work** is aimed at solving an important scientific and practical problem of elaborating a strategy for the development of a hotel enterprise, which is a prerequisite for its successful functioning in the service market.

**Structure and scope of work.** The qualification work consists of an introduction, three main parts, conclusion and a list of used sources. The general content of the work is 76 pages of text, excluding appendices. The work contains 16 tables, 2 figures and 4 appendices.

## **PART 1. THEORETICAL BACKGROUND OF FORMING A HOTEL DEVELOPMENT STRATEGY**

### **1.1. Basic concepts of development strategy**

From the perspective of management theory, a development strategy is a long-term action plan for an enterprise that covers a wide range of measures to achieve its goals and strengthen its competitive position in the market. It determines the direction in which the business will develop, what resources will be used and how the company will adapt to changing conditions. According to M. Porter, a strategy is a set of actions that create unique value for customers and at the same time ensure efficiency within the organization [18]. In various scientific sources, the development strategy is considered as a systematic approach to long-term planning aimed at achieving the set goals. For example, I. Ansoff notes in his works that the strategy is a 'vector of movement of the organization, which reflects the main directions of business development, taking into account internal and external factors [1].

*Table 1.1*

#### **Approaches to understanding the concept of "enterprise strategy"**

№	Essence of "enterprise strategy"
1.	Organization of effective use of the enterprise's resources and reserves to achieve the most productive implementation of strategic tasks at all stages of its development. [5]
2.	The main action program, which takes into account both quantitative and qualitative indicators, providing a clear vision of the future parameters of enterprise development according to the set goals and necessary resources. [9]
3.	Strategy is a complete reflection of the goals and methods of economic development of an enterprise in the long term. [11]
4.	This is a logically substantiated definition of the company's prospective position, taking into account external factors. [17]

5.	A set of interrelated measures that is constantly adjusted to achieve the set goals and ensure stable operation and development of the enterprise in both the short-term and long-term perspectives. [21]
6.	The main direction of the enterprise's activity, formed in the form of strategic goals, tasks, and actions that allow achieving high performance indicators and planned results. [20]

The development strategy of a hotel company is not just a set of planned actions, but a comprehensive tool that provides competitive advantages and adaptation to market changes. In today's dynamic hospitality industry, accompanied by rapid changes in demand and technology, strategy is becoming a key element of management. It combines a clear vision of the future, analysis of market conditions and the use of the company's strengths to achieve long-term growth and success.

*Table 1.2*

### **Key components of the hotel development strategy**

<b>№</b>	<b>Component</b>	<b>Research</b>
<b>1.</b>	<b>Mission and values</b>	according to M. Porter's research, a clear definition of the mission and values allows the company to focus on the consumer and form long-term competitive advantages. Porter emphasizes that without defining values, it is impossible to create a strategy that reflects the company's identity [19].
<b>2.</b>	<b>Environmental analysis</b>	modern theories of strategic planning highlight environmental analysis as an important stage in the formation of a development strategy. Researchers, such as P. Kotler, emphasize the need to consider both external and internal factors when determining the strategic direction of an enterprise [13].
<b>3.</b>	<b>Goal setting</b>	the formation of clear and achievable goals is the main element of the development strategy. According to D.

		Kumar, goals must be defined and agreed upon at all levels of management in order to ensure effective implementation of the strategy [15].
4.	<b>Choosing a strategic direction</b>	depending on market conditions and resources, a hotel can choose different directions of development, such as expansion, diversification or specialization.

For hotel companies, the development strategy has its own specifics due to the unique characteristics of the hospitality industry. The hotel business is highly dependent on the quality of customer service, customer satisfaction, seasonality of demand and the need to adapt to different cultural characteristics. This determines certain peculiarities of forming a development strategy for hotels, which include:

**Focus on customer service and customer satisfaction.** In a highly competitive environment, hotels seek to create strategies that not only attract new guests, but also retain regular customers through a high level of service. A development strategy focused on increasing customer satisfaction includes investments in staff training, the introduction of modern technologies for customer convenience, and improvements in comfort and quality of services.

**Adaptation to cultural and regional peculiarities.** At international hotel chains such as Accor, the development strategy takes into account the diversity of the customer base. This involves adapting services and interiors to the needs of different nationalities and cultures. For example, studies show that the success of chain hotels in the global market largely depends on the ability to adapt their services to local needs and cultural preferences [8].

**Innovation and use of technology.** Modern hotels are actively using digital technologies such as online booking, automated room management systems and CRM to process customer requests. According to O. Kovalchuk's research, innovative development is a key element of modern hotels' strategies, as it allows to increase management efficiency, improve service quality and attract new customers [14].

**Managing the seasonality of demand.** The hotel business is particularly susceptible to seasonal fluctuations, which significantly affects the level of room occupancy and hotel revenues. This necessitates the development of strategies aimed at attracting customers in the low season, such as special offers, loyalty programs, discounts for group bookings, etc.

**Environmental initiatives and sustainable development.** Current trends show a growing interest of customers in environmentally friendly and responsible services. This leads to the implementation of development strategies that include environmental initiatives, such as reducing the use of plastic, using energy-efficient technologies, and supporting local communities. Sustainable development is becoming an important factor that affects the reputation of hotels and allows attracting conscious consumers.

Given the specifics of the hotel industry, the development strategy should include the following key elements: market and competitor analysis – this allows you to identify the main market trends, strengths and weaknesses of competitors and determine the position of the company; creating a unique offer – hotels strive to create unique value for customers by offering unusual services, exclusive loyalty programs, or innovative solutions such as contactless service; investments in human resources – the level of service in a hotel directly depends on the professionalism of its staff. That is why the strategic development plan often focuses on improving the skills of employees; digitalization of service – digital technologies allow hotels to improve booking convenience, reduce operational costs and increase customer loyalty through a personalized approach; reputation and brand management – reputation is an important asset for the hotel business. The development strategy often includes work with reviews, ratings and reputational risks, especially due to the popularity of online platforms where customers leave feedback on service.

*Table 1.3*

**Main types of development strategies in the hotel business**

№	Type	Meaning
---	------	---------

1.	Growth strategy	This strategy is aimed at expanding the business by increasing market share, opening new hotels or improving services. Dhirendra Kumar`s research emphasizes that growth is one of the main factors affecting the company's competitiveness in the long run [15].
2.	Diversification strategy	It involves the introduction of new products or services that complement the core business of the hotel. As David Lucas notes, diversification allows the company to minimize risks and strengthen its position in the market by increasing the customer base and increasing loyalty [16].
3.	Innovation strategy	The introduction of the latest technologies in the hotel business, such as automated reservation systems, CRM and digitalization of services, is an important component of a modern development strategy. For example, Bolshakov S. N. emphasizes the importance of innovation as a factor that increases efficiency and customer satisfaction [3].
4.	Environmental strategy	Many hotel companies are now integrating environmental principles into their strategies, which is in line with the growing demand for environmentally friendly products and services. According to N. Klymenchukova`s research, an environmental strategy can increase the hotel's reputation and help attract new categories of customers [12].

The development strategy of a hotel enterprise is a multicomponent and complex process that includes the analysis of internal and external factors, setting goals, choosing strategic directions and implementing innovations. Modern researchers, such as Porter, Ansoff and Kotler, agree that the success of the hotel business depends on the ability of the enterprise to adapt to market conditions and use innovations to improve performance.

Strategic management focused on the development and use of resources allows hotels not only to maintain their market position, but also to ensure sustainable development in the long term.

Thus, the development strategy for a hotel company covers a wide range of actions and decisions that take into account the specifics of the hotel business. It not only allows for an effective response to changes in market conditions, but also helps to achieve long-term goals and maintain a high level of customer satisfaction.

### **1.2. Significant difficulties in hotel industry**

The hospitality industry is one of the most dynamic and yet most vulnerable sectors of the economy, constantly facing numerous challenges and trials. Its operations depend on many factors, such as economic stability, social and political conditions, technological progress, and changes in consumer behavior and needs. In today's world, these challenges are becoming even more complex due to globalization, climate change, pandemics and armed conflicts, which affect demand, financial performance and management strategies.

In the face of constant change and uncertainty, the hotel industry is forced to adapt to new realities by developing innovative solutions, improving service quality and optimizing internal processes. Understanding the scope and causes of the problems faced by the industry is key to developing effective solutions and ensuring sustainable development.

*Table 1.4*

#### **Challenges of the hotel business**

<b>Problem</b>	<b>Characteristics</b>	<b>Consequences</b>
COVID-19	The coronavirus pandemic has led to global travel restrictions, border closures and quarantine measures.	During the pandemic, revenues in the hotel industry worldwide decreased by 50-60%. In 2020, the occupancy rate in hotels fell from 78% in 2019 to 39%, which led to large financial losses. Many hotels were forced to close their facilities, and some of

	As a result, demand for hotel services has significantly decreased, especially during lockdowns.	them declared bankruptcy. This resulted in staff reductions of 20-30%, especially in tourist regions where there was a sharp decline in customer flow.
Robotization of processes	The introduction of automated technologies such as property management systems (PMS), room cleaning robots and other automated services that replace traditional service staff.	While robotics can reduce labour costs and increase efficiency, it also reduces the need for human staff. For example, automating hotel check-ins can reduce the number of employees needed by 15-20%. However, this change also requires investment in new technology, which can cost between \$10,000 and \$100,000 depending on the scale of automation. In addition, hotels have to invest in staff training to use the new technologies, which also adds to costs.
Shortage of skilled workers	Due to low salaries, poor working conditions and insufficient training, hotels face a shortage of skilled staff, particularly in managerial and technical positions. The problem is also exacerbated by emigration and the	The shortage of skilled workers leads to a decline in the quality of service and higher costs of recruiting and training new employees. According to research, about 25% of hotels have difficulty recruiting middle managers and technicians. This increases the workload of existing staff and reduces efficiency. In addition, high staff turnover makes it difficult to create a stable and qualified team, which can lead to a deterioration in customer experience.

	outflow of staff to other industries.	
War	The war in Ukraine has caused significant instability in the region. Security breaches, destruction of infrastructure, a decrease in the number of tourists and internal displacement of people led to a drop in demand for hotel services.	Due to the war, the demand for hotel services in Ukraine fell by 70-80%, resulting in serious financial losses. Many hotels in frontline areas or in regions with high security risks were forced to temporarily close their doors. The cost of security and safety increased by 25-30%, which further increased operating costs. Due to the military situation, there is an outflow of both domestic and international tourists, which has a very negative impact on the business.

The COVID-19 pandemic has had a widespread and devastating impact on the hotel industry around the world. Travel restrictions, border closures, quarantine measures and changes in consumer behavior have significantly reduced demand for hotel services and caused financial losses for many hotels.

One of the most tangible consequences of the pandemic was a significant decrease in demand for hotel services. The decline in international travel was one of the main factors, as restrictions on border crossings led to a sharp decline in demand for hotels catering to international tourists. According to the World Tourism Organization (UNWTO), global tourist arrivals decreased by 74% in 2020, the largest drop on record. Due to the restrictions, many hotels were forced to close their facilities or operate with minimal staff. This has affected the hotel sector worldwide, as in many countries the cessation of tourist flows has led to serious financial losses. In 2020, revenues in the hotel industry worldwide fell by 50-60%, with some hotels reporting a drop of 80% or more. Many hotels, especially in tourist regions, were unable to survive the crisis and were forced to declare bankruptcy or temporarily close their doors. According to STR Global, in 2020, 3 out of 4 hotels worldwide

experienced serious financial difficulties, and some remained completely closed for several months.

Falling demand has led to a significant decline in room occupancy rates. In 2019, the global hotel occupancy rate was around 78%. In 2020, this figure dropped to 39%, which led to a significant decline in revenues. A change in the structure of demand was also an important aspect of this situation: most travel became local, as international travel remained limited. Domestic tourism became the main source of revenue for many hotels, with mixed results depending on local conditions.

In response to the pandemic, the hotel industry was forced to adapt to new health and safety requirements. Hotels implemented new standards of cleanliness and safety, including disinfection of premises, remote check-in, restrictions on the number of guests in common areas, and the introduction of masks and gloves for staff. Demand for contactless technologies, such as mobile check-in apps, digital room keys and process automation, increased to minimize physical contact between staff and guests.

The hotel sector has faced enormous difficulties in retaining staff, as a significant number of employees have been laid off or temporarily placed on unpaid leave due to declining occupancy rates and hotel closures. Low salaries and instability in the industry forced many employees to leave the hotel business, which exacerbated the problem of a shortage of qualified personnel after the industry's recovery. Staffing issues have become another major challenge for hotels trying to resume operations.

In addition, the pandemic has changed consumer priorities and behavior. Guests have become more demanding in terms of cleanliness and safety. They are more likely to check hotel reviews before booking. The popularity of technology has increased: tourists have started to use online platforms more for booking and checking hotels, which has also affected the demand for contactless services.

Despite all the difficulties, the hotel industry has begun to recover gradually. The resumption of domestic tourism, especially in countries where quarantine restrictions have been lifted, has given impetus to the industry's revival. In 2021,

there was a gradual recovery in domestic tourism. There was also a demand for ‘permanent vacations’ in many countries, where people sought to combine leisure with work, choosing remote hotels with conditions for working from home. The resumption of international travel in 2022-2023 helped many hotels to recover some of their revenues, although occupancy levels have not yet reached the levels of 2019.

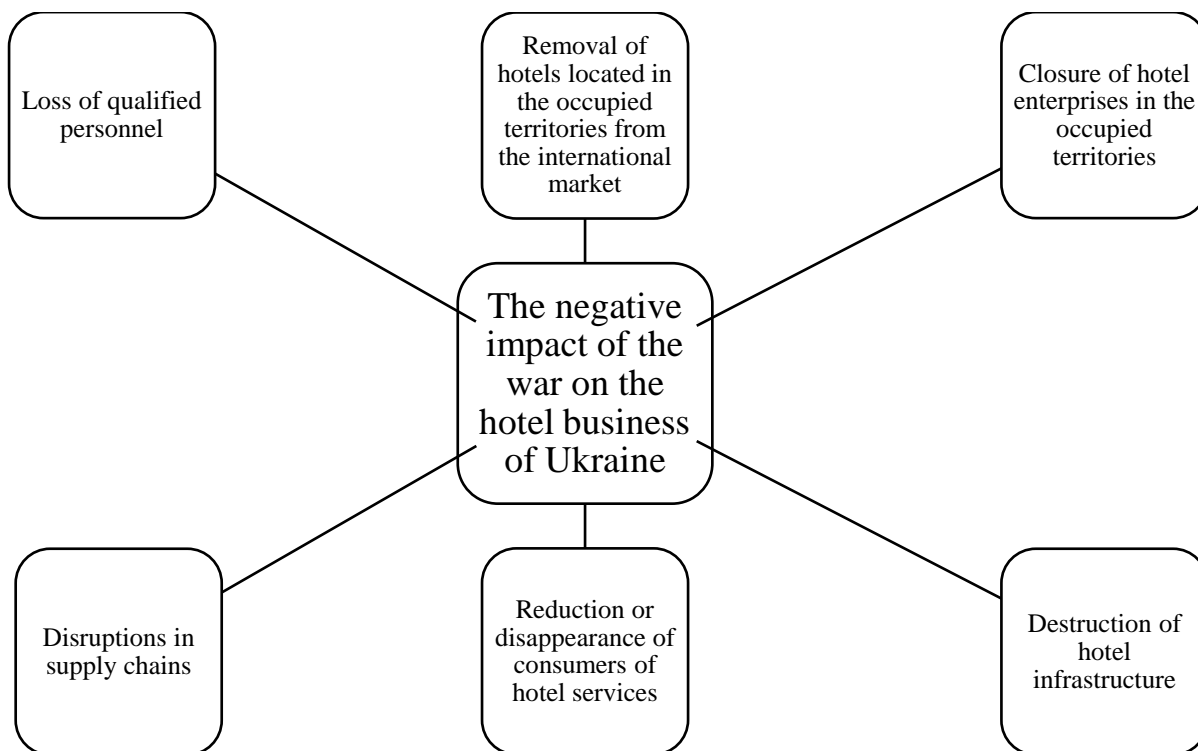
COVID-19 has become one of the biggest crises for the hotel industry in history. The pandemic has not only caused significant financial losses and changes in demand, but has also forced hotels to adapt to new realities such as enhanced hygiene, contactless technology and changes in consumer behaviour. While the hotel industry is recovering, it will not return to its previous state - many of the changes resulting from the pandemic are likely to remain for a long time.

The war in Ukraine, which began in 2022, had a devastating impact on the country's hotel industry, causing major changes in supply and demand in the hotel market. In addition to the destruction of infrastructure, there were problems related to the absence of tourists, staff shortages and supply chain disruptions.

One of the biggest negative impacts was the damage to the hotel infrastructure. In the areas of active hostilities, such as Kharkiv, Mariupol and Zaporizhzhia, more than 70% of hotel properties sustained serious damage from shelling and explosions. Many businesses were forced to suspend their operations or shut down completely. For example, in Mariupol, most hotels have ceased operations due to the destruction of infrastructure and low demand. This resulted in significant financial losses in the industry, especially for businesses that operated in tourist areas and targeted international tourists.

In the western and central regions of Ukraine, where no hostilities are taking place, demand for hotel services has changed. Many hotels have started to provide services to internally displaced persons (IDPs). According to the State Agency for Tourism Development of Ukraine, in 2023, 60% of hotel guests in Lviv region were IDPs. This allowed hotels to partially maintain their operations. However, it is worth noting that revenues from these services are often low, as most accommodation for

IDPs is provided either on a humanitarian basis or with large discounts that do not cover the hotels' costs.



*Fig. 1.1 The main factors of the negative impact of the war on the hotel business*

International tourism in Ukraine has virtually stopped due to the high level of risk and the constant threat to security. According to the World Tourism Organisation (UNWTO), the number of foreign tourists visiting Ukraine in 2023-2024 was only 5% of the pre-war level. This was a catastrophic blow to hotels targeting an international audience and deprived them of a significant portion of their revenue.

The war also led to serious disruptions in the supply chain, making it difficult for hotels to secure the necessary resources, from food to household chemicals and plumbing. In many cases, hotels were unable to obtain spare parts or other materials to repair and renovate their facilities, which deteriorated service conditions.

Another important problem was the reduction or even disappearance of hotel customers in the regions where the hostilities are taking place. The absence of tourists and reduced domestic demand for hotel services resulted in a reduction in the volume of their operations and significant financial losses for hotel chains. At

the same time, hotels in the occupied territories were forced to cease operations as they were excluded from international markets and deprived of the opportunity to cooperate with international suppliers and tour operators.

The loss of skilled staff has become another major problem for the hotel industry. Many hotel workers were forced to leave the country or move to other regions in search of safety. This resulted in a shortage of qualified staff, which made it difficult for the hotel business to recover after the military threat had subsided.

As for the hotels located near the war zone, their operations have also been severely restricted due to their proximity to the frontline. In many cases, hotels in these regions have become places of temporary accommodation for refugees or have served the needs of the army, which has further changed the structure of their operations.

The war in Ukraine has led to significant changes in the hotel market, causing serious financial difficulties for many businesses. The ongoing war, the destruction of infrastructure, the change in the structure of demand and the loss of qualified personnel have become the main challenges for the hotel industry in Ukraine, which has significantly complicated the process of its recovery even after the intensity of hostilities has decreased.

The hospitality industry has been hit hard by global crises such as the COVID-19 pandemic and conflicts that have destroyed infrastructure, disrupted supply chains and reduced demand for services. Despite these challenges, however, the industry has proven its resilience and adaptability. Changing consumer habits and technological innovations are creating new opportunities for hotels that are able to respond flexibly to changing situations. Investments in modernization, process automation and service improvements are important factors for further development. As tourism demand is gradually recovering, hotels that can adapt quickly to new circumstances have a chance of being successful in the future.

## **PART 2. THE FORMATION AND APPLICATION OF THE DEVELOPMENT STRATEGY IN THE HOTEL “IBIS KYIV RAILWAY STATION”**

### **2.1. Analysis of Ibis Railway Station Hotel business activity**

The Ibis Kyiv Railway Station hotel was chosen for the study because it is part of the well-known international hotel chain Accor, which is known for its high standards of service and stable reputation. This hotel is an important facility in Kyiv, which is actively operating in the capital's tourism market and provides a wide range of services. The choice of this particular hotel for analysis is due to its ability to adapt to changing market conditions and provide a stable level of service, even in difficult economic situations. The study of the Ibis Hotel will allow us to understand how the hotel business can develop in the face of modern challenges and changes.

The Ibis Railway Station Hotel in Kyiv has opened to the public to meet the demand for quality and affordable accommodation in the capital of Ukraine, located close to Kyiv Central Railway Station. The location is strategically advantageous as it provides quick access to public transport and convenient connections for guests arriving in the city or planning to travel to other regions of Ukraine. The hotel is attractive to a wide audience, including business and leisure travelers who require convenient access to transport and logistical advantages.

Ibis Railway Station follows the standards of the Ibis brand, which is focused on providing comfort, accessibility and functionality. The rooms are equipped with comfortable furniture, modern appliances, and high-speed internet, which provides maximum comfort for guests. In addition, the hotel is actively implementing digital solutions, such as self-check in, to simplify the service process and reduce waiting times. Thanks to the high level of service organization, the hotel is becoming a popular choice for guests looking for the best combination of price and quality.

Accor is one of the world's leading hospitality companies. It was founded in 1967 in France and has since grown from a local chain to a global leader in the hotel industry. Accor is headquartered in Evry, a suburb of Paris. The company currently operates more than 4,500 hotels, resorts and residences in more than 110 countries, with around 660,000 rooms.

Accor offers a wide range of services in addition to its core business of hotel management. The company is also active in the areas of residence rental, concierge services, coworking, restaurant management and event management. It also develops and implements digital solutions to improve the customer experience. Accor invests heavily in innovation, which allows the chain to remain at the forefront of technological advances in the hospitality industry.

Accor has a diverse portfolio of brands targeting different market segments, from budget to premium:

***Ibis*** is a budget brand offering simple, convenient and affordable options for short stays. It is the most popular brand among travelers looking for cost-effective and high-quality accommodation options.

***Novotel*** is a mid-priced brand focused on family travelers and business clients. It offers comfortable accommodation with additional services such as conference rooms, restaurants and recreation areas.

***Sofitel and MGallery by Sofitel*** are luxury brands that specialize in providing high-quality service with unique interiors and premium services. They are aimed at discerning customers who expect the highest standards of comfort from their accommodation.

***Pullman*** - focused on the business segment, this brand offers comfortable conditions for corporate events and conferences. Pullman hotels have a modern design and are equipped with advanced technologies for business meetings.









***Fairmont, Raffles and Swissôtel*** are premium brands specializing in luxury holidays. They provide customers with a high level of privacy and exclusive services, focusing on the most affluent customers.

***Ibis Styles and Ibis Budget*** are budget brands that offer stylish and affordable accommodation with basic amenities, ideal for short-term stays.

*Table 2.1*

**Categorization of Accor company`s brands**

Name	Logo	Class
------	------	-------

Sofitel		Lux
Pullman		Highest
Novotel		Average
Mercure		Average
Adagio		Apartment Hotel
Ibis		Economy class
Ibis Styles		Economy class
Ibis Budget		Budgetary

Motel 6		Motel
---------	---	-------

SWOT analysis is a key strategic planning tool that allows you to assess the internal and external factors that affect the business. In the context of Ibis Railway Station Hotel, this analysis helps to identify the strengths and weaknesses of the company, as well as identify opportunities for development and potential threats. The hotel, which is part of the international Accor chain, has a number of advantages, including brand recognition, strategic location next to the railway station in Kyiv, and high-quality service standards. However, the company operates in an unstable external environment characterized by the economic crisis, the impact of the war and changes in tourist demand.

*Table 2.2*

**SWOT analysis for Ibis Kyiv Railway Station**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Convenient location: The hotel is located near the central railway station of Kyiv, which provides easy access for tourists and business clients.	Limited range of additional services: Compared to some of its competitors, the hotel offers fewer options for additional services, such as conference rooms or wellness facilities.	Growth of tourist flows: The recovery of tourist activity in Ukraine and the growing interest in Kyiv among international tourists opens up new opportunities to attract customers.	Economic instability: Economic difficulties and inflation may reduce the purchasing power of customers.
High quality of service: The Ibis brand is associated with reliability, comfort and quality service combined	Low flexibility in pricing: Fixed pricing policies inherent in chain hotels can limit a hotel's ability to respond to	Development of loyalty programs: Integration with Accor's loyalty programs can increase customer engagement	Competition from Airbnb and other online platforms: Alternatives in the form of short-term rental

with affordable prices.	fluctuations in demand.	and retain the existing customer base.	accommodation may reduce demand for traditional hotel services.
Support from Accor Hotels: Being part of the large international Accor Hotels chain provides access to a global customer base and loyalty programs.	Competition in the mid-market segment: The growing number of competitors with similar pricing policies puts pressure on hotels to attract customers.	Improved marketing: The use of digital platforms and social media allows a hotel to strengthen its market presence and attract more customers.	Military conflict: The military situation in Ukraine poses risks to the hotel business, including a decline in tourism and possible material damage.
Efficient pricing policy: Focusing on the mid-market segment ensures the hotel's competitiveness, attracting customers looking for the best value for money.		Innovative service technologies: The introduction of mobile applications and automated service can improve the customer experience and increase the level of service.	

The BCG matrix is used to assess hotel services by their market share and industry growth rates. It helps to determine the strategic position of each service and develop recommendations for its further development. Below is an analysis of the main services of Ibis Railway Station Hotel.

*Table 2.3*

### **BCG Matrix for the hotel Ibis Railway Station**

<b>Category</b>	<b>Service</b>	<b>Market growth rate</b>	<b>Market share</b>	<b>Position in BCG matrix</b>	<b>Strategic recommendations</b>
-----------------	----------------	---------------------------	---------------------	-------------------------------	----------------------------------

<b>‘Stars’</b>	Basic accommodation services	High	High	Stars	Invest in the development of the room stock and maintain competitive prices.
	Conference services	High	Medium	Stars	Expand the offer for business clients, for example, by organising hybrid conferences.
<b>‘Cash cows’</b>	Restaurant services	Stable	High	Cash cows	Maintain consistent quality, introduce promotions and special menus for guests.
	Parking and shuttle services	Stable	High	Cash cows	Optimize the cost of the service and increase customer convenience.
<b>‘Question marks’</b>	Gym and fitness	High	Low	Question marks	Invest in improving or integrating new fitness programs to increase demand.
	Sightseeing	High	Low	Question marks	Expand partnerships with travel agencies and local tour providers.

<b>‘Dogs’</b>	Laundry services	Low	Low	Dogs	Reduce costs or outsource the service.
	Souvenir sales	Low	Low	Dogs	Reorganise, add unique souvenirs to improve demand.

‘Stars’ - basic accommodation services and conference services are key areas of development. The hotel should allocate resources to their improvement, expansion and marketing.

‘Cash cows’ - restaurant services and parking provide a stable income. The focus should be on maintaining their efficiency and competitiveness.

‘Question marks’ - the gym and tourist excursions have growth potential but require investment to achieve a high market share.

‘Dogs’ - laundry services and souvenir sales do not generate significant revenue. It is advisable to reconsider their feasibility or find alternative ways to optimize them.

This matrix allows to identify the priority areas of your hotel's activities and optimally allocate resources to ensure its long-term development.

**Ibis Railway Station Hotel** is a vivid example of combining international hospitality standards with adaptation to the local peculiarities of the Ukrainian market. Its location near the central railway station makes it attractive to a wide segment of customers, including business travelers, transit travelers and holidaymakers.

The hotel's main competitive advantages are its convenient location, optimal price-quality ratio, Accor brand recognition and focus on modern customer needs. The well-developed infrastructure, including conference facilities, restaurant services and business event facilities, allows Ibis Railway Station Hotel to compete effectively in the market even in difficult economic conditions.

However, like many other hospitality businesses in Ukraine, the hotel is facing a number of challenges. These include the effects of COVID-19, the impact of the war on tourist traffic and general economic instability. At the same time, these challenges are driving the search for new solutions, such as developing domestic tourism, optimizing processes and creating additional value for customers.

## **2.2. Assessment of the financial results of the Ibis Railway Station Hotel**

UkrHotel Invest Company is a leading Ukrainian hotel property management and investment company. The company specializes in the development, construction, management and development of hotel projects in accordance with international hospitality standards. One of the company's key activities is cooperation with the global Accor chain, which has allowed it to expand its portfolio of properties with brands known all over the world.

Ibis hotels in Kyiv, including Ibis Railway Station Hotel, are part of the UkrHotel Invest Company portfolio. The company not only ensures that the hotels operate in accordance with Accor standards, but also implements comprehensive development strategies tailored to the local market.

UkrHotel Invest Company performs an important function as an integrator between Accor's international standards and local specifics. The company provides financial management (investments in modernization and optimization of operations), strategic development (adaptation of business models to market changes), quality control (implementing Accor's customer-focused policies).

In order to analyze the financial performance of the Ibis Railway Station Hotel, the financial statements of the UkrHotel Invest Company, which manages this hotel, will be used in the thesis.

*Table 2.4*

### **Financial statements for 2020-2023**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Absolute deviation</b>	<b>Relative deviation</b>

Revenue	70 027 000 ₴	167 023 000 ₴	92 188 000 ₴	239 690 000 ₴	169 663 000	242.4%
Net profit	-7 632 000 ₴	15 913 000 ₴	1 013 000 ₴	36 916 000 ₴	44 548 000	-
Assets	44 084 000 ₴	78 971 000 ₴	76 591 000 ₴	128 996 000 ₴	84 912 000	192,7%
Liabilities	51 706 000 ₴	70 680 000 ₴	67 287 000 ₴	82 776 000 ₴	31 070 000	60.1%
Number of employees	-	118	149	185	185	-

The financial performance of Ibis Railway Station Hotel for the period 2020-2023 shows us quite dynamic changes. These are the result of external factors, such as the COVID-19 pandemic and the war in Ukraine, and internal adaptations to changing market conditions have a significant impact. Below are the key aspects of the hotel's performance.

Over the four years, the hotel's revenue increased from ₴70,027,000 in 2020 to ₴239,690,000 in 2023, a significant increase of 242%. This improvement was made possible due to a number of important factors.

*Table 2.5*

#### **Occupancy of the Ibis Kyiv Railway Station hotel in 2022-2023**

<b>Year</b>	<b>Month</b>	<b>Occupancy (%)</b>	<b>Number of rooms</b>	<b>Comments</b>
2022	January	30	98	Low demand due to the pandemic
2022	February	35	114	Increased demand after partial opening of the economy
2022	March	40	130	Further improvement in occupancy
2022	April	45	146	Recovery from lockdowns
2022	May	50	163	Revitalization of domestic tourism

2022	June	55	179	Summer season, increase in the number of tourists
2022	July	60	196	Peak summer season
2022	August	65	212	Increased demand
2022	September	50	163	Constant demand
2022	October	40	130	Decrease in demand after the summer season
2022	November	35	114	Low demand
2022	December	45	146	Increased demand before the holidays
2023	January	50	163	Recovery after the holidays
2023	February	55	179	Increase in traffic
2023	March	60	196	Stable demand
2023	April	65	212	Growth during the spring vacation period
2023	May	70	228	Start of the summer season
2023	June	75	244	Peak of the summer season
2023	July	80	261	Peak tourist season
2023	August	85	277	Increase in demand
2023	September	70	228	Start of the fall season
2023	October	60	196	Decrease in demand after the peak season
2023	November	55	179	Moderate demand

The hotel's occupancy rate shows a characteristic seasonality. In the summer months of 2022 and 2023, namely in June and August, the hotel experienced the highest room occupancy (60% to 85%), which is typical for the hotel business when demand for tourism and travel is growing. The peak occupancy occurs in July and August, when the hotel reaches its highest occupancy rate of 80% and 85%,

respectively. This indicates an increase in domestic tourism and high demand for travel services in the summer.

At the same time, in the autumn and winter period, especially in October and November, there is a significant decrease in occupancy - down to 35%-55%, which is typical for hotels when domestic and foreign tourism activity is significantly reduced. In the winter months (December, January), the occupancy rate slightly increases due to the holiday periods, but does not reach the levels of the summer months.

It can also be seen that the level of occupancy is largely influenced by socioeconomic factors. For example, in 2022, when the hotel was still experiencing the effects of the COVID-19 pandemic, occupancy in January-March was significantly lower, reaching only 30%-45%, due to restrictions and low mobility of the population. However, with the gradual recovery of the economy and tourist activity in 2023, the hotel's occupancy rate began to grow steadily, especially during the high tourist season.

The recovery of the tourism industry in the aftermath of the pandemic has played an important role in increasing revenue. In 2020, strict quarantine restrictions, border closures, and reduced travel led to a decline in demand for hotel services, which resulted in a decrease in financial revenues. In 2021, the situation gradually began to improve as restrictions were lifted and domestic tourist and business travel resumed, leading to an increase in revenue to €167,023,000.

Secondly, in 2022-2023, the hotel faced a difficult situation caused by the war, but continued to increase its revenue due to the growing demand for temporary accommodation for internally displaced persons and business tourists.

The hotel infrastructure, which includes rooms of various categories, conference facilities and restaurant services, allowed the hotel to meet the diverse needs of its customers, ensuring stable financial growth.

The hotel's net profit also demonstrates indicative dynamics. In 2020, the hotel incurred a loss of €7,632,000, driven by a significant decline in revenue and high fixed costs, such as rent, staffing and infrastructure maintenance. However, already

in 2021, thanks to the recovery in tourist activity, the hotel reached a profit of €15,913,000, thanks to cost optimization and increased operational efficiency.

In 2023, net profit reached a maximum value for the reporting period of €36,916,000. This is due to both increased revenues and competent cost management. The modernization of processes, such as the introduction of digital tools to optimize bookings and staff management, as well as the use of targeted marketing strategies to attract customers, played an important role in achieving this result.

The hotel's assets during the analyzed period almost tripled - from 44,084,000 € in 2020 to 128 996 000 € in 2023. Such an increase indicates the effective use of the profits received for reinvestment in the development of the hotel. In particular, this includes updating the number of rooms, improving the quality of service and expanding additional services, such as the modernization of conference rooms and restaurant facilities. The increase in assets is also an indicator of the growth of the market value of the hotel, which makes it more attractive to investors.

The hotel's liabilities increased from 51,706,000 € in 2020 to 82,776,000 € in 2023, which is explained by the need to attract credit resources to finance the expansion of activities. However, it is important to note that the growth rate of assets significantly exceeds the growth rate of liabilities, which indicates competent financial management. In the short term, this allows the hotel not only to maintain financial stability, but also to invest in further development.

The number of hotel employees is an indicative indicator of the scale of activity. The hotel employed 118 people in 2021, rising to 185 in 2023. The growth of the staff is due to an increase in service volumes, which was caused by the satisfaction of demand. It is also an indicator of the social responsibility of the hotel, as it creates new jobs even in such difficult economic conditions.

Both external and internal factors influenced the growth of the hotel's financial performance. Post-Covid recovery, despite the challenges, allowed the hotel to rehabilitate stable growth. At the same time, the war stimulated special changes in demand: international tourism decreased, but at the same time, domestic tourism

increased, offset by the need for long-term accommodation. Successful adaptation to these conditions was an important step towards the financial success of the hotel.

The financial activities of Ibis Railway Station Hotel demonstrate the ability to adapt effectively to market changes and ensure stable development even in difficult conditions. This highlights the importance of strategic planning, which will be a key aspect to the hotel's continued success.

Despite its successful performance and positive financial performance, Ibis Railway Station Hotel has a number of shortcomings that limit its competitiveness and require attention for elimination.

One of the key disadvantages is a limited target audience. The hotel is aimed at business tourists or passengers who are on transit trips, due to its location near the railway station. Although this is a strong aspect, such a narrow specialization creates risks of dependence on one segment of the market. For example, in the event of reduced demand from business customers or travelers, the hotel may face difficulties in ensuring a stable load of rooms.

The next drawback is the outdated technical equipment of the conference rooms. Although conference rooms are a significant source of income, especially for this hotel, their technical base does not meet modern needs. This limits the possibility of holding events such as hybrid conferences, online webinars or events using high-quality multimedia equipment, which reduces the attractiveness of the hotel for corporate clients.

Another disadvantage is the insufficient development of restaurant service. Although the hotel offers restaurant services (breakfasts, full restaurant menu), the assortment of dishes, the level of service and adaptation to modern trends remain at an average level, since the hotel does not have room service, the consumption of food in the room can be reduced or impossible. This can negatively affect the customer experience, especially when compared with competitors who are actively innovating in menus and service.

The lack of developed recreational infrastructure is also a significant drawback. Due to its location near the train station, the hotel does not have facilities

such as swimming pools, spa areas or green recreational spaces that could attract leisure-oriented tourists. This reduces its appeal for guests looking for relaxation opportunities.

Shortcomings in the digitalization of service processes are also noticeable. The hotel still does not have a mobile application or an integrated online platform for booking, viewing services and interacting with customers, all documents are transmitted in paper form, which is firstly not environmentally friendly, and secondly creates inconvenience for modern tourists who are accustomed to digital solutions and expect personalized service.

Minor interaction with clients after their visit is also a weak point. A lack of attention to customer reviews that remain on platforms like Google, Booking.com or TripAdvisor can affect a hotel's reputation. Positive reviews remain unrepresented for promotion, while negative ones can remain unanswered, which creates a negative impression for potential customers.

In addition, it is worth noting the problems with the provision of personnel. Although the number of employees has increased in recent years, the level of their qualifications and training does not always meet the modern requirements of the hospitality industry, since most often in the hotel for the position of waiter or reception manager are students who do not have the experience, skills and necessary knowledge in this area for quality guest service. This is also manifested in insufficient attention to service training, skills in working with foreign tourists and digital tools.

The lack of clear anti-crisis strategies in the past has led to a significant reduction in revenues and an increase in financial liabilities. The lack of clear instructions for handling emergencies can be a critical factor in the safety of both guests and all staff.

High competition in the middle price segment creates additional difficulties. The hotel needs to constantly compete with other enterprises that offer a similar price level, but may have a wider range of services or better adapt to market changes.

All the challenges faced by Ibis Railway Station Hotel cannot be solved even by the most carefully developed strategy. Some of the problems are due to objective factors, such as the design features of the building or the specific location near the railway station. The location near the station, although it provides a high flow of transit customers, at the same time forms services with purely functional stay needs, which may limit the potential for attracting tourists seeking relaxation.

However, if the development strategy is formed correctly, it can have a great potential to improve the competitive position of the hotel. It can help minimize the impact of these restrictions by adapting to the needs of consumers and actively promoting the unique advantages of the institution. In particular, the strategy can focus on improving the service, upgrading conference rooms, improving restaurant services and introducing digital tools for interacting with guests.

Despite the fact that certain objective factors remain unchanged, an effective strategy can create additional value for customers and increase the popularity of the hotel among different target audiences. This will contribute to the formation of a positive image, increase the workload of the room stock and increase the overall competitiveness of the hotel in the hospitality market.

## **PART 3. WAYS AND RECOMMENDATIONS FOR IMPLEMENTATION THE NEW DEVELOPMENT STRATEGY OF “IBIS KYIV RAILWAY STATION”**

### **3.1. Deep immersion strategy for the development of Ibis Kyiv Railway Hotel**

Creating an effective development strategy is a key element for the further successful functioning of any hotel, in particular Ibis Railway Station Hotel. In the current conditions, when the hotel services market undergoes significant changes under the influence of economic, social and political factors, it is necessary to develop a strategy that will not only solve the existing problems, but also help to optimize internal processes, hide weaknesses and make the most of the hotel's strengths.

An important task of the development strategy is to ensure constant improvement of the quality of service, which, in turn, contributes to increasing the level of satisfaction of guests and their loyalty to the brand. Also, the strategy should be focused on the maximum dissemination of information about the hotel and its services.

Identification of key hotel problems, such as lack of competitiveness in certain market segments or imperfection of individual services, will focus on their elimination. At the same time, it is important to emphasize the advantages of the hotel and most effectively present the hotel on the market.

The survey identified key factors that influence consumer loyalty to a hotel brand. The findings show that guests have different priorities, but highlight several key aspects:

Hotel appearance (25%) - customers pay considerable attention to the architecture and interior of the hotel. Modern design, tidiness and visual appeal create a positive first impression and influence the desire to return.

A wide range of services (30%) - respondents placed the highest value on the availability of various amenities, such as restaurants, recreation areas, spas, services

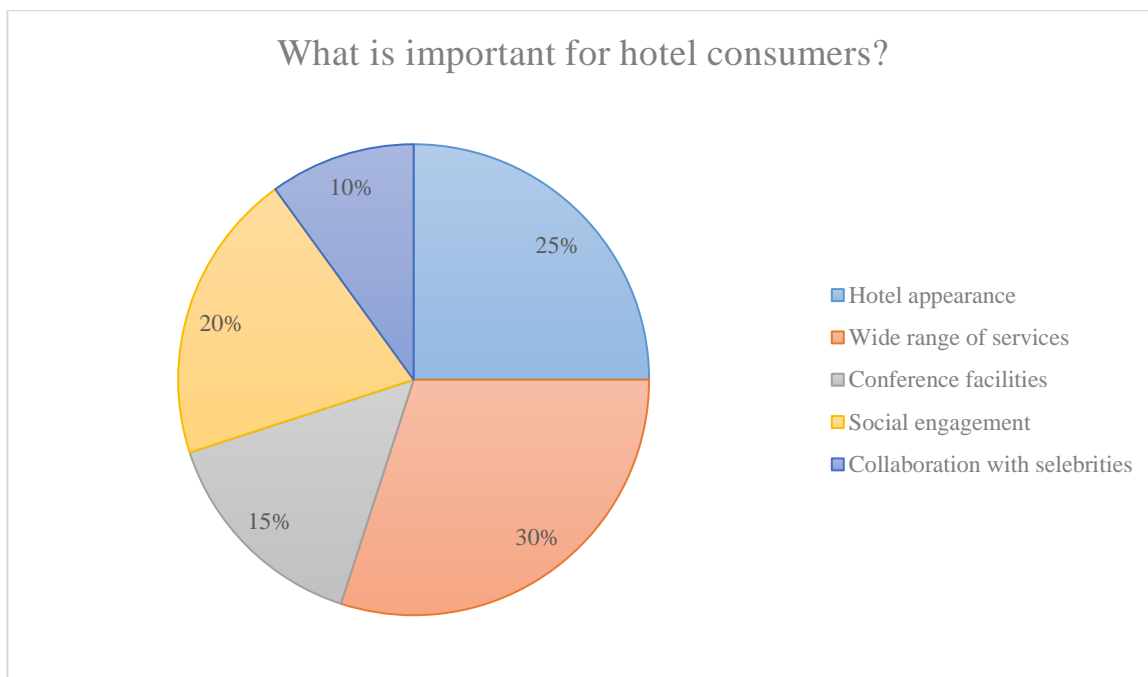
for families with children, etc. This indicates that guests want to receive a comprehensive service within one facility.

Developed conference facilities (15%) are an important factor for business travelers. Successful event organization, modern technical equipment and convenient location increase the hotel's attractiveness to the business segment.

Social engagement of the hotel (20%) - consumers increasingly appreciate the active participation of hotels in social and environmental initiatives. Such actions emphasize the brand's responsibility to society.

Collaboration with celebrities (10%) - although this factor has the least weight, its significance is felt among a certain audience that values prestige and association with famous people.

The results of the study indicate that to strengthen customer loyalty, hotels should focus on the integrated development of services, visual appeal and social responsibility.



*Fig. 3.1 Research of consumer preferences*

For this hotel, the strategy of "full immersion", was chosen which consists in the absolute involvement of guests in the atmosphere of travel and trains.

The first step is to **update the interior design** of the hotel and restaurant, taking into account the theme of the train and the station, to create a unique

atmosphere that emphasizes the individuality of the hotel and corresponds to its strategic location on the territory of the railway station. This approach will not only attract the attention of guests, but also create an emotional connection with the brand, make the hotel more attractive and memorable for tourists and business customers.

Updating the interior design of the hotel should include the integration of elements of railway themes in every aspect of space - from the hall to the rooms. In the hall create living areas in the style of old stations, using metal structures. The use of industrial materials, such as metal fittings, concrete surfaces, will emphasize the atmosphere of the station, without disturbing the overall elegance and modernity of the hotel. Decorative elements in the form of antique cars, stylized lighting devices resembling lanterns on the platform and interactive screens showing the train schedule will add an accent to this design.

Updating the restaurant in accordance with the theme of the station and travel. The restaurant should be decorated in the style of an old cafe or restaurant at the railway station, using retro design elements - old posters, train photos, stylized furniture. Separate zones of the restaurant are organized by analogy with train cars, creating private cabins for intimate meetings. For the convenience of guests, an interactive menu should be used on the tables for ordering dishes and drinks.

An important aspect is also the use of color accents that correspond to the color palette of railway interiors: gray, copper and bronze shades can - the main colors of the interior. For additional atmosphere, wall panels with train schedules that will change in real time should be installed in the hotel lobby.

In general, the updated design of the hotel and restaurant for the train and train station will not only emphasize the uniqueness of the hotel's location, but will also become an important element of branding, attracting guests who are looking for new impressions and unusual concepts. Such an update will create a hotel that combines the comfort of the modern world with the atmosphere of the old station, which is an important element for the Ibis Railway Station Hotel to become a place that not only provides services, but also gives emotions.

The second important step of the Ibis Railway Station Hotel development strategy is to **update the conference** rooms with modern equipment and introduce digitalization at the reception and in the restaurant. These events will not only improve the level of service, but also make the hotel more attractive for corporate clients who are looking for efficient and technologically equipped spaces for business meetings, conferences, trainings and other events. At the same time, digitalization of service processes will significantly improve the experience of guests, and will help make staying at the hotel more comfortable and convenient, as well as optimize the work of staff.

Conference rooms are one of the main elements that can attract business customers, and therefore it is important to provide them with the best conditions for holding events of various formats. Renovation of conference rooms should include investing in modern audiovisual equipment that meets high requirements for sound quality and image. It can be interactive panels for presentations, wireless microphones, powerful video conferencing systems for online meetings and interactive collaboration boards. Equipment management systems should be easy to use, allowing tenants to quickly adjust the necessary parameters without having to contact technical staff.

Reception is the first place of contact of guests with the hotel, and therefore its service should be fast, convenient and efficient. To do this, you need to implement mobile applications for self-check-in/check-out, allowing guests to register and leave without the participation of staff. This allows you to reduce the time for processing guests, increase the efficiency of the reception and make the process more comfortable for customers.

It is important to install interactive terminals at the reception, which can help guests quickly find the necessary information about the hotel services, as well as make reservations for additional services, such as excursions, transfers or booking a table in the restaurant. Deadlines for self-registration of guests can reduce queues and allow more efficient servicing of a large number of customers, which is especially important during peak periods. It also helps to facilitate the work of

reception workers, especially on night shifts, when a lot of guests come and it is necessary to settle everyone quickly and correctly.

The introduction of new technologies in conference rooms and reception will not only improve the level of service, but also attract a new audience - in particular, business tourists who are looking for modern and convenient conditions for work during their stay at the hotel. The use of digital technologies in the restaurant and at the reception will help reduce the waiting time and increase the overall level of comfort for guests. This, in turn, will increase the level of loyalty and repeated visits, which will have a positive impact on the financial results of the hotel.

In order to attract the attention of tourists and create a unique experience for guests of the Ibis Railway Station Hotel, an original service has been created - **a tour of the closed parts of the station**, which will be an exclusive opportunity for guests to see non-public, exciting places that are inaccessible to ordinary visitors. Such a service will create an unforgettable experience, emphasize the uniqueness of the hotel, as well as increase customer loyalty and their satisfaction with the stay.

Description of the tour. The tour will be conducted by a special guide who will guide tourists through the closed, but important for the functioning of the station areas that an ordinary passenger never encounters. Visitors will have the opportunity to see the internal mechanisms of the station, learn the history of its creation and the importance for the transport infrastructure of the country. Zones that will be included in the tour:

Driver's cab: Guests will have a chance to visit the locomotive driver's cab, where they will be shown how the train is controlled, told about the technical aspects and safety of transportation. This is a unique opportunity to feel part of a large railway industry.

Station control point: Part of the tour will be devoted to visiting the station control point, where the movement of trains and the organization of passenger flows are controlled.

Replacement and repair of trains: Tourists will be able to see from the inside the process of maintenance and repair of trains, learn about the features of maintaining rolling stock in working condition.

Advantages for the hotel. Uniqueness of the offer: Such an excursion is unique and allows the hotel to stand out among others. It offers an experience that no other hotel has, and creates an unforgettable experience for guests that they are sure to share with others. This can be an excellent motivator for choosing this hotel for future visits, as well as for advertising through social networks and online platforms.

Attracting new customers: Such an innovative service will attract the attention of tourists who are looking for something special during their stay in Kyiv. This may be an additional reason for choosing Ibis Railway Station Hotel as a place to stay, because not every hotel can boast of such opportunities.

Interactivity and recognition: Tourists who get access to unique enclosed places can feel special, which will make their stay more exciting and interactive. In addition, such a unique offer will be actively covered in social networks, increasing the recognition of the hotel among a wider audience.

The tour of the closed parts of the station may also be expanded in the future. You can organize special thematic tours or even training programs for children and youth, aimed at familiarizing themselves with the profession of a driver or train maintenance.

A unique tour will be a prominent feature of the hotel, attracting tourists not only from Ukraine but also from other countries who want not only to relax, but also to get an unforgettable experience in the heart of the transport infrastructure of the capital.

**Creating a hotel page on social networks** is an important element of the Ibis Railway Station Hotel promotion strategy. Using platforms such as Instagram, Facebook, TikTok and YouTube will allow you to actively interact with potential and existing customers, attract new guests and increase brand awareness.

One of the main goals of maintaining the page is to demonstrate the work of the hotel on the other hand, to show the "backstage" - how dishes are prepared in the

restaurant, how conference rooms are served, or how rooms are cleaned. This allows you to build trust among the guests and attract them for subsequent visits. Posting posts and videos about new services and updates is also important to inform customers about changes to the hotel, such as interior updates, new offers or special promotions. Regular notification of changes creates interest in the hotel and encourages the return of guests.

Activity in social networks also contributes to the formation of loyalty through interactive elements - polls, contests, answers to comments and questions. An important part is maintaining a reputation, responding to feedback and posting positive comments, which helps to build transparent and trusting relationships with customers. In addition, the use of content created by the guests themselves will increase the effectiveness of marketing, since publications with hashtags or hotel photos taken by tourists serve as organic advertising.

The hotel provides an opportunity not only to inform its guests about new products, but also to actively interact with them, increasing the level of involvement and loyalty. Social networks are becoming an effective tool for promoting hotel services, increasing its reputation and popularity among potential customers.

After implementing previous stages of the development strategy, such as updating the interior and restaurant, modernizing conference rooms, introducing original services, creating social networks and improving customer interaction, you can proceed to the final stage - an active search for partners for collaborations that will allow the Ibis Railway Station Hotel not only to strengthen its brand, but also to attract new guests.

One of the main directions is cooperation with well-known brands such as Obag, specializing in the manufacture of stylish bags and suitcases for travel. Thanks to this collaboration, the hotel can offer its customers unique travel accessories, as well as organize promotions and special offers - for example, discounts on the purchase of O bag bags when booking a hotel room or participating in competitions with prizes in the form of brand products. Such cooperation will increase the attractiveness of the hotel for travelers, because they will be able to get additional

benefits and discounts, which will make their travel experience even more comfortable.

In addition, much attention should be paid to cooperation with Ukrzaliznytsia, which is located next to the hotel. This is a strategically important partner, as the hotel can offer its guests a variety of privileges relating to trips to Ukraine. For example, you can organize discounts on tickets for guests staying at the hotel, as well as special offers for regular customers - discounts on accommodation when buying tickets for Railways trains. In addition, the hotel can sell souvenirs related to the railway theme - magnets, cups, T-shirts, which will be a pleasant gift for tourists.

Another important step is cooperation with the Cher17 brand, which specializes in the production of comfortable and stylish clothes for travel. Together with the hotel, you can develop a line of clothes that would become not only practical for travelers, but also popular among tourists. The line can include comfortable suits, T-shirts, jeans, as well as accessories that match the style of travel. This will not only offer comfortable clothes for guests, but also position the hotel as a brand that supports comfort and style during travel. Discounts on clothes can Cher17 be provided to regular customers of the hotel, as well as the creation of special collections for guests will make the brand more recognizable among tourists.

Each of these collaborations will contribute to improving the image of the hotel, as well as attracting new customers through partner discounts, special offers and unique products that emphasize the benefits of staying at the Ibis Railway Station Hotel. At the same time, such partnerships can increase the loyalty of guests, as well as make their experience of staying even more attractive and memorable.

The final stage of the deep dive strategy for the Ibis Railway Station Hotel should be cooperation with well-known travel bloggers, which will significantly expand the audience and increase the recognition of the hotel among tourists. Such bloggers have a powerful influence on their audience and can become important ambassadors of the brand, helping to draw attention to the unique offers and services of the hotel.

One of the main partners for collaboration is Uzol and Manko - a couple who actively travels around Ukraine, discovering interesting and unusual places for their subscribers. They have a large audience interested not only in recreation, but also in exploring new places in Ukraine. Cooperation with this couple will increase the popularity of the hotel among domestic tourists, because bloggers can demonstrate not only comfortable accommodation, but also attract to participate in unique excursions, such as closed parts of the station or other special events. They can shoot content that shows not only the hotel, but also its connection with the surrounding infrastructure, thereby making the hotel an attractive place for traveling couples looking for new places to relax in Ukraine.

Additionally, an important stage of cooperation is blogger Maria Sebova, who specializes in budget travel in Europe. Thanks to its audience, which is looking for inexpensive but interesting places to relax, it will be able to promote the hotel as an affordable and comfortable option for tourists traveling through Ukraine. Thanks to its recommendations, the hotel can attract foreign tourists who are looking for affordable accommodation options, but with pleasant conditions and additional services.

Cooperation with such bloggers will allow the hotel not only to increase the number of bookings, but also to position itself as modern, open to new ideas and ready to attract innovative partners. Bloggers, creating content about the hotel, will also be able to actively promote new offers, promotions, as well as features that make the hotel attractive to tourists, such as excursions, new interior or interesting services. Such collaboration will significantly increase loyalty and brand awareness, attract new guests and increase the number of repeated visits.

The deep immersion strategy for the Ibis Railway Station is a comprehensive approach focused on creating a unique and unforgettable experience for guests. Updating the interior of the hotel, conference rooms, as well as the integration of modern digital technologies will not only improve the service, but also increase the level of comfort for customers. The original feature in the form of excursions to the

closed parts of the station will give the hotel a unique charm and attract additional attention, which will make the stay of guests special and exciting.

The active use of social networks as a communication tool, together with partner collaborations with brands and popular travel bloggers, will increase the recognition of the hotel and attract a new audience. Cooperation with such brands as O bag, Cher17, as well as Ukrzaliznytsia will provide the guests with exclusive discounts and products that will meet their needs and requirements.

The deep dive strategy involves not only updating services and infrastructure, but also creating an atmosphere in which each guest will feel part of the trip. It will provide the hotel with a competitive advantage in the market, attract new customers and increase the level of loyalty of regular guests.

### **3.2. Financial improvements from the strategy change**

The introduction of a deep dive strategy for the Ibis Railway Station will definitely bring significant positive changes not only in its image, but also in its financial results. Updating services and infrastructure, as well as collaboration with brands and popular travel bloggers will provide an opportunity to attract new customers and increase the level of occupancy of rooms, which, in turn, will have a direct impact on the hotel's revenues. Aspects of strategic planning are also important, which will allow the hotel to maintain a stable demand and meet the requirements of modern tourists.

*Table 3.1*

#### **Impact of innovations on brand awareness and profits**

<b>Innovations</b>	<b>Brand awareness</b>	<b>Increase in the number of customers</b>	<b>Projected increase in profits</b>
Renovation of the interior to look like a train	8	+20	+15-20
Upgrade of equipment in conference rooms	7	+15	+10-15

Digitalization of the reception	9	+10-15	+10-15
Collaboration with brands of bags, shoes, clothes	7	+10	+5-10
Collaboration with bloggers	9	+25-30	+20-30

Unique changes implemented in a hotel have a significant impact on brand awareness, as they create a vivid image and a new identity for the hotel in the market. Renovating the interior to look like a train is a notable step in attracting attention. Such changes not only increase the aesthetic value, but also create a unique experience for guests, making the hotel stand out from the competition. The unique interior design inspired by trains evokes associations with travel and comfort, which becomes an important aspect of the marketing strategy. This not only attracts the attention of tourists, but also creates a “lucky to be here” factor where people want to be able to share their impressions on social media, thereby increasing brand visibility among potential customers.

Collaboration with bloggers such as Uzol and Manko, and Masha Sebova is another powerful factor in increasing brand awareness. Bloggers with a large audience that actively follows their posts have an impact on the decision-making of their followers. Engaging bloggers allows a hotel to reach an audience that may not have previously known about its existence, increasing visibility and attracting new customers. In addition, bloggers can become powerful brand ambassadors, which helps to create a positive image and increase trust in the hotel.

*Table 3.2*

**Profit from renovating the interior to look like a train**

	<b>Before changes (2247 UAH, 75% occupancy)</b>	<b>After changes (2696 UAH, 90% occupancy)</b>
Average room rate	2247 UAH	2696 UAH
Hotel occupancy rate	75%	90%

Number of rooms	326	326
Revenue from rooms (per month)	16 481 745 грн	23 730 192
Increase in profit	-	7 248 447 UAH

The train-inspired interior offers an out-of-the-box experience, which may be the reason for choosing this particular hotel. The introduction of such a design solution increases the hotel's recognition, as it creates an atmosphere of travel and adventure, which is attractive to tourists. This innovation also makes it possible to create unique content for social media, which helps the hotel attract more attention from potential guests.

*Table 3.3*

**Profit from upgrading equipment in conference rooms**

	<b>Before changes (UAH 25000, 20 rentals per month)</b>	<b>After changes (UAH 30000, 24 rentals per month)</b>
Hall rent (per day)	25000 UAH	30000 UAH
Number of rentals per month	20	24
Income from renting conference rooms (per month)	500000	720000
Increase in profit	-	220000 UAH

Updating the equipment in conference rooms is important for attracting business clients. Conference rooms are a source of additional revenue for hotels, and modernizing their equipment makes it possible to provide high-quality services for corporate events, seminars, conferences and trainings. Modern equipment ensures comfort and efficiency of events, which increases customer satisfaction. In addition, the updated equipment allows to increase rental rates for the use of halls, which contributes to the hotel's revenue.

*Table 3.4*

### Profit from digitalization of the reception

	<b>Before changes (UAH 200,000 in expenses)</b>	<b>After changes (12% savings and 10% increase in repeat bookings)</b>
Staff costs (per month)	UAH 200,000	UAH 176,000 (savings of UAH 24,000)
Repeat bookings (per month)	10% of 5,000,000 UAH = 500,000 UAH	550,000 UAH (increase by 50,000 UAH)
Increase in profit	-	74,000 UAH (savings + additional income from repeat bookings)

Digitalization of the reception helps hotels optimize guest service processes, making them faster and more efficient. The introduction of automated systems for registration, booking, and payment reduces the workload on staff, which reduces labor costs. Guests can check in quickly without having to wait for staff, which increases their comfort and satisfaction. In addition, digitalization allows you to collect more customer data that can be used for personalized offers and improved marketing strategies.

*Table 3.5*

### Profit from Collaboration with O bag! handbag and Cher 17 clothing brands

	<b>Before changes (2247 UAH, 500 bookings)</b>	<b>After changes (2404 UAH, 550 bookings)</b>
Average check per room (per guest)	2247 UAH	2404 UAH
Number of bookings per month	500	550

Room revenue (per month)	$2247 \text{ UAH} \times 500 \times 30 \text{ days} = 33705000 \text{ UAH}$	$2404 \text{ UAH} \times 550 \times 30 \text{ days} = 39462000 \text{ UAH}$
Increase in profit	-	5757000 UAH

This innovation is important for the hotel, as cooperation with well-known brands of bags, shoes and clothing allows to increase the prestige and elite of the hotel. Such collaborations help to create an association with high social status and luxury, which attracts customers with higher income levels. Famous brands can also bring a new audience that is interested not only in accommodation but also in fashion accessories that can be purchased directly at the hotel. This increases the average check and provides additional revenue from the sale of branded products.

*Table 3.6*

**Profit from collaborations with bloggers (Uzol and Manko, Masha Sebova)**

	Before changes (2247 UAH, 200 bookings)	After changes (2359 UAH, 250 bookings)
Average check per room (per guest)	2247 UAH	2359 UAH
Number of bookings per month	200	250
Room revenue (per month)	$2247 \text{ UAH} \times 200 \times 30 \text{ days} = 13482000 \text{ UAH}$	$2359 \text{ UAH} \times 250 \times 30 \text{ days} = 17692500 \text{ UAH}$
Increase in profit	-	4210500 UAH

Collaboration with popular bloggers allows a hotel to reach new audiences and increase its recognition among target groups. Bloggers have a significant influence on the decision-making of their followers, which can lead to an increase in the number of bookings. They can highlight the benefits of the hotel, its unique features and capabilities, thus encouraging people to choose this hotel. In addition, posts, videos, and reviews create additional content that stays online and can be used to further promote the brand. Collaboration with bloggers helps to create a

positive image of the hotel, make it more accessible and attractive to a wide audience.

*Table 3.7*

**General result**

<b>Innovations</b>	<b>Increase in profit per month</b>
Renovation of the interior to look like a train	7 248 447 UAH
Upgrade of equipment in conference rooms	220 000 UAH
Digitalization of the reception	74 000 UAH
Collaboration with brands through	175 757 000 UAH
Collaboration with bloggers	4 210 500 UAH
Total profit increase	187 509 947 UAH

The total monthly profit increase from all the innovations - UAH 187 509 947 - is an important financial success for the hotel. This will not only improve the financial stability of the hotel, but will also help strengthen the brand, increase its competitiveness and attract new customers.

This result confirms the correctness of investments in innovation and partnerships with brands and bloggers, which together create a synergistic effect, increasing both direct profitability and long-term prospects for the hotel's development.

Interior renovations, equipment upgrades, digitalization and strategic collaborations are important steps to increase a hotel's competitiveness, improve its image and boost its financial performance. Introducing a train-inspired interior renovation creates a unique experience for guests and helps attract new customers, which increases brand awareness and drives more bookings. Upgrading the equipment in conference rooms allows us to offer modern conditions for business meetings, which opens up new opportunities to attract corporate clients and increase revenue from room rental.

Overall, the implementation of these innovations contributes to the hotel's comprehensive development, enhancing its competitiveness in the market and significantly increasing its financial performance. The implemented changes allow the hotel not only to attract new customers, but also to maintain the loyalty of existing ones, which ensures a stable financial flow and increases the overall efficiency of the hotel business.

## CONCLUSION

The development of the strategy for the Ibis Railway Station hotel is an important stage to ensure its competitiveness and stable growth in the Ukrainian hotel services market, especially in the face of post-Covid reality and economic instability caused by the war. The development strategy, developed on the basis of an analysis of the current market situation and the internal potential of the hotel, includes several main areas, such as updating the infrastructure, expanding services, collaborating with brands, active digitalization and promotion through social networks and bloggers.

The first thing that needs attention is the importance of maintaining the relevance of the interior and services that meet the modern requirements of the market. Updating the design and interior solutions, as well as improving the conference rooms using the latest technologies, will allow the hotel to maintain a high level of attractiveness for both corporate clients and tourists seeking to get an unforgettable experience from staying at the hotel. In addition, the creation of exclusive services, such as the organization of excursions to the closed parts of the station, will become a feature of the hotel, which will help attract new customers and make the hotel known not only among tourists, but also among local residents who want to get acquainted with non-public parts of this important infrastructure.

The implementation of the deep immersion strategy aims to ensure the complete relationship of the hotel with its environment - the station and travel. Actually, the Ibis Railway Station hotel should become not just a place to spend the night, but a real travel center where every guest can feel the atmosphere of movement and discovery. This will provide an opportunity to increase the number of guests, as well as increase the average check through additional services, such as excursions, buying souvenirs, renting conference rooms, etc. Expanding the range of services and improving the quality of service will allow the hotel to create a stronger brand that will meet the requirements of modern tourists.

Of particular importance in the development strategy of the hotel is digitalization. Creating a mobile application for booking rooms and providing

additional services will greatly simplify the process of interaction between customers and the hotel, allowing to increase the efficiency and convenience for guests. Digitalization at the reception and in the restaurant will also reduce service time and improve the overall experience of staying at the hotel, which will directly affect the level of customer satisfaction.

An important component of the strategy is active promotion through social networks, which will enable the hotel to reach new audiences. Interaction with popular travel bloggers, such as Uzol, Manko, Maria Sebova, will demonstrate the hotel as a place that offers not only comfortable accommodation, but also a unique experience that causes interest among different categories of tourists.

Separately, it should be noted the importance of strategic partnerships with well-known brands such as O bag and Cher17, as well as cooperation with Ukrzaliznytsia, which will further stimulate the demand for hotel services through joint advertising campaigns, discounts and promotions that will become attractive to guests. Discounts on tickets, souvenirs and travel clothes can significantly increase the flow of customers and increase the loyalty of regular visitors.

Financial forecasts based on the implementation of this strategy indicate the potential for significant revenue growth at the Ibis Railway Station. It is expected that thanks to the renewal of services and infrastructure, as well as active promotion, the hotel will be able to increase room occupancy by 25-30%, which will lead to an increase in revenues by 15-20%. In addition, by strengthening the brand and improving customer interaction, the hotel can expect to increase the average check and increase the level of loyalty of its guests.

The development strategy of the Ibis Railway Station, aimed at improving the quality of services, digitalization, creating a unique experience for guests and active promotion through social networks and cooperation with brands and bloggers, has significant potential to increase the competitiveness of the hotel in the market and ensure its financial stability in a changing market environment.

## REFERENCES

1. Ansoff. The turbulence concept: strategic management for difficult times. John Wiley & Sons Inc, 1999. 250 p.
2. Artur Lupashko. Z yakymy problemamy stykaiutsia hoteliery u 2024 rotsi?. Ribas Hotels Group. URL: <https://ribashotelsgroup.ua/en/blog/s-kakimi-problemami-stalkivayutsya-otelyeri-v-2024-godu/> (data zvernennia: 20.11.2024).
3. Bolshakov S. N. A business innovation renewal strategy. RSUH/RGGU bulletin. series economics. management. law. 2022. No. 3. P. 36–52. URL: <https://doi.org/10.28995/2073-6304-2022-3-36-52> (date of access: 19.11.2024).
4. Bosovska, M. Boiko, M. Bovsh, L. Okhrimenko, A. Vedmid, N. “Foresight (prevision) of development of the tourist system in Ukraine”, 2023, 21(4), 697–712 p.
5. Cherepanova V. O., Mosiichuk N. Stratehiia rozvytku pidpryiemstva v umovakh nestabilnoi ekonomiky: thesis. 2017. URL: <http://repository.kpi.kharkov.ua/handle/KhPI-Press/44617> (data zvernennia: 19.11.2024).
6. Danylenko-Kulchytska, V. A. (2022). Vplyv viiny na hotelno-restoranni biznes Ukrainy. [Impact of the war on the hotel and restaurant business of Ukraine]. Industriia turyzmu i hostynnosti v Tsentralnii ta Skhidnii Yevropi – Tourism and hospitality industry in Central and Eastern Europe, (6), 19-23. DOI: <https://doi.org/10.32782/tourismhospcee-6-3>
7. Finansova zvitnist TOV «UKR-KhO-TE-LIN-VEST KOMPANI». URL: <https://opendatabot.ua/c/37080867> (data zvernennia: 24.11.2024).
8. Grigorieva V. Z. Tools for implementation of the regional development strategy. Messenger AmSU. 2020. No. 91. P. 106–109. URL: <https://doi.org/10.22250/jasu.18> (date of access: 19.11.2024).
9. Herashchenko M., Tulchynska S. Modern tools for forming an enterprise development strategy to ensure profitability. International scientific journal "Internauka". 2021. No. 10(165). URL: <https://doi.org/10.25313/2520-2057-2024-10-10355> (date of access: 19.11.2024).

10. Hopkalo, L. Bovsh, L. Rasulova, A. Rasulov, R. Kompanets, K. FORESIGHT OF THE DEVELOPMENT OF RURAL TOURISM IN UKRAINE IN THE POST-WAR PERIOD, 2024, 5-30 p.
11. Khalina V., Vasyliieva T. Strukturno-funktsiionalnyi pidkhdid do formuvannia kliientoorientovanoi stratehii rozvytku pidpriumstva. Ekonomika ta suspilstvo. 2020. No. 22. URL: <https://doi.org/10.32782/2524-0072/2020-22-83> (date of access: 19.11.2024).
12. Klymenchukova N., Riashchenko V. Modelling the financial management strategy of an innovative environmental enterprise. Smart-ekonomika, pidpriumnytstvo ta bezpeka. 2023. Vol. 1, no. 1. P. 7–19. URL: [https://doi.org/10.60022/sis.1.\(01\).1](https://doi.org/10.60022/sis.1.(01).1) (date of access: 19.11.2024).
13. Kotler P., Berger R., Bickhoff N. Strategy and strategic management: a first basic understanding. The quintessence of strategic management. Berlin, Heidelberg, 2010. P. 5–26. URL: [https://doi.org/10.1007/978-3-642-14544-5\\_1](https://doi.org/10.1007/978-3-642-14544-5_1) (date of access: 19.11.2024)
14. Kovalchuk O. Formation of brand positioning strategy in the market. Market infrastructure. 2021. No. 51. URL: <https://doi.org/10.32843/infrastruct51-23> (date of access: 19.11.2024).
15. Kumar D. Enterprise growth strategy. Routledge, 2016. URL: <https://doi.org/10.4324/9781315579870> (date of access: 19.11.2024).
16. Lucas D. Diversification as an entrepreneurial strategy. Academy of management proceedings. 2024. Vol. 2024, no. 1. URL: <https://doi.org/10.5465/amproc.2024.201bp> (date of access: 19.11.2024).
17. Mamycheva A. Korporatyvna kultura, yak skladova formuvannia stratehii pidpriumnytskoi diialnosti. Suchasnyi stan ta perspektyvy rozvytku nauky / chair K. Zhadko. 2020. URL: <https://doi.org/10.36074/18.12.2020.v1.02> (data zvernennia: 19.11.2024).
18. Porter M. E. Competitive strategy. Measuring business excellence. 1997. Vol. 1, no. 2. P. 12–17. URL: <https://doi.org/10.1108/eb025476> (date of access: 19.11.2024).
19. Porter M. E. Competitive strategy: techniques for analyzing industries and competitors. New York : Free Press, 1980. 396 p.

20. Revutska A. O., Burliai A. P., Smoliy L. W. Innovation strategy as a means of enterprise business management and development in the conditions of globalization. Collected works of uman national university of horticulture. 2021. Vol. 2, no. 99. P. 81–94. URL: <https://doi.org/10.31395/2415-8240-2021-99-2-81-94> (date of access: 19.11.2024).
21. Sobolieva H. H. Teoretychni osnovy konkurentnoi stratehii ta konkurentnospromozhnosti pidpriemstva. International science journal of management, economics & finance. 2024. T. 3, № 3. S. 19–26. URL: <https://doi.org/10.46299/j.isjmef.20240303.03> (data zvernennia: 19.11.2024).
22. The strategy process: concepts, contexts, cases / ed. by M. Henry, M. Henry. 4th ed. Upper Saddle River, NJ : Prentice Hall, 2003. 489 p.

State University of Trade and Economics  
Department of Hotel and Restaurant Business Management

**MANAGEMENT & ADMINISTRATION  
GLOBAL CHALLENGES FOR THE  
DEVELOPMENT OF THE HOTEL  
AND RESTAURANT BUSINESS**

Articles of master programs students  
241 «Hotel and Restaurant Business»  
Educational Program «International Hotel  
and Restaurant business»  
073 «Management» Educational  
Program «Management and business administration  
in the hospitality industry»

Kyiv 2024

## CONTENT

<b>INTRODUCTION</b> .....	4
<b><i>BILOZERTSEVA S. O.</i></b> LOYALTY PROGRAMS IN HORECA .....	5
<b><i>BORODAVKO Y. D.</i></b> DEVELOPMENT STRATEGY OF A HOTEL ENTERPRISE IN THE CONDITIONS OF WAR.....	9
<b><i>SLOBODIANIK A. A.</i></b> STAFF INCLUSIVENESS AS A COMPETITIVE ADVANTAGE OF A MODERN HOSPITALITY .....	15
<b><i>STESHENKO A. V.</i></b> PREREQUISITES FOR RENOVATION IN THE HOTEL BUSINESS .....	19
<b><i>TRUSH M. I.</i></b> POS SYSTEMS IN RESTAURANT DIGITAL OPERATIONAL ACTIVITY.....	23
<b><i>ALEKSIENKO O. A.</i></b> METHODICAL TOOLS OF FORMATION BRANDING .....	27
<b><i>AL ZOUBI FIRAS</i></b> SERVICE QUALITY MANAGEMENT SYSTEM OF AN INTERNATIONAL HOTEL CHAIN.....	31
<b><i>MARANDY O. I.</i></b> FRANCHISING OF AN INTERNATIONAL HOTEL CHAIN ON THE NATIONAL MARKET OF HOTEL SERVICES .....	35
<b><i>NIKORA D. V.</i></b> DIGITAL TRANSFORMATION IN INTERNATIONAL HOTEL MANAGEMENT.....	40
<b><i>OLSHEVSKA M. Y.</i></b> RESTAURANT CHAIN MARKETING STRATEGIES.....	45
<b><i>TARANENKO D. S.</i></b> DIVERSIFICATION OF INTERNATIONAL HOTEL/RESTAURANT CHAIN SERVICES .....	49

6. Кругляк, Г. (2019). Дослідження ролі інноваційних технологій в управлінні підприємствами готельно-ресторанного господарства. *Economic and Food Security of Ukraine*, 6(3-4), 58-64. <https://doi.org/10.15673/efs.v6i3-4.1287>
7. Yanyan Chen Three decades of research on loyalty programs: A literature review and future research agenda/Timo Mandler, Lars Meyer-Waarden, Yanyan Chen// *Journal of Business Research* - 2021. – p. 179–197.
8. Christou, E., & Chatzigeorgiou, C. (2020). Adoption of social media as distribution channels in tourism marketing: A qualitative analysis of consumers' experiences. *Journal of Tourism, Heritage & Services Marketing (JTHSM)*, 6(1), 25–32.
9. Yu Su Airline and hotel loyalty programme diversity and choice: effects of personality, cultural, and socio-demographic factors/Olivia Su// 2023. – P. 653–677.
10. PYMNTS, 2022 /<https://www.pymnts.com/wp-content/uploads/2022/02/PYMNTS-Restaurant-Friction-Index-February-2022.pdf>
11. Linda D. Hollebeek Game on! How gamified loyalty programs boost customer engagement value/ Linda D. Hollebeek, Kallol Das, Yupal Shukla// *International Journal of Information Management*. – 2021 – 102308
12. The financial impact of loyalty programs in the hotel industry: A social exchange theory perspective/ Johnny JiungYee Lee, Michael L. Capella, Charles R. Taylor, Mi (Meg) Luo, Colin B. Gabler//*Journal of Business Research* Volume 67, Issue 10, October 2014, Pages 2139–2146

Work is executed under scientific guidance of the Candidate of Economics Sciences,  
Associate Professor, KULYK M.V.

## **DEVELOPMENT STRATEGY OF A HOTEL ENTERPRISE IN THE CONDITIONS OF WAR**

**Student BORODAVKO Y. D., 2 course, 3am group, FTB SUTE,  
speciality 073 «Management»,  
educational program «Management and business administration  
in the hospitality industry»**

*У статті розглядаються особливості та ключові аспекти розробки стратегії розвитку готельного бізнесу в умовах війни. Автор наголошує на важливості адаптації бізнес-процесів, впровадження інноваційних технологій для забезпечення безпеки та ефективного обслуговування гостей. Особливу увагу приділено адаптації маркетингових стратегій, розробці програм підтримки та мотивації персоналу. Запропоновано конкретні стратегії підвищення стійкості підприємства та підготовки до кризових ситуацій.*

**Ключові слова:** стратегія розвитку, інновації, безпека, маркетинг, підтримка персоналу, антикризове управління.

*The article discusses the peculiarities and key aspects of developing a hotel business development strategy during the war. The author emphasizes the importance of adapting business processes, introducing innovative technologies to ensure safety and efficient guest service. Special attention is paid to the adaptation of marketing strategies, development of programs to support and motivate staff. Specific strategies to increase the sustainability of the enterprise and prepare for crisis situations are proposed.*

**Keywords:** development strategy, innovation, security, marketing, staff support, crisis management.

**Actuality.** In the context of the ongoing military conflict in Ukraine, the hotel business is facing unprecedented challenges that require urgent and effective solutions to ensure sustainability and adaptation to new conditions. The war creates numerous obstacles to the normal functioning of hotels, including security threats, a decrease in the number of tourists, and changes in consumer habits. In such circumstances, the development and implementation of an effective development strategy becomes critical to maintaining competitiveness and ensuring the proper level of service. The study and implementation of new approaches and strategies focused on risk management, technology adaptation and resource optimization are essential for the successful operation of hotel companies in this challenging period.

**The purpose of the article** is to develop and implement an effective development strategy for hotel enterprises in the context of war, focusing on risk management, innovation and adaptation to changing market conditions.

**Research results.** The hotel industry in Ukraine has undergone profound transformations and navigated numerous challenges over the past five years, each demanding significant adaptations and resilience. The initial shock came with the Covid-19 pandemic, which drastically reduced the number of visitors to hotels and forced the industry to pivot in response to new health and safety realities. The pandemic necessitated the implementation of extensive preventive measures, reshaping operational protocols and guest interactions to address the global health crisis.

However, as if the pandemic's impact wasn't enough, the subsequent outbreak of full-scale war introduced an entirely new set of challenges, further complicating the recovery and growth prospects of the Ukrainian hotel industry. The war has deeply affected various regions of the country, with the central, eastern, and southern areas suffering the most severe consequences. These regions experienced a dramatic decline in guest numbers, reaching almost minimal occupancy levels due to the ongoing conflict and safety concerns.

Conversely, the western regions of Ukraine saw a starkly different scenario. Hotels in these areas were operating at near full capacity. This surge in occupancy was largely attributed to the various critical roles these establishments played in supporting the war effort and the humanitarian response. Western Ukrainian hotels took on multifaceted functions, such as providing accommodation and meals for refugees, preparing food for the military, setting up volunteer hubs, and transforming their facilities into storage centers for humanitarian aid. These roles were essential in addressing the immediate needs of displaced populations and those engaged in relief efforts, highlighting the adaptability and commitment of the hotel sector during wartime.

Despite this increased utilization, the overall number of tourists visiting Ukrainian hotels has plummeted. The vast majority of visitors now consist primarily of representatives from international organizations and journalists, focusing on the region's situation rather than leisure travel. The decline in tourist arrivals has also had a significant impact on state budget revenues. For instance, in the first half of 2022, state revenues from tourism-related activities fell by 25.7% compared to the same period in 2021. Additionally, the number of taxpayers employed in the tourism sector dropped by 17%, reflecting the sector's struggle to maintain its workforce amidst the ongoing turmoil.

Certain regions, notably Kyiv, Kyiv region, Lviv, Ivano-Frankivsk, and Odesa, have been the largest contributors to tax revenues, underscoring their relative stability and continued economic activity despite the broader challenges faced by the industry. [1]

In response to these unprecedented challenges, the State Tourism Agency, in collaboration with the Ukrainian Hotel & Resort Association, launched an initiative called "Visit Ukraine in the Future." This campaign was designed to support hotels financially and raise funds for charity through a novel approach: allowing potential foreign guests to book rooms in advance as a form of charitable contribution. This initiative aimed to provide critical financial support to hotels while simultaneously promoting future tourism once the situation stabilizes.

Hotels, which are responsible for both their staff and guests, have faced numerous difficulties and obstacles brought about by the war and associated threats. To navigate these challenges, hotels have had to adapt rapidly, revise their operational rules, and embrace new development strategies. The primary focus has been on ensuring the safety and well-being of both employees and guests, reflecting a commitment to preserving human lives as the foremost priority amidst the ongoing crisis.

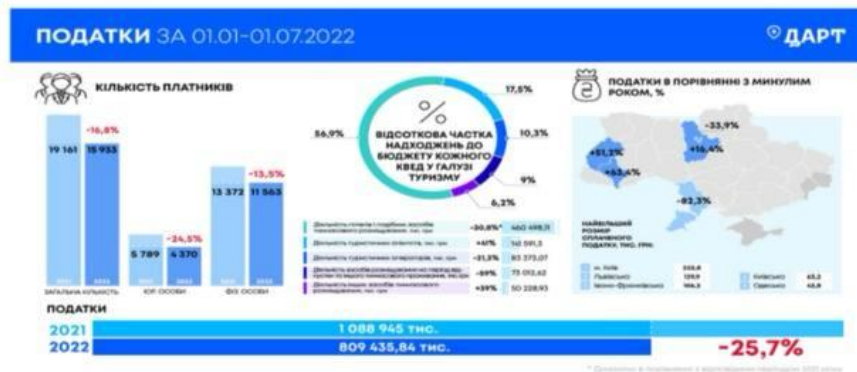


Fig. 1. The amount of tax revenues to the budget

This period of upheaval has not only tested the resilience of the Ukrainian hotel industry but also demonstrated its capacity for innovation and adaptability in the face of severe adversity. As the situation evolves, the lessons learned and the measures implemented will likely shape the future trajectory of the industry in Ukraine. And, of course, the primary strategy for a hotel during a time of war must be "Safety." This strategy is multifaceted, focusing on both the protection of the hotel's staff and the security of the guests who are staying there. Implementing such a strategy involves a comprehensive approach to ensure that every aspect of the hotel's operation contributes to a secure environment.

First and foremost, the hotel must undertake significant modifications to its infrastructure and equipment to enhance safety. One crucial measure is the establishment of a reliable and secure shelter within the premises. This shelter should be designed to accommodate all individuals, including those with disabilities. To ensure that everyone can access the shelter quickly in case of an emergency, the hotel should designate a dedicated staff member responsible for assisting guests with special needs. This staff member would help guide them swiftly and safely to the shelter.

The shelter itself should be equipped with essential amenities to sustain occupants for an extended period. This includes providing internet access to keep guests informed and connected, comfortable seating arrangements, as well as ample supplies of blankets, food, and water to last for several days. These provisions are crucial in maintaining the well-being of both staff and guests during prolonged periods of uncertainty or danger.

Furthermore, the hotel must install an effective air raid warning system. This system should be capable of delivering timely and accurate alerts to ensure that all occupants are aware of potential threats. Clear and concise information about possible dangers and the corresponding security measures should be regularly communicated to guests and staff. This information should be readily accessible and easily understandable to minimize confusion and ensure prompt action when needed. [3]

The second strategy is "Flexibility." During times of conflict and uncertainty, the ability to adapt to rapidly changing conditions becomes paramount. The unpredictable nature of such circumstances means that it is impossible to forecast what might happen today, tomorrow, or even in the coming weeks and months. As a result, hotels must embrace a flexible approach to their operations and demonstrate a high level of loyalty to their guests.

In a war-torn environment, traditional schedules and plans can be disrupted by a myriad of unforeseen events, including air raids, shelling, and other forms of violence such as shaheddist attacks. These situations can have a profound impact on guests' travel plans and the operational schedules of businesses. For instance, guests may need to alter their plans at the last minute due to safety concerns, and hotels must be prepared to accommodate these changes with understanding and adaptability.

To address these challenges, hotels should implement policies that allow for greater flexibility in their services. This could include offering free cancellations of reservations, allowing guests to cancel or modify their bookings without incurring penalties. By removing the financial barriers associated with last-minute changes, hotels can provide much-needed relief to guests who may be dealing with stressful and volatile situations.

Additionally, extending check-out times can be a valuable service during periods of heightened uncertainty. This accommodation allows guests more time to arrange their travel or adjust their plans in response to evolving conditions. It also demonstrates a commitment to guest comfort and convenience, which can be crucial in maintaining trust and loyalty during challenging times.

Hotels should also consider other flexible measures, such as providing temporary accommodations for guests who are unable to leave due to ongoing security issues, or offering special rates for those affected by the conflict. By doing so, hotels can help mitigate the impact of the crisis on their guests while ensuring that they continue to receive the support and services they need.

Ultimately, adopting a flexible approach not only helps in addressing immediate concerns but also builds long-term relationships with guests. It signals that the hotel is committed to their well-being and is willing to go the extra mile to support them through difficult times. Flexibility in this context is not merely a policy but a critical component of hospitality that reinforces the hotel's role as a reliable and compassionate refuge during periods of upheaval.

"Help" is the third strategy, and it has proven to be an indispensable approach, particularly during the initial months of full-scale conflict. In such challenging times, the power of mutual assistance, support, and cooperation becomes even more apparent. This strategy not only helps in navigating the immediate challenges but also plays a crucial role in sustaining the broader resistance efforts and fostering community solidarity.

The essence of the "Help" strategy lies in the recognition that no single entity can tackle the crisis alone. Instead, collective action and collaboration are essential. Hotels, as integral parts of the community, have a unique opportunity to contribute significantly through various means. One effective way to participate is by joining partnership programs. These programs often involve alliances with local businesses, government agencies, and non-governmental organizations (NGOs) to create a network of support and resources. By engaging in these partnerships, hotels can amplify their impact and leverage shared resources to address the needs of those affected by the conflict.

In addition to formal partnership programs, hotels can also become active members of associations and unions dedicated to developing and supporting tourism, especially in regions like Ukraine that are facing considerable adversity. These organizations often work on initiatives that aim to revitalize the tourism sector, promote local businesses, and provide humanitarian aid. By aligning with these groups, hotels can contribute to the broader effort of sustaining the local economy and ensuring that essential services remain available to both residents and visitors.

Providing shelter and food is another critical way hotels can extend their support. During periods of conflict, there is often an increased demand for safe places to stay and for access to basic necessities. Hotels can open their doors to those in need, offering temporary accommodations to displaced individuals or families. Additionally, hotels can set up initiatives to distribute food and water supplies to vulnerable populations. This act of generosity not only provides immediate relief but also reinforces the hotel's role as a compassionate and responsible community member.

Hotels can also engage in fundraising and donation drives to support humanitarian efforts. By organizing events or collaborating with charitable organizations, hotels can raise funds that go towards essential supplies, medical care, and other forms of assistance. Such initiatives can help bridge the gap between immediate needs and long-term recovery efforts.

Moreover, hotels should consider offering discounted or free accommodations to first responders, volunteers, and other individuals who are actively involved in relief and recovery operations. This gesture acknowledges their hard work and dedication while also providing them with a much-needed respite.

In summary, the “Help” strategy emphasizes the importance of solidarity and collective effort. By participating in partnership programs, joining associations, providing shelter and food, and supporting humanitarian initiatives, hotels can play a pivotal role in alleviating the hardships faced by those affected by the conflict. This approach not only demonstrates a commitment to community support but also strengthens the resilience of the region as it navigates through challenging times.

There are several approaches that hotels should consider to enhance their functionality and resilience in these challenging times:

**Marketing:** In the context of evolving realities such as ongoing conflict, marketing strategies must be carefully tailored to address the current needs and concerns of consumers. Traditional marketing approaches may no longer be effective or appropriate. Hotels should focus on creating marketing campaigns that are sensitive to the situation, highlighting their role in providing safety, comfort, and essential services. Messaging should be adapted to resonate with both local and international audiences, reflecting the hotel's commitment to addressing contemporary challenges and meeting the needs of a diverse clientele. This might involve emphasizing humanitarian efforts, safety measures, and community support initiatives, thereby fostering trust and engagement with potential guests.

**Use of Innovations:** Embracing modern technology is crucial for adapting to the current demands of the hospitality industry. Innovations such as online booking systems, which allow for seamless reservations and cancellations, are essential for convenience and efficiency. Contactless access to rooms can enhance safety and reduce physical contact, which is especially important in times of health crises or conflict. Automated systems, such as smart lighting and climate control, can improve energy efficiency and guest comfort. Additionally, incorporating automated cleaning systems can ensure high standards of hygiene while minimizing manual labor. Virtual tours can provide potential guests with a comprehensive view of the hotel's facilities, reassuring them of the safety and quality of their stay before they even arrive. These technologies not only meet the expectations of modern travelers but also streamline operations and improve overall guest satisfaction.

**Environmental Friendliness:** Environmental sustainability is a critical aspect of modern business practices, and hotels have a significant role to play in this arena. Large enterprises, including hotels, can set an exemplary standard for environmental stewardship by implementing practices that conserve natural resources and minimize their ecological footprint. This can include initiatives such as reducing energy and water consumption, managing waste responsibly, and utilizing eco-friendly products. Hotels should also consider incorporating green certifications and promoting their environmental efforts as part of their branding strategy. By doing so, they not only contribute to the preservation of the planet but also appeal to environmentally conscious travelers who prioritize sustainability in their choice of accommodation.

**Conclusions.** Many hospitality companies have found themselves in a particularly challenging situation due to the ongoing war waged by Russia against Ukraine. This conflict has disrupted normal operations and created a highly unpredictable environment for the industry. As a result, developing a robust and adaptive development strategy has become increasingly critical. While the approaches mentioned above are important, successful hotels often excel by integrating multiple strategies into a cohesive plan. They are those that swiftly adapt to new conditions, prioritize the well-being of their guests, and remain aligned with contemporary technological and environmental trends.

By blending innovative practices with a strong commitment to guest care and sustainability, hotels can navigate the complexities of the current landscape and emerge as leaders in the evolving hospitality industry. Adapting to change, staying attuned to guest needs, and embracing technological and environmental advancements will position hotels for resilience and success, even amidst ongoing adversity.

## References

1. Due to the war, state budget revenues from the tourism industry decreased by almost 26%. DART. URL: <https://www.tourism.gov.ua/blog/cherez-viynu-nadhodzhennya-doderzhbyudzhetu-vid-turgaluzi-skorotilisya-mayzhe-na-26> (accessed 04.04.2024).
2. "Visit Ukraine in the future": an original way to support Ukrainians was invented for tourists. Apostrophe. URL: <https://apostrophe.ua/ua/news/society/2022-03-10/poseti-ukrainu-v-buduschem-dlya-turistov-pridumali-originalniy-sposob-podderjat-ukraintsev/262074> (accessed 04.04.2024).
3. How the hotel and tourism business works in Ukraine during the war: about sustainability and innovation with Anton Taranenko. Visit Ukraine. URL: <https://visitukraine.today/uk/blog/2824/resilience-and-innovation-how-the-hotel-and-tourism-business-in-ukraine-works-in-the-context-of-war>
4. How the hotel service has changed during the war. Ribas Hotels Group. URL: <https://ribashotelsgroup.ua/blog/kak-izmenilsya-gostinichny-servis-vo-vremya-voyni/>
5. Bezruchko L.S. Hotel industry of Ukraine in the conditions of war: current state and prospects for development // Scientific Bulletin. Economics and management. 2023.
6. Vitkovska O.V. Features of staff recruitment in the Ukrainian labor market under martial law // Scientific Bulletin of Vasyl Stus National University. Vol. 2 No. 14 2022.
7. Kovalskiy OI, Pshyk-Kovalska OO Features of personnel management under martial law // Scientific Bulletin 2022; Issue 4, Number 2: pp. 88–93.
8. The rating of Ukraine's regional tourist systems according to their investment potential / A. Mazaraki et al. Problems and Perspectives in Management. 2022. Vol. 20, no. 3. P. 43–61. URL: [https://doi.org/10.21511/ppm.20\(3\).2022.04](https://doi.org/10.21511/ppm.20(3).2022.04)
9. Kudelia V.I., Yakovenko V.G. Peculiarities of Personnel Management in the Conditions of Martial Law. Bulletin of Transport and Industry Economics. 2023. No. 81-82. P. 290-297. URL: <https://doi.org/10.18664/btie.81-82.287264>.
10. Samodai V., Rybalchenko S., Oryshchenko E. anti-crisis management of hotel enterprise in war conditions. 2022. № 44. URL: <https://doi.org/10.32782/2524-0072/2022-44-35>.
11. Foresight (prevision) of development of the tourist system in Ukraine / M. Boiko, M. Bosovska et al. Problems and Perspectives in Management. 2023. Vol. 21, no. 4. P. 696–712. URL: [https://doi.org/10.21511/ppm.21\(4\).2023.52](https://doi.org/10.21511/ppm.21(4).2023.52)
12. Samodai V., Rybalchenko S., Oryshchenko E. ANTI-CRISIS MANAGEMENT OF HOTEL ENTERPRISE IN WAR. Economy and Society. 2022. № 44. URL: <https://doi.org/10.32782/2524-0072/2022-44-35>.
13. Cherep O., Kalyuzhna Y., Mykhailichenko L. Features of Personnel Management in the Conditions of Martial Law in Ukraine. Economy and Society. 2023. № 48. URL: <https://doi.org/10.32782/2524-0072/2023-48-24> (accessed August 16, 2024).

Scientific advisor: the Doctor of Scientific (Economics) Professor BOIKO M.

## Звіт подібності

### метадані

Заголовок

Робота Бородавко Л.

Науковий керівник / Експерт

Автор

Бойко

підрозділ

Кафедра готельно-ресторанного бізнесу

### Тривога

У цьому розділі ви знайдете інформацію щодо текстових спотворень. Ці спотворення в тексті можуть говорити про **МОЖЛИВІ** маніпуляції в тексті. Спотворення в тексті можуть мати навісний характер, але частіше характер технічних помилок при конвертації документа та його збереженні, тому ми рекомендуємо вам підходити до аналізу цього модуля відповідально. У разі виникнення запитань, просимо звертатися до нашої служби підтримки.

Заміна букв		0
Інтервали		0
Мікропробіли		18
Білі знаки		0
Парафрази (SmartMarks)		17

### Обсяг знайдених подібностей

Коефіцієнт подібності визначає, який відсоток тексту по відношенню до загального обсягу тексту було знайдено в різних джерелах. Зверніть увагу, що високі значення коефіцієнта не автоматично означають плагіат. Звіт має аналізувати компетентна / уповноважена особа.



25

Довжина фрази для коефіцієнта подібності 2



12949

Кількість слів

84068

Кількість символів

### Подібності за списком джерел

Нижче наведений список джерел. В цьому списку є джерела із різних баз даних. Копір тексту означає в якому джерелі він був знайдений. Ці джерела і значення Коефіцієнту Подібності не відображають прямого плагіату. Необхідно відкрити кожне джерело і проаналізувати зміст і правильність оформлення джерела.

10 найдовших фраз		Копір тексту	
ПОРЯДКОВИЙ НОМЕР	НАЗВА ТА АДРЕСА ДЖЕРЕЛА URL (НАЗВА БАЗИ)	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	<a href="#">Кваліфікаційна робота Стешенко</a> 12/1/2024 State University of Trade and Economics (Кафедра готельно-ресторанного бізнесу)	31	0.24 %
2	<a href="#">Кваліфікаційна робота Стешенко</a> 12/1/2024 State University of Trade and Economics (Кафедра готельно-ресторанного бізнесу)	16	0.12 %
3	<a href="https://www.hotelchantelle.com/how-to-open-a-hotel/">https://www.hotelchantelle.com/how-to-open-a-hotel/</a>	13	0.10 %
4	<a href="https://ieeca.org/journal/index.php/JEECAR/article/download/358/281/">https://ieeca.org/journal/index.php/JEECAR/article/download/358/281/</a>	12	0.09 %

5	ІНОЗЕМНІ МОВИ У СВІТОВОМУ ЕКОНОМІКО-ПРАВОВОМУ ПРОСТОРИ Електронний збірник студентських наукових статей Випуск XI (Частина 2) 4/8/2024 V. N. Karazin Kharkiv National University (KКNU) (Факультет ін.мов. Кафедра ділової іноземної мови)	11	0.08 %
6	Procedure to evaluate the impact of crises on hotel facilities Félix Díaz-Pompa,Glessler Vladimir Ramos-Giral, Olga Lidia Ortiz-Pérez;	10	0.08 %
7	<a href="https://cyberleninka.ru/article/n/analiz-motivatsii-trudovoy-deyatelnosti-personala-pao-sberbank-rossii">https://cyberleninka.ru/article/n/analiz-motivatsii-trudovoy-deyatelnosti-personala-pao-sberbank-rossii</a>	10	0.08 %
8	Формування стратегії просування туристичного продукту 5/15/2024 Kharkiv National University of Economics named after S.Kuznets (KNUE) (KNUE)	9	0.07 %
9	THE IMPACT OF THE CORONAVIRUS PANDEMIC (COVID-19) CRISIS TO DEVELOPMENT ECONOMY OF AZERBAIJAN 6/6/2022 Azerbaijan State University of Economics UNEC Books (BMDM (Samirə Şamxalova))	8	0.06 %
10	Формування стратегії просування туристичного продукту 5/15/2024 Kharkiv National University of Economics named after S.Kuznets (KNUE) (KNUE)	8	0.06 %
<b>з бази даних RefBooks (0.17 %)</b>			
ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
<b>джерело: Paperity</b>			
1	Procedure to evaluate the impact of crises on hotel facilities Félix Díaz-Pompa,Glessler Vladimir Ramos-Giral, Olga Lidia Ortiz-Pérez;	10 (1)	0.08 %
2	The impact of employee education on for the development of the hotel services market in the conditions of digitalization Elena Konovalova, Aleksandr Shelygov,Elena Potekhina, Natalia Kozlova, Kostyantyn Lebedev, Natalia Rykhtikova;	6 (1)	0.05 %
3	THE ADHERENCE OF THE PHYSICAL CULTURE HIGHER EDUCATION FROM THE REPUBLIC OF MOLDOVA TO THE EUROPEAN HIGHER EDUCATION AREA Viorel DORGAN,Viorica CALUGHER;	6 (1)	0.05 %
<b>з домашньої бази даних (0.40 %)</b>			
ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	<a href="#">Кваліфікаційна робота Стешенко</a> 12/1/2024 State University of Trade and Economics (Кафедра готельно-ресторанного бізнесу)	52 (3)	0.40 %
<b>з програми обміну базами даних (1.03 %)</b>			
ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	Формування стратегії просування туристичного продукту 5/15/2024 Kharkiv National University of Economics named after S.Kuznets (KNUE) (KNUE)	28 (4)	0.22 %

2	ЕПФ магістр 2024 11/6/2024 Odessa I.I.Mechnikov National University (Одеський національний університет імені І.І.Мечникова)	24 (4)	0.19 %
3	Монографія Васильєва_ЛМ 4/26/2024 Dnipro State Agrarian and Economic University (Dnipro State Agrarian and Economic University)	23 (4)	0.18 %
4	THE IMPACT OF THE CORONAVIRUS PANDEMIC (COVID-19) CRISIS TO DEVELOPMENT ECONOMY OF AZERBAIJAN 6/6/2022 Azerbaijan State University of Economics UNEC Books (BMDM (Samirə Şamxalova))	20 (3)	0.15 %
5	ІНОЗЕМНІ МОВИ У СВІТОВОМУ ЕКОНОМІКО-ПРАВОВОМУ ПРОСТОРИ Електронний збірник студентських наукових статей Випуск XI (Частина 2) 4/8/2024 V. N. Karazin Kharkiv National University (ККНУ) (Факультет ін.мов. Кафедра ділової іноземної мови)	16 (2)	0.12 %
6	Daniil Esaulov and Yaroslav Nedvyga_.docx 2/15/2024 Estonian Academic Database (Estonian University)	12 (2)	0.09 %
7	ПУТИ СОВЕРШЕНСТВОВАНИЯ МЕХАНИЗМОВ УПРАВЛЕНИЯ КОРПОРАТИВНЫМИ СТРУКТУРАМИ В ТУРИЗМЕ (TURİZMDƏ KORPORATİV STRUKTURLARIN İDARƏETMƏ MEKANİZİMLƏRİN TƏKMİLLƏŞDİRİLMƏSİ YOLLARI) 4/5/2022 Higher Attestation Commission (Elm sahələri üzrə üçüncü şöbə)	11 (2)	0.08 %
<b>з Інтернету (0.36 %)</b>			
ПОРЯДКОВИЙ НОМЕР	ДЖЕРЕЛО URL	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	<a href="https://www.hotelchantelle.com/how-to-open-a-hotel/">https://www.hotelchantelle.com/how-to-open-a-hotel/</a>	13 (1)	0.10 %
2	<a href="https://www.trade.gov.tw/App_Ashx/File.ashx?FilePath=../Files/Doc/波蘭2020國家發展綱領(英文).pdf">https://www.trade.gov.tw/App_Ashx/File.ashx?FilePath=../Files/Doc/波蘭2020國家發展綱領(英文).pdf</a>	12 (2)	0.09 %
3	<a href="https://ieeca.org/journal/index.php/JEECAR/article/download/358/281/">https://ieeca.org/journal/index.php/JEECAR/article/download/358/281/</a>	12 (1)	0.09 %
4	<a href="https://cyberleninka.ru/article/n/analiz-motivatsii-trudovoy-deyatelnosti-personala-pao-sberbank-rossii">https://cyberleninka.ru/article/n/analiz-motivatsii-trudovoy-deyatelnosti-personala-pao-sberbank-rossii</a>	10 (1)	0.08 %

### Список принятых фрагментів (немає принятих фрагментів)

ПОРЯДКОВИЙ НОМЕР	ЗМІСТ	КІЛЬКІСТЬ ОДНАКОВИХ СЛІВ (ФРАГМЕНТІВ)
------------------	-------	---------------------------------------

Підприємство: ТОВАРИСТВО З  
ОБМЕЖЕНОЮ ВІДПОВІДАЛЬНІСТЮ  
"УКРХОТЕЛІНВЕСТ КОМПАНІ"

Дата (рік, місяць, число)

за ЄДРПОУ

КОДИ
28.02.2024
37080867

(найменування)

**Звіт про фінансові результати (Звіт про сукупний дохід)**

**Рік 2023**

Форма № 2		Код за ДКУД	1801003
<b>I. ФІНАНСОВІ РЕЗУЛЬТАТИ</b>			
Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	239 690,00	92 188,00
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	239 690,00	66 446,00
<b>Валовий:</b> прибуток	2090	91 127,00	25 742,00
Збиток	2095	(-)	
Інші операційні доходи	2120	986,00	224,00
Адміністративні витрати	2130	25 154,00	14 589,00
Витрати на збут	2150	21 533,00	7 921,00
Інші операційні витрати	2180	943,00	2 248,00
<b>Фінансовий результат від операційної діяльності:</b> прибуток	2190	44 483,00	1 208,00
збиток	2195	(-)	(-)
Дохід від участі в капіталі	2200	-	0
Інші фінансові доходи	2220	536,00	33,00
Інші доходи	2240	-	0
Фінансові витрати	2250	(-)	(0)
Втрати від участі в капіталі	2255	(-)	(0)
Інші витрати	2270	(-)	(0)
<b>Фінансовий результат до оподаткування:</b> прибуток	2290	45 019,00	1 241,00
збиток	2295	(-)	(-)
Витрати (дохід) з податку на прибуток	2300	-8 103,00	-228,00
Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	0

<b>Чистий фінансовий результат:</b> прибуток	2350	36 916,00	1 013,00
збиток	2355	(-)	(-)
<b>II. СУКУПНИЙ ДОХІД</b>			
Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Дооцінка (уцінка) необоротних активів	2400	-	0
Дооцінка (уцінка) фінансових інструментів	2405	-	0
Накопичені курсові різниці	2410	-	0
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	-	0
Інший сукупний дохід	2445	-	0
<b>Інший сукупний дохід до оподаткування</b>	<b>2450</b>	0	0
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	-	-
<b>Інший сукупний дохід після оподаткування</b>	<b>2460</b>	0	0
<b>Сукупний дохід (сума рядків 2350, 2355 та 2460)</b>	<b>2465</b>	36 916,00	1 013,00
<b>III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ</b>			
Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Матеріальні затрати	2500	31 828,00	11 034,00
Витрати на оплату праці	2505	55 978,00	28 404,00
Відрахування на соціальні заходи	2510	11 181,00	5 597,00
Амортизація	2515	7 320,00	2 054,00
Інші операційні витрати	2520	89 401,00	43 348,00
<b>Разом</b>	<b>2550</b>	195 708,00	90 437,00
<b>IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ</b>			
Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Середньорічна кількість простих акцій	2600	-	-
Скоригована середньорічна кількість простих акцій	2605	-	-
Чистий прибуток (збиток) на одну просту акцію	2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	-	-
Дивіденди на одну просту акцію	2650	-	0

Керівник

ВОРОТИНСЬКИЙ ВІКТОР МИКОЛАЙОВИЧ  
(ініціали, прізвище)

Головний бухгалтер

Петровська Олена Миколаївна  
(ініціали, прізвище)

*Continuation of Appendix C*

Підприємство: ТОВАРИСТВО З  
ОБМЕЖЕНОЮ  
ВІДПОВІДАЛЬНІСТЮ  
"УКРХОТЕЛІНВЕСТ КОМПАНІ"  
(найменування)

Дата (рік, місяць,  
число)

за ЄДРПОУ

КОДИ
23.02.2022
37080867

### Звіт про фінансові результати (Звіт про сукупний дохід)

Рік 2021

Форма № 2	Код за ДКУД	1801003	
<b>I. ФІНАНСОВІ РЕЗУЛЬТАТИ</b>			
Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Чистий дохід від реалізації продукції (товарів, робіт, послуг)	2000	167 023,00	70 027,00
Собівартість реалізованої продукції (товарів, робіт, послуг)	2050	167 023,00	51 841,00
<b>Валовий: прибуток</b>	2090	47 351,00	18 186,00
збиток	2095	(-)	
Інші операційні доходи	2120	325,00	476,00
Адміністративні витрати	2130	17 479,00	16 158,00
Витрати на збут	2150	11 802,00	8 899,00
Інші операційні витрати	2180	907,00	1 241,00
<b>Фінансовий результат від операційної діяльності: прибуток</b>	2190	17 488,00	-
збиток	2195	(-)	7 636,00
Дохід від участі в капіталі	2200	-	0
Інші фінансові доходи	2220	296,00	4,00
Інші доходи	2240	-	0
Фінансові витрати	2250	(-)	(0)
Втрати від участі в капіталі	2255	(-)	(0)
Інші витрати	2270	(-)	(0)
<b>Фінансовий результат до оподаткування: прибуток</b>	2290	17 784,00	-
збиток	2295	(-)	7 632,00
Витрати (дохід) з податку на прибуток	2300	-1 871,00	0

Прибуток (збиток) від припиненої діяльності після оподаткування	2305	-	0
<b>Чистий фінансовий результат: прибуток</b>	2350	15 913,00	-
збиток	2355	(-)	7 632,00
<b>II. СУКУПНИЙ ДОХІД</b>			
Стаття	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Дооцінка (уцінка) необоротних активів	2400	-	0
Дооцінка (уцінка) фінансових інструментів	2405	-	0
Накопичені курсові різниці	2410	-	0
Частка іншого сукупного доходу асоційованих та спільних підприємств	2415	-	0
Інший сукупний дохід	2445	-	0
<b>Інший сукупний дохід до оподаткування</b>	<b>2450</b>	0	0
Податок на прибуток, пов'язаний з іншим сукупним доходом	2455	-	-
<b>Інший сукупний дохід після оподаткування</b>	<b>2460</b>	0	0
<b>Сукупний дохід (сума рядків 2350, 2355 та 2460)</b>	<b>2465</b>	15 913,00	-7 632,00
<b>III. ЕЛЕМЕНТИ ОПЕРАЦІЙНИХ ВИТРАТ</b>			
Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Матеріальні затрати	2500	12 369,00	5 809,00
Витрати на оплату праці	2505	26 342,00	20 020,00
Відрахування на соціальні заходи	2510	5 106,00	3 921,00
Амортизація	2515	2 563,00	4 707,00
Інші операційні витрати	2520	102 882,00	43 454,00
<b>Разом</b>	<b>2550</b>	149 262,00	77 911,00
<b>IV. РОЗРАХУНОК ПОКАЗНИКІВ ПРИБУТКОВОСТІ АКЦІЙ</b>			
Назва статті	Код рядка	За звітний період	За аналогічний період попереднього року
1	2	3	4
Середньорічна кількість простих акцій	2600	-	-
Скоригована середньорічна кількість простих акцій	2605	-	-
Чистий прибуток (збиток) на одну просту акцію	2610	-	-
Скоригований чистий прибуток (збиток) на одну просту акцію	2615	-	-
Дивіденди на одну просту акцію	2650	-	0

Керівник

ВОРОТИНСЬКИЙ ВІКТОР МИКОЛАЙОВИЧ

(ініціали, прізвище)

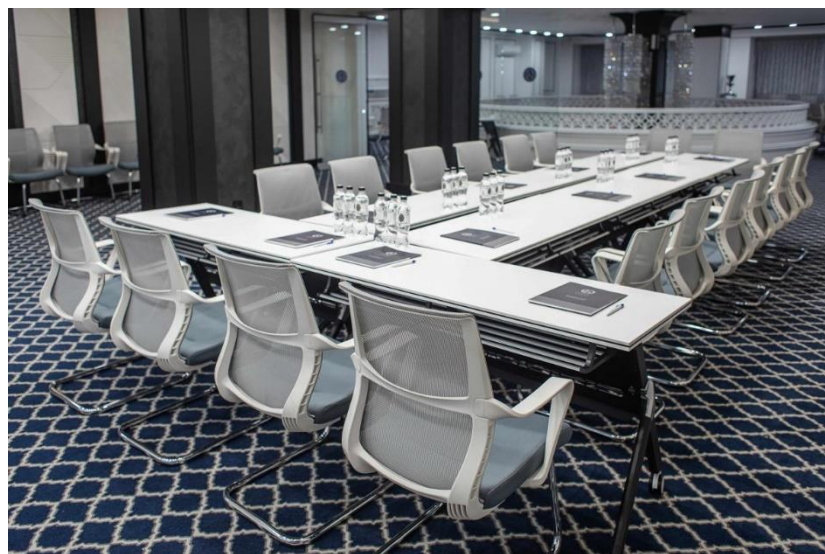
Головний бухгалтер

Петровська Олена Миколаївна  
(ініціали, прізвище)

*Appendency D*



*Pic. 3.1 Interior design*



*Pic 3.2 Conference room*



*Pic. 3.3 Online check-in*



*Pic 3.4 Closed part of the station*



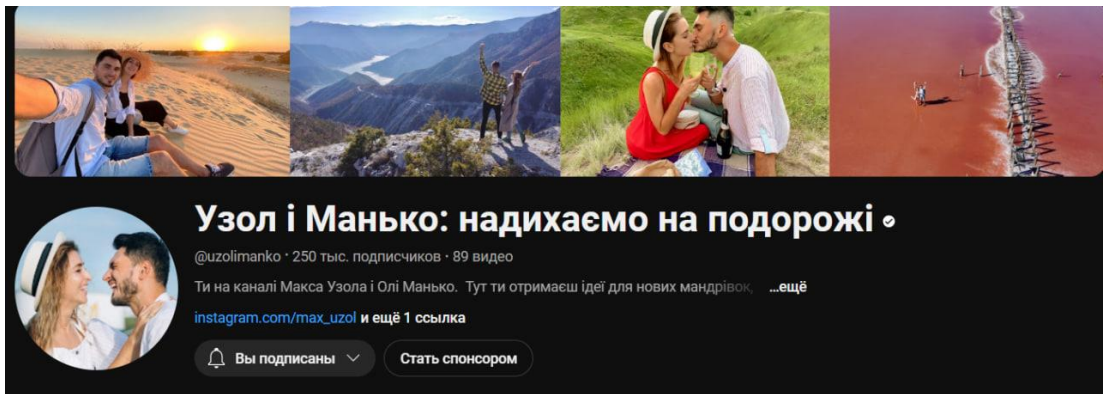
*Pic. 3.5 O bag collaboration*



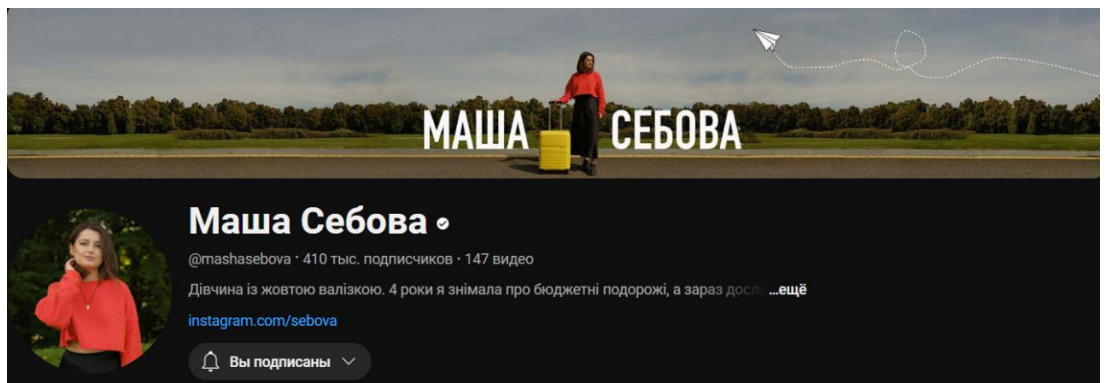
*Pic. 3.6 Ukrzaliznytsia collaboration*



*Pic 3.7 Cher 17 collaboration*



*Pic. 3.8 Bloggers Uzol and Manko*



*Pic. 3.9 Maria Sebova*