

ҚОҒАМДЫҚ ҒЫЛЫМДАР

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AN ANALYSIS OF FOREIGN EXPERIENCE IN HOTEL MANAGEMENT

Abstract. The management process of a hotel enterprise is usually based on a series of consistent actions, including planning, organizing, motivating and monitoring the work of employees using the available options. In the strategic understanding the management of the hotel industry is conducted as a continuous process of using opportunities and chances of a hotel enterprise to build and implement strategic decisions in a long time period.

The choice of a strategy of a hotel enterprise largely depends on the situation at the micro and macroeconomic level, as well as due to the emergence of external undesirable situations in the future.

Key words: Hotel enterprise, exogenous dependence, endogenous dependence, geopolitical situation, quality of design.

Аңдатпа. Мақала қонақ үй кешенін басқару процесін жоспарлау, ұйымдастыру, мотивация және қол жетімді параметрлерін пайдаланып қызметкерлерінің жұмысын бақылау қызметтері серияларына негізделген.

Стратегиялық түсінік бойынша өнеркәсіп менеджменті, ұзақ уақыт бойы стратегиялық шешімдерді іске асыру мақсатында қонақ үй компанияларының қабілеттілігі мен мүмкіндіктерін қолданудың үздіксіз процесі ретінде жүргізіледі.

Кілт сөздер: Қонақ үй ісі, экзогендік тәуелділік, эндогендік тәуелділігі, геосаяси жағдай, жобалау сапасы.

Аннотация. В статье представлен анализ существующих процессов управления, в том числе обслуживающей сферой, представлены значения таких понятий как экзогенная зависимость, эндогенная зависимость, геополитическая ситуация, качество дизайна.

По мнению автора, процесс управления гостиничным комплексом основан на серии последовательных действий, включая планирование,

организация, мотивация и контроль за работой сотрудников, используя доступные параметры. В стратегическом понимании менеджмент отрасли проводится как непрерывный процесс использования возможностей и шансов гостиничного предприятия для создания и реализации стратегических решений в течение длительного времени.

Ключевые слова: Гостиничное предприятие, экзогенная зависимость, эндогенная зависимость, геополитическая ситуация, качество дизайна.

The dynamics of the variability of the tourist services market requires immediate reaction in the management of the hotel enterprise, however, the time for the development of a certain behavior due to the volatility of the environment and the level of difficulties of market conditions is growing rapidly [1; 2; 3].

The hotel enterprise in its activities should use methods of analysis and diagnosis, and take into account the influence of the external environment.

Taking this into consideration, the hotel management system is defined, which is divided into endogenous and exogenous (Table 1) [5, p.135].

The endogenous dependence of hotel management is the choice of management strategy, personnel and marketing policies, the flow of information and related knowledge management and the financial condition of the hotel enterprise.

Exogenous dependence covers the globalization of the tourism sector and the services market, the impact of the natural and macro environment on the choice of management methods in the hospitality industry and the prevailing geopolitical situation in the services market.

The management process of a hotel enterprise is usually based on a series of consistent actions, including planning, organizing, motivating and monitoring the work of employees using the available options [6].

Table 1

The dependence system of management of the hotel enterprise

Endogenous dependence	Exogenous dependence
Selection of management strategy: - focus on the former market -expansion of new distribution channels - diversification of the tourist product -investing in new technologies of the tourism industry	Globalization of the tourism sector and the services market Global consumption of tourism products

A clear staffing and staff policy of the hotel business	The influence of the macro environment on the choice of management methods in the hotel business
Marketing Policy	Development of advanced hospitality industry technologies
Merger, acceptance of hotel enterprises	Natural environment
The flow of information and related knowledge management	The geopolitical situation in the market of services
Financial condition of the hotel enterprise	The intensity of the flow of information in the media
Note: Compiled by the author by source [5].	

Achieving efficiency, profitability and economic success of the hotel enterprise is the goal of top management (Figure 4).

In the management of the hospitality industry, it is important to take into account that the desire for the effective existence of an enterprise in the services market requires an exact choice of decisive strategic actions, knowledge management, operational management, etc. Thus, most areas of management are taken into account.

In the strategic understanding of the management of the hotel industry is conducted as a continuous process of using the opportunities and the chance of a hotel enterprise to build and implement strategic decisions in a long time period.

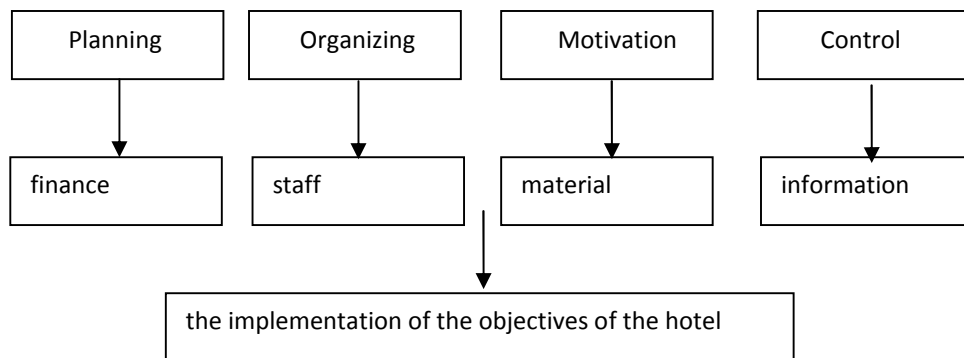


Figure 4- The essence of management of the hotel enterprise [7].

In the process of strategic management in hotel enterprises, the following important properties can be distinguished:

- focus on the nature of the difficulties;
- long-term planning and operation of hotel enterprises;

-tracking changes in the micro and macro environment, as well as responding to them;

- variability of thinking, the ability to formulate strategies for specific areas of activity of hotel enterprises;

- the reserve of resources in significant areas on which the success of the enterprise depends.

The process of operational management in the hospitality industry covers actions based on the implementation of postulates of strategy and executive decisions, taking into account detailed actions in a shorter period of time. In addition to the main traditional approaches to management, the hotel business, taking into account its features, focuses on the areas of quality management, risk, projects, revenues, customer relationship management.

The experience of foreign countries shows that in order to guarantee and maintain the expected quality to clients /tourists, two aspects of quality should be differentiated, namely:

- quality of design;

- quality of conformity with design (design quality).

Quality of design is a concept that implies products / services that are tailored to the needs of customers. In this case, the hotel enterprise is able to meet the requirements of the client (tourist) only if they are included in the design project, that is, the customer's requests must be included, or "built-in" in the product/service of the hotel. In this regard, hotel enterprises conduct market research in order to identify the state of the client and his requests.

The quality of conformity with the design is the satisfaction of the client's needs, so that it becomes possible, the hotels need a continuous research of the clients' needs, as well as their own abilities. This approach would guarantee continuous improvement and increase the level of effectiveness of the quality management itself.

The aggravation of competition in the tourist services market promotes the development of new approaches to quality management, in particular, the use of TQM (Total Quality Management), which will allow hotel enterprises to adapt to the market of services. One of the most common criteria for measuring service quality is the internal service quality model and the SERVQUAL model.

Quality of service is a way to manage business processes to ensure complete customer satisfaction at all levels (internal and external), which leads to increased competitiveness, efficiency and flexibility of the enterprise. Evidence of the effectiveness of quality management is the increase in the profitability of the hotel and its share in the services market [6].

The results of a study conducted in the USA on a sample of 2,600 enterprises between 1987 and 2002 showed a direct correlation between the level of quality of goods and services and their financial performance. In addition, this was observed at the level of all indicators of the success of the

hotel enterprise: market share of services, investment levels, property turnover ratio, which showed more significant values of the enterprise with a high level of goods and services [8, p.82].

Increasing the effectiveness of the entire quality management system is possible only when monitoring and analyzing customer requests, as well as determining and implementing a permanent increase.

Quality is a complex term, consisting of several elements and criteria that are of equal importance and in the absence of even one of them, it is impossible to get a complete vision of the product or service. Quality is the result of growing more and more diverse customer needs, along with a high increase in competition, the globalization of the tourism services market and the development of modern technologies [8].

The problems of measuring service quality are the result of a lack of clear parameters for determining it, which does not happen with the quality of the product, because in this case there are certain indicators: the life cycle, the number of defects, etc., which make it possible to determine the quality level relatively easily [6]. Common elements of the product and quality of service are described in more detail in Table 2.

Table 2

Common Product Elements and Quality of Service

Type of measurement	Definition
Availability	The product or service is readily available.
Quality assurance	Kind, courteous, educated service personnel.
Connection	Customers receive information about all products and services, their changes in a language understandable to them.
continued table 2	
Type of measurement	Definition
Qualification	The staff has the necessary knowledge and skills to sell products or provide services.
Standards	Products and services must meet standards.
Defects	Each indefinite quality that is associated with the needs of the client.
Validity	Behavior, the result of service and the product itself are presented in a long period of time.
Human qualities	The product or service must retain the customer's self-esteem.
Results	The product or service has the expected effect.

Reliability	The ability to sell a product or provide a service cautiously and delicately.
Responsibility	Certain duration of product sales or service provision.
Security	The product or service is safe, without any kind of risk or danger.
Note: Compiled by the author by source [8]	

An important feature of hotel services is the inability to separate production from consumption, the impossibility of stock of services, their non-material quality, transience and heterogeneity. Since services are actions, ideas or concepts, not objects, they can not be considered as products, therefore services are characterized by immateriality. In addition, it is impossible to save the service, which leads to the problem of harmonizing the supply and demand for them. Different people in its own way, showing diversity that distinguishes the service from the product, can provide the service itself in the hotel business.

The qualitative system of hotel services is based on such principles as management commitment, focus on clients, employees and facts, constant improvement and cooperation of all participants at all stages of the process.

Studies by Ron Zemke and Dick Schaff in 1989. On 101 enterprises in the field of the provision of services, show the following results:

- managers are "obsessed" by listening to the changing needs and expectations of customers, as well as the desire to respond to them;
- the strategy of service "inspired by consumers" by managers in their enterprises is jointly defined and passed on to the staff;
- managers develop and maintain a customer-friendly service delivery system;
- managers search, then inspire and develop the staff that are directly connected with consumers [9, p.21].

In the early 90s of the last century, two basic approaches to service quality were identified: the first approach was "technical" and aimed at the product, the second approach was relevant only to the customer [8, p. 80]. In this case, services are provided from two points of view - on the one hand, the manager tries to comply with the standards, while on the other hand, he wants to satisfy the client.

The first approach is production-oriented and tends to a sequence of services, preventing or reducing the impact of personnel directly involved in the provision of services.

According to the experience of foreign countries, the service process of provisioning is most often a standard job and the role of the service provider is reduced to the delineation and implementation of a certain work, that is, a minor impact on the work itself, so you can achieve maximum productivity. This "product-based" approach in the provision of services is the

result of an organizational view of a series of elements that require coordination and control, while the service is strictly standardized. This approach is contrary to the aspirations of consumers, taking into account their personal tendencies and expectations, besides this, it is "industrial" in contrast to the consumer's desire to find warm and friendly relations in service.

The second approach, focused on the consumer, is based on the expectation of meeting the needs. After service, the customer compares his expectations with experience. The process of consumer expectations passes according to the statement that the customer's dissatisfaction occurred before the purchase, before deciding to buy something. According to this, the consumer creates his own benchmarking, and the satisfaction rating is the result of his state after purchase.

Richard Norman, the creator of the concept of "the moment of truth," notes that before the first generation of researchers in the field of service management, the task was to determine the specificity of the service sector as opposed to other spheres, paving the way for a second generation of researchers focused on relationships in services, Providing service and service design in order to optimize the "moment of truth" [10].

A tourist enterprise strives for success - while achieving certain goals, others are established, leading to higher product quality and efficiency, adopting a concept, improving and improving the management style. Generally accepted quality can not be a change program with certain duration of a set and is a continuous and continuous process. Successful organization is constantly identified and achieved by identifying the causes of problems in the work, so each employee must have the ability to determine the problem, and in conjunction with the board take the necessary measures.

Business processes in each hotel economy are subject to variability, which is quite acceptable, but the parameter of volatility in converting incoming values to outgoing leads to a change in the entire business process. For example, the lack of supply of a certain product on the market may require its replacement by others, which may affect the quality of the dishes and affect the time cycle of the process, the amount of consumption and the levels of customer satisfaction [11, p.1019]. The case of variability and deviation from the optimal process does not always have a negative effect on the quality of the results, but if the process deviates from its optimal course to a more acceptable one, or if it exceeds its limit, then it undergoes quality reduction. The process becomes too expensive, endangering the quality and results, and leads to a serious risk of dissatisfaction on the part of the client / consumer.

Customer relationship management. The main goal of customer relationship management (CRM) is the ability to handle with the customer through various channels and functions, to create loyal and beneficial relationships [12, c.3261]. Although cost reduction and strategies of competitive pricing can attract customers competitors, in the service sector this

is not a sufficient reason for customers. In such situations, a successful competitive strategy develops strong relationships with customers and cross-sells other services to them.

Data collection, method of research and analysis of a significant amount of data in order to identify valid samples and rules helps to detect unrelated data for interaction, to which hotel enterprises react more quickly than the needs of customers.

The hotel enterprises not only put customers first, but also at the center of the organization, as changes in consumer behavior determine the unpredictability of revenues and can cause inefficient marketing planning.

CRM is a relatively new area for promoting loyalty marketing in the tourism and hospitality industry, the use of which can allow hotel owners to build special service programs and incentives based on the preferences of the guests. Data collected in the CRM program through hotel networks to identify the special needs of customers can be used in marketing designed for certain groups of people, which also provides an opportunity to evaluate frequent programs for guests / guests and identify target audiences, create and manage "loyalty of guests" [13]. Thus, the hotel management can purposefully use e-mails to the identified guests. The main purpose of using visitors' addresses is to increase copies for email marketing with newsletters and special offers.

The CRM system can also combine real estate management to send "smart" e-mails automatically, intended and specially selected for each guest, which improves the quality of customer service and the degree of customer satisfaction [12, p.32,62].

In practice, it is proven that data collection technology is the most competitive weapon for any enterprise in the hospitality industry. Since in the identification of relations between hotel enterprises and guests, a compilation of the necessary information is very difficult, then the management of firms needs to master the technology of data collection. Having information about the guests, you can predict the trend of their behavior. For example, according to the data of Best Western hotels in Gura-Gumoruluy (Romania), the trend of a stream of wealthy guests from the city of Yassy (Romania) in April has been revealed, and using this information the marketing department of the hotel office can increase preferential policies, sales, discounts at the end winter months in the city of Yassy [11, p.3267].

In our opinion, the tasks of data collection in the hotel industry can be divided into five groups:

I. The classification method uses information from variable indicators, such as demographic data and lifestyles, to divide customers into segments according to which prediction models are built.

II. Using the forecasting model helps to generate prospective variables based on the trends of available data, using the data trend to design hotel

amenities that are of growing importance for consumers and determining the optimal size of the market segment.

III. Formed on the basis of data, cluster client groups allow the hotel management to understand who their client is.

For example, clustered groups can show a segment of buyers with a homogeneous behavior (a group of holiday buyers within the transition segment) that effectively affects the advertising campaign, as a result of which members of the subgroup can increase the number of visits or become more loyal to the chosen hotel. On the other hand, the combined clusters show that the previously identified segments are not very prudent and in this case the groups are combined to increase the advertising efficiency.

IV. Processing the collected data reveals data anomalies, such as, for example, a sudden increase in purchases. Such information is useful if the hotel corporation wishes to thank the guest for his "recent increase in costs" or offer incentives in the form of discounts and additional services. Marketing managers try to determine the correlation between jumps in deviations of business environment factors that are not monitored and not presented in the database.

V. The revealed associative connection allows to find out the connection between the records of the behavior of clients and the sequence of actions. For example, the possible associative connection shows the growth in the average length of stay in a hotel after a specific advertising campaign. Another possibility of using this method is that it is possible to identify the success of hotel enterprises in one region and inefficiencies in another.

The CRM data collection system has many qualities, so most hotels prefer a clear segmentation of the market for their activities. For example, managing the property of a chain of Best Western hotels or a Holiday Inn makes a division of the market, at a property level based on a location that characterizes the segment's own characteristics [14]. This property can serve a number of clients, groups of government clients and social clients (weddings or reunions). The CRM system can also be used in accounting - the hotel management can measure the results of an electronic marketing engine, consider the income received at the end of each email marketing campaign. This procedure gives the opportunity for hotel business subjects to learn more about the preferences of the guests, will allow them to have information about the income through reports on the return of investments in marketing mail campaigns. This information is invaluable, as it gives a clear picture, which allows planning the follow-up action, developing a new strategy for promoting services and products in the tourism industry. The adoption of the CRM program allows, without unnecessary additional costs, to improve consumer demand, which is the main objective of any hotel [15].

Risk management in the hotel business. The hotel and tourist business is facing a conjuncture of the developing market, which in turn affects the

problems in risk management and profit making. While the difficulties associated with the practical result are constantly changing, there is a change in the need for preventive solutions after preventing risk in management. The activities of these businesses are to provide amenities to guests and customers, which in turn lead to different sources of risk. For example, the risk of bodily harm can result from almost every level, including accidents in pools, property, sports, guest rooms, bathrooms or spa centers.

There are also risks associated with food and catering in restaurants [16]. All listed risks and other potential risks, including property loss during transportation, hazardous risks associated with fire and fire, as well as natural disasters, should also be provided by the management of hotel enterprises in risk management.

As the number of services in the sphere of tourism is constantly expanding, the need to constantly re-evaluate risks, while maximizing profits, to protect the property of visitors, should be taken into account.

Indeed, the manager must take note of the risk of potential damage associated with insurance loss. While damage and losses are completely impossible to avoid, they can be minimized along with the number of insurance claims in the hospitality and entertainment industry.

Risk management in the sphere of tourism and entertainment begins with the insurance plan. Enterprises must guarantee work with the broker, have information about the acquisition of the insurance policy, and confirm the broker's other customers of the hospitality industry.

A corresponding insurance policy can protect the hotel business, therefore, as soon as litigation occurs, hotels and service providers should mitigate factors that lead to damage associated with insurance loss.

In practice, there are a number of the following management decisions successfully implemented in the hospitality industry:

First, maintaining the health of employees is the only way when hotels and their operators can protect the business from damage, damage and loss. Hospitality enterprises should see an incentive in maintaining employee health and implementing work safety programs. If increase the number of such programs, significantly reduce the cost of insurance premium is possible. For example, the Holiday Inn Hotel Risk Management Department implemented the "Bonus Program for Excellent Health", which provides all employees with three annual surveys (on a voluntary and confidential basis), during which the weight of each employee, body mass index and blood pressure is specified. If an employee achieves health improvement goals, he is rewarded in the form of bonus savings within the hotel and the premiums can be used at any Holiday Inn restaurant, gift shop or vehicle maintenance center. In addition, the hotel offers its employees a "Loser" program, which encourages competition of employees against ill health. Holiday Inn also conducts regular trainings

against smoking of employees, which significantly increases the overall tone, health and loyalty among colleagues.

Secondly, reducing the cost of car insurance. For example, the Woodloch family hotel chain uses driver training and a high-speed safety program, requires a report on the condition of vehicles, maintains a security matrix through which employees are given the opportunity to control the car used on site. Moreover, driving courses are provided to limit the risk of accidents. Such methods of the chain of family hotels Woodloch led to a significant reduction in costs in terms of insurance premiums, automobile costs and compensation.

Third, interest in safety and risk prevention. Hospitality managers should be careful with employees, participate in the educational process of colleagues, where they are asked to develop their own "inspection" programs regarding the safety of the workplace. They are also required to participate in training related to the investigation of accidents and incidents and to participate in the planning process for special events and risk management projects.

Fourth, use existing resources. For example, the Best Western hotel chain constantly analyzes the monthly level of losses with brokers and conducts a discussion about business policies and procedures and the achievement of efficiency in the workplace. Risk managers need to know the property of the hotel in the region, to have the information of the department heads, to prevent losses and damages.

The hotel management in Chicago, Illinois, noticed that often the update of the information received can be used to reduce the low insurance premium or to determine the scope of possible losses.

Insurance brokers analyze in detail the losses that arise in the hospitality industry, reveal the degree of danger previously not detected. Risk management of the hotel should also identify the training capabilities of employees, identify priorities that will improve the effectiveness of risk management.

Fifth, staff training. The main corporate commitment to security can be created among middle and lower-level employees. For example, employees of the Woodloch Hotels network encourage and nominate their colleagues who best demonstrate the level of safety in the course of their work or are preventive in reducing workplace risk. The Hotel Security Committee of Woodloch periodically selects winners who receive a gift certificate and recognition in the newsletter. Risk management includes work reports, availability of materials and tools for increasing the level of safety in the workplace. The risk management department of the hotel should monitor the effectiveness of training, carrying out quarterly reviews, in order to monitor the evaluation of the effectiveness of all safety training.

Sixth, regularly manage the claims. Reporting of the accident should be taken immediately in writing and negative conclusions about the equipment

should be avoided, for which it is necessary to attach photographs that will later prove useful for protection. Insurance agents and a lawyer should be involved in the protection of claims, and hotel facilities interact with doctors, attorneys, third-party administrators and employees throughout the entire administrative process. Common measures, such as the selection of a local medical center. Every injured employee and guest should know that they are important as well as their health and recovery process [17].

Thus, the creation of a comprehensive risk management policy that limits the "risk dependence" is an effective way to reduce the level of potential loss. Preparedness in this matter requires appropriate training and maintenance costs. However, a single requirement may divert risk management from profitable business transactions and lead to increased payments for losses and insurance premiums. Although for some hotels this may be a test, but this will lead to significant investments in risk management. Indeed, even small investments in risk management can lead to significant benefits in terms of loss prevention, savings of administrative requirements, compensation payments among employees and hotel guests.

Yield Management (YM). Yield management (also known as profit management or real-time pricing) in the hospitality industry. In the hotel industry, the concept of YM management or income management, appeared relatively recently in the 80's - 90's. 20th century. Robert Crandall, former chairman of the board of American Airlines, called the revenue management technique almost the only technical way of transport development [18]. However, very often YM management is called a form of discrimination in pricing. Indeed, often a client thinks about the cost of the same hotel room for different guests. This is the essence of YM management - using the resources of customer relationship management (CRM), operational and statistical research to divide potential and existing customers into segments that have their own pricing policy, which ultimately leads to maximization of the income of the hotel enterprise.

Thus, YM hospitality management operates according to the following idea: to provide the desired number to the client at the right time.

Yield management is often used in cases where fixed costs exceed variable costs. The less costs there, the larger the amount of additional income.

The identification of customer segments for pricing follows the following criteria used in the hospitality industry (Table 3).

In the hospitality industry, the management model YM is aimed at studying demand for a more accurate prediction of its level. In addition, YM management distributes hotel rooms according to market segments. For example, for two price categories for a standard single room at the Radisson Blu Resort in Sharjah, the UAE is \$ 191 per night and \$ 250. Examples of the operation of YM management show that on average 70 consumers want to stay in a room for 250 US dollars, but the actual number of customers will vary

from 80 and even fall to 50. With less probability, the number of potential customers can be 90 and 40.

Another instrument of revenue management is the re-booking of numbers, that is, the booking of a larger number of rooms than is actually available to cover canceled armor.

Table 3

Parameters of YM management of hotel rooms

Characteristic	High price	Low price
View	To the pool, the ocean, the hills, etc.	Not picturesque view
Size	A large quadrature of a number with different possibilities	Small rooms with limited possibilities
A period of time	Booking within a week	Booking on weekends
Duration of stay	Short, not more than 2 days	Longer stay
Flexibility of the hotel staff	Allowed cancellations and changes in dates with not big fines	High fines for cancellation and change of arrival date
Time of purchase	Bookings are made 1-2 days before the arrival	Booking takes place in advance
Privilege	Promotion of loyalty	None
Size of the enterprise	Corporate clients receive booking services faster	Self-financing of rare guests
Way of selling	Physical delivery and confirmation	Delivery and confirmation in electronic form or by phone
Note: Compiled by the author by source [18, p. 271]		

In this case, the income from "additional" customers is higher than the expected costs, which means that the optimal number of booked rooms is.

Studies in the field of revenue management in the future can identify the following aspects:

- YM hotel management will be focused only on revenue and each client forms its own "individual" segment of the market;

- the consumer value and aggregate potential consumer spending, calculated on the demographic data of past and future, should be offered to potential guests in order to determine the level and their need;

- prospects for revenue management are also based on the income of the actual customer, as well as on the aggregate consumer value;

- the next generation of managers of the revenue management system should develop proposals based on the actual and potential value, individually for each consumer;
- many large hotel enterprises are working on the efficiency of YM management of hotel rooms;
- flows and income channels do not lead to the same profit, even at the same level of tariff;
- the aim of the entire team of the hotel, at all corporate levels, will be to identify the optimal ways of maximizing the revenue management potential;
- there is a gap between the practice of revenue management and available technology.

Thus, in other words, YM management allows the following:

- guarantees a systematic approach;- guarantees the integrity of the assessment level; - establishes a clear distribution network;- recognizes the cumulative lifetime value of business;
- makes an excellent service directly related to the high profitability of hotel facilities.

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