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A.L.Zelezinskii, O.V.Arhipova,
O.E. Morozova

EXPANSION OF ASSORTMENT POLICY AS A FACTOR OF PROMOTION OF AC- COMMODATION ENTERPRISES

The article is devoted to the consideration of the problem of assortment policy management as part of the overall strategy of development of accommodation enterprises. The authors consider the key aspects of determining strategies, formation and selection of assortment, development of additional services. It is noted that during the formation of assortment policy the management of enterprises is forced to optimize the completeness of the assortment, as well as to search for profitable markets for sales. The practical significance of the article lies in determining the directions of expanding the assortment policy and planning the range of additional services of the accommodation enterprise taking into account the needs of customers.

Keywords: assortment policy, promotion strategies, product groups, additional services, planning the range of services of the accommodation enterprise, hospitality industry.

А.Л.Зелезинский¹, О.В.Архипова²,
О.Е.Морозова³

РАСШИРЕНИЕ АССОРТИМЕНТНОЙ ПО- ЛИТИКИ КАК ФАКТОР ПРОДВИЖЕНИЯ ПРЕДПРИЯТИЙ РАЗМЕЩЕНИЯ

Статья посвящена рассмотрению проблемы управления ассортиментной политикой как части общей стратегии развития предприятий размещения. Авторы рассматривают ключевые аспекты определения стратегий, формирования и выбора ассортимента, разработки дополнительных услуг. Отмечается, что во время формирования ассортиментной политики менеджмент предприятий вынужден оптимизировать полноту ассортимента, а также искать выгодные рынки для сбыта. Практическая значимость статьи заключается в определении направлений расширения ассортиментной политики и планированию ассортимента дополнительных услуг предприятия размещения с учётом потребностей клиентов.

Ключевые слова: ассортиментная политика, стратегии продвижения, дополнительные услуги, планирование ассортимента услуг предприятия размещения, индустрия гостеприимства.

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The study of the issues of forming the assortment policy of a hospitality enterprise in a market economy is determined by the importance of selecting a range of services that meet customer demand and ensure profitability. The growing competition provokes the search for ways that can improve the quality and volume of services offered in relation to competitors.

One of the main factors that increase the competitiveness of a hotel company is the availability of additional services. Additional services in the range of services provided by accommodation enterprises are services provided by hotels to implement the main product and meet the needs of guests. Additional services directly affect the development of the hotel business. Moreover, they make hotel products more diverse, as well as develop existing ones. It should be understood that the expansion of the assortment policy through the development and implementation of additional services is an integral part of the overall development strategy of the hotel enterprise.

¹ Зелезинский А.Л., доцент кафедры менеджмента и маркетинга, кандидат педагогических наук, доцент; ФГБОУ ВО "Санкт-Петербургский государственный технологический институт (технический университет)", г. Санкт-Петербург

Zelezinskii A.L., Associate Professor of the Department of Management and Marketing, PhD in Pedagogics, Associate Professor; Federal State Budgetary Educational Institution of Higher Education "Saint-Petersburg State Institute of Technology (Technical University)", Saint-Petersburg

E-mail: uchposob@yandex.ru

² Архипова О.В., профессор кафедры гостиничного и ресторанного бизнеса, доктор философских наук, доцент; ФГБОУ ВО "Санкт-Петербургский государственный экономический университет", г. Санкт-Петербург

Arhipova O.V., Professor of the Department of Hotel and Restaurant Business, Doctor of Philosophy, Associate Professor; Federal State Budgetary Educational Institution of Higher Education "Saint-Petersburg State University of Economics", Saint-Petersburg

E-mail: olva@list.ru

³ Морозова О.Е., магистрант кафедры гостиничного и ресторанного бизнеса; ФГБОУ ВО "Санкт-Петербургский государственный экономический университет", г. Санкт-Петербург

Morozova O.E., Master Student of the Department of Hotel and Restaurant Business; Federal State Budgetary Educational Institution of Higher Education "Saint-Petersburg State University of Economics", Saint-Petersburg

E-mail: mrz49@bk.ru

In general, the structure of the hotel product range is presented as follows [1]:

1. Rooms that serve as the foundation of a hotel product. The rooms are an individual, multifunctional, limited space that is designed for rest, sleep, as well as for the work of clients. Basically, hotel rooms are used at night, so the main characteristic of such a room is to provide peace, sleep and rest. Other components of hotel rooms depend on the purpose of the hotel as a whole. For example, you can cite hotels with different purposes: hotels for leisure purposes, sanatorium treatment, business purposes.

2. Additional services are services provided by hotels to implement the main product and meet the needs of guests. For example, it can be a room reservation, check-in at the reception, free or paid parking next to the hotel, room cleaning, luggage lifting, concierge, catering (restaurant, bar, room service), dry cleaning and ironing services.

3. Other additional services. Such services include services that determine the competitiveness of the enterprise as a whole. These services include: SPA, beauty salon, swimming pool, fitness center, library, conference rooms, wellness center, etc.

The service delivery system itself is a process of providing the main service, which clearly shows how the main product is presented and felt by the consumer, what role the consumer himself plays in this process, the activity of this process, the style and effectiveness of execution [2].

The assortment policy is a fundamental factor of the company's competitiveness in the hotel services market. It is worth considering that this factor also determines economic stability, that is, it increases the level of the hotel enterprise. A wide range of basic and additional services contributes to an increase in the total revenue of the enterprise [3].

The range of additional services can expand, differentiate and change depending on the purpose of the hotel, its size, location, as well as the level of comfort and other reasons [4]. Basically, hotel companies offer their customers to use the services of catering enterprises (cafes, bars, cocktail bars, lobby bars, restaurants), souvenir shops. For those who prefer active recreation, hotel companies offer services of baths, saunas, hammam, massage room, swimming pool (outdoor, indoor and children's). In addition, such services include gyms, playgrounds, basketball, volleyball, table tennis, tennis, as well as necessary equipment for water and underwater sports, etc. In some hotels, you can use beauty services (hairstylist, solarium) as well as the services of a medical center, a luggage storage, a safe at the reception desk and a safe in the room, a ticket booking point (for plane, train, bus, taxi, etc. d.), currency exchange office, travel and sightseeing bureau, car rental, parking and car parking, garage, shoe shine. Conference services are provided for business travelers.

The list and quality of paid additional services must meet the requirements of the assigned hotel category. Medium and large tourist complexes (hotels, full-service hotels, etc.) with an average and high level of comfort are characterized by the presence of a large list of additional services. Hotels can also offer additional services in the format of special packages and promotions. Basically, the set of such services includes various offers: weddings, corporate events, leisure programs, as well as the most exotic and unusual (horseback riding, yachting, picnic in the jungle, python hunting, etc.).

The requirements for additional services are based on the following aspects [5]:

- engineering and technical requirements for the premises where this service is provided;
- the requirements of the SFS (state fire supervision);
- sanitary rules and regulations;
- requirements for the quality of services provided – service quality standards.

The fundamental factor for increasing the number and improving the quality of additional services is the orientation of the hotel company to a particular category of guests. In this regard, the assortment policy is determined by the degree of demand, justification and expediency. And before the management of the hotel company determines at the expense of which additional services it is worth expanding the assortment policy, it is necessary to assess the feasibility of this activity through the implementation of the following actions (Figure 1):

a) Generation of additional services. This stage is accompanied by a meeting of responsible persons of all structural divisions, or a management council is organized. At this council, a decision is made on the introduction of additional services into the hotel enterprise. At this stage, the analysis of the main competitors is carried out on a territorial and assortment basis, additional services of competitors are considered. Based on the analysis, the names of additional services that would be in demand in a given area and the hotel itself are identified.

b) Identification of the consumer segment. At the beginning of its activity, each hotel must determine the list of services, the level of service and the number of staffs with whom it can count on a certain consumer segment. This is most often referred to as the concept and the

level of the hotel in combination. After identifying the names of additional hotel services that can compete with other hotels, it is necessary to identify consumer demand.

Before interviewing potential consumers, the interested person needs to answer a number of the following questions:

- 1) who are the hotel's target customers: gender, age, social status. If we talk about an existing hotel that has been providing services for several years, then these statistics can be taken from reception and accommodation services or reservations;
- 2) what are the customers interested in, what are they willing to pay for;
- 3) what can pleasantly surprise the guests;
- 4) what resources are available in the hotel or in the territory closest to the hotel;
- 5) what are the hotel's consumers willing to spend their time on, and what exactly are the guests missing in their working days.

c) development of an algorithm for the provision of services and pricing. According to the incident of the two previous stages, the hotel already has an idea of the service that it wants to introduce in addition to the range. The hotel company has already assessed consumer demand and identified its main competitors. Pricing for an additional hotel service consists of paying for additional staff hours, supplies, payback for technical equipment and a marketing campaign. The development of the provision of a service is a certain set of rules and functions of the personnel who, later, will be responsible for the provision of this service.

d) development of a marketing campaign. Marketing is not always promotions and special offers, it can be simply informing the guest about the availability of such a service. For example, information can be embedded on the website of the placement tool in the main price list or highlight information on the main page. Or, to distribute information through the administrator in the booking service.



Figure 1 – Stages of the introduction of additional services at the hospitality enterprise

Figure 2 shows the preferences of guests for basic and additional services when staying in hotels of different categories.

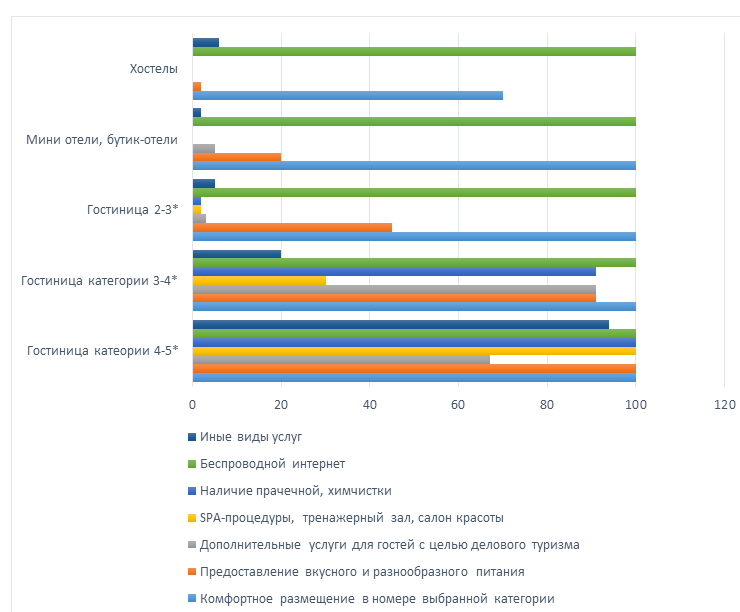


Figure 2 – Preference of guests for basic and additional services when staying in hotels of different categories [6]

Data analysis shows that 4-5 star hotels are expected to provide the highest level of service and quality of services. Almost all respondents replied that the hotel should have a comfortable room stock, catering should be organized, should provide a full range of hotel services: laundry and dry cleaning, SPA services, beauty salons, fitness centers, gyms, there should be additional services for guests for the purpose of business tourism (conference rooms, business centers, etc.), high-quality wireless Internet and other services. For 3-4 star hotels, the requirements are slightly reduced, however, almost all respondents responded positively to all offers of services. Another characteristic feature is that such hotels are expected to provide increased service to those guests whose goal is business tourism. Providing this segment of services is not uncommon on the part of hotels of similar categories, a certain "template" has been created in the minds of consumers.

Not many additional services are required from hotels of lower categories, however, there is also a consumer here who is looking for an additional range.

Whatever the choice of the hotel in providing additional hotel services, it should always be remembered that it is the demand for this type of service that will make the hotel more popular, bring it to a new level of competitiveness and economic well-being.

To attract more customers, representatives of the hotel industry create exclusive services. Due to the increasing competition in the field of hotel business, basic services (accommodation, meals) are fading into the background. In their place is the availability of a wide range of additional services in the hotel.

When working with the system of additional services, as with any other part of the hotel business, non-standard approaches to solving emerging issues are required. With the correct organization of the implementation process and the provision of additional services, the possibility of increasing the range of offers for hotel guests and attracting new categories of consumers is growing. Currently, the organization of various congresses, exhibitions, and conferences that attract business customers brings a lot of income to hotels. Such clients often use additional services, thereby increasing the profitability of the enterprise.

It is possible to conditionally divide services according to the principle of meeting the demand of guests into the following categories:

- services that provide an increased level of comfort for hotel guests in the rooms (for example, installing a computer, printer, ordering food in the room);
- services that provide for the satisfaction of individual requests (for example, the services of translators, personal drivers, concierges).

The mechanisms for increasing the competitiveness of a hotel enterprise through the expansion of assortment policy differ in enterprises with different forms of management. Thus, at independent hotel enterprises, where decisions on carrying out activities aimed at expanding the assortment policy are implemented thanks to the efforts of hotel employees (Figure 3).

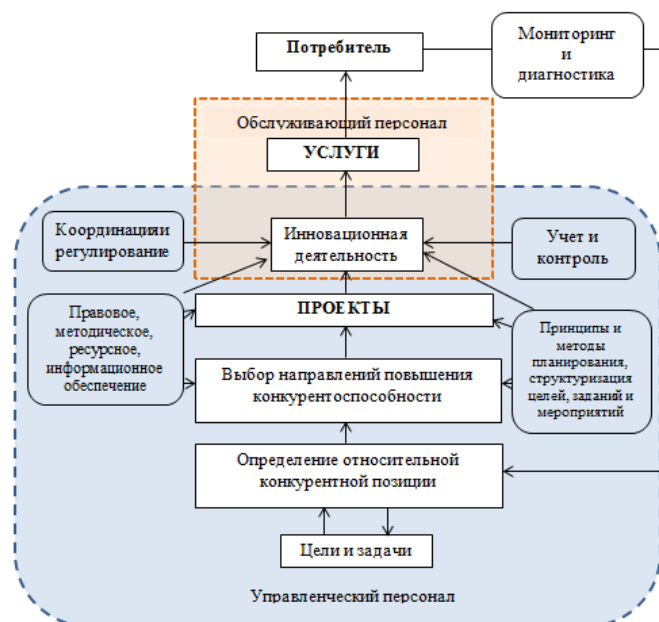


Figure 3 – The mechanism for increasing the competitiveness of an independent enterprise through the expansion of assortment policy [7]

An independent hotel should implement the entire range of activities by its own management. Along with this, feedback will be generated through tracking the guest's reactions to the services provided, which is due to an important feature of the hotel industry – customer orientation. After all, the task of a hotel company is to satisfy the end user with impeccable quality of service and services provided.

The second mechanism is peculiar to hotel enterprises that are under management. In Figure 4, you can see the mechanism for increasing the competitiveness of a hotel enterprise with external management.

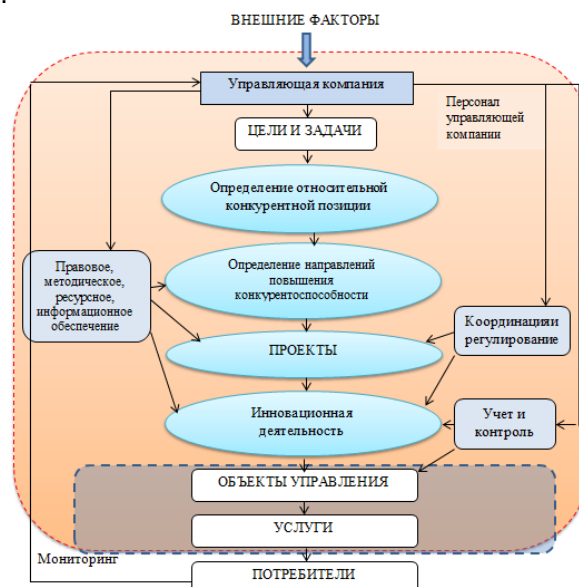


Figure 4 – The mechanism for increasing the competitiveness of a hotel enterprise with external management through the expansion of assortment policy [7]

The main difference between the two mechanisms lies in the process of making entrepreneurial decisions, implementing projects, and controlling and regulating the expansion of assortment policy. The mechanisms under consideration are similar in that they are both cyclical, where feedback consists of consumer reactions to the services provided.

Thus, the expansion of the assortment policy of the accommodation company through the introduction of additional services is an integral part of the hotel company in order to attract as many customers as possible, as well as increase profits. It can be noted that the range of additional services demonstrates a trend towards expansion due to the complexity and changes in human needs. In turn, the competitiveness of a hotel service is the ability to efficiently and effectively meet the needs of customers, beating competitors in the hotel services market in terms of the associated consumer characteristics of the service at minimal cost to satisfy them, while ensuring the commercial success of organizations.

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