

V. ЭКОНОМИЧЕСКИЕ ПРОБЛЕМЫ СФЕРЫ УСЛУГ

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A.L.Zelezinskii, O.V.Arhipova,
E.S. Mikhailov**EXPANSION OF ASSORTMENT POLICY
AS A FACTOR OF PROMOTION OF AC-
COMMODATION ENTERPRISES**

The article is devoted to the consideration of the problem of development of communicative skills of the staff of hospitality enterprises on the basis of non-classical methods. The authors, in particular, describe the formation and details of the concept on the development of communication skills of employees of different cultures on the example of the hospitality sphere. The concept is based on psychological experiments and mathematical theory. The authors consider three interrelated stages of the concept.

Keywords: communication skills, personnel, hotel business, experiment, relationship development concept, cross-cultural management.

А.Л. Зелезинский¹, О.В.Архипова²,
Е.С. Михайлов³**КОНЦЕПЦИЯ РАЗВИТИЯ КОММУНИКА-
ТИВНЫХ НАВЫКОВ ПЕРСОНАЛА ПРЕД-
ПРИЯТИЙ ГОСТЕПРИИМСТВА НА ОСНО-
ВЕ ЭКСПЕРИМЕНТАЛЬНЫХ МЕТОДИК**

Статья посвящена рассмотрению проблемы развития коммуникативных навыков персонала предприятий гостеприимства на основе неклассических методик. Авторами, в частности, описывается формирование и детали концепции по развитию коммуникативных навыков сотрудников различных культур на примере сферы гостеприимства. Концепция основывается на психологических экспериментах и математической теории. Авторами рассматривается три взаимосвязанные между собой этапа концепции.

Ключевые слова: коммуникативные навыки, персонал, гостиничный бизнес, эксперимент, концепция развития взаимоотношений, кросс-культурный менеджмент.

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For a long time, the focus in the formation of professional guest service skills in the process of staff training in the hospitality industry has been on the technological component of the service and management process. It was considered important and a priority to teach an employee how to properly perform various operational tasks: book, clean rooms, set the table or serve dishes in a restaurant, have skills in working with information systems, etc. However, practice shows that up to 80 percent of emergencies account for the communication process with a guest. The behavior of the staff in these situations determines the guest's perception of the quality of the services provided. That is why it is so important that an employee has communication skills, emotional intelligence, is able to regulate emotional state, resolve conflicts, and build communication within the team and cross-cultural communication with guests.

The purpose of this article is to develop a concept for establishing interpersonal relationships among the staff of hospitality enterprises, based on experimental techniques.

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Today, well-built relationships in the company's team are the key to the long-term stable success of the company. The team spirit is able to function like a perpetual motion machine and overcome any crises and obstacles. However, behind the great success there is a much more complex system for building communication skills among employees. Moreover, it is important to understand how vulnerable society is today from external changes, such as those that can interrupt the internal immunity of the collective.

Anyway, each member of the team has a completely different life, unlike any other employee in the company. It can be marital status, family wealth, family relationships, spending free time, hobbies, worldview, childhood upbringing, growing up in a certain area, city or even country, and it is especially important to take into account different cultures, where sometimes each stage of life differs from another culture. All this certainly affects the relationships in the team, which is why it is worthwhile to see in each employee not just the workforce, but also the personality, because each link in the chain has great weight in achieving the long-term success of a particular enterprise. Especially if we talk about the hospitality industry, where communication with guests and full immersion in socialization play an important role.

It is also worth paying special attention to the work of each department of the enterprise, with the same values, goals and main mission of the company, there is an opportunity to show the employee how important his actions are in the overall structure. The Japanese entrepreneur Konosuke Matsushita in his work «Principles of Success» gave many quotes. One says about paying 70% attention to a person's strengths and only 30% to their weaknesses, while the other says about an effective learning formula: 10% severity and 90% gentleness. However, the entrepreneur's most relevant thoughts are expressed in the following quote, "If you don't like someone, they're unlikely to like you. And if you like someone, they will most likely feel friendly towards you, too." Thus, it is important not only to take a personal approach, but also to see positive qualities in others and pay more attention to them. The success of any business in one way or another consists of small steps, actions of each employee, over a long period in the right direction and development of the enterprise at the internal and external levels. Micro-changes today can lead to tremendous success of the company [1].

The disaster theory of British mathematician Eric Zeeman certainly plays an important role in this study and the formation of the concept of developing the communication skills of the staff of hospitality enterprises. First, Zeeman's theory of catastrophes is a relevant topic in today's world and the last few years. On the one hand, disasters have been surrounding humanity in recent years with great progressive pressure, which indicates the need for actions to reduce anxiety in the world and human psychology. Therefore, in a business environment, the HR department should focus on a more flexible and personal approach to each individual. On the other hand, Eric Zeeman's theory of catastrophes forms the basis of this concept, explaining how the consistent solution of small problems can lead to major positive changes [2].

First, it is worth paying attention to the fact that the concept of developing communication skills will consist of three consecutive parts, which in turn are interdependent on each other. The concept should be considered for about three months. The conditions for attending certain micro-trainings will be mandatory for employees and will be divided into subgroups according to the HR department.

The initial stage of conducting micro-trainings includes familiarization activities among different cultures of the staff, helping to increase the interest of one culture in another. The final part is the analysis of the Prisoner's Dilemma case.

This stage is important from the point of view of the introduction of the concept. Going into details, micro-trainings will be designed for the minimum time from 15 to 30 minutes, and micro-groups for about 4-6 people. Because with small groups, the interest in the participants increases, and with a short period, the possibility of assimilation of information is higher. During these trainings, employees from different cultures will learn interesting facts about individuals or interactions with certain cultures. This format will be aimed exclusively at those cultures that will be invited to the training, thus employees of a particular state will be able to personally supplement information or participate in the presentation of their culture, which will also increase the interest of employees of another state. In addition, a particularly important part of the stage will be the analysis of the "Prisoner's Dilemma" case, the essence of which is to understand by a simple example how important it is to cooperate and be a team. The main task of the case is to draw a table according to the conditions of the task and come together to the most favorable outcome for the two prisoners. The table shows the right solution and the importance of collaboration and teamwork [3].

Table 1 – Prisoner's Dilemma

X/Y	Prisoner Y remains silent	Prisoner Y gives evidence
Prisoner X remains silent	Both receive six months in prison	X gets 10 years Y is being released
Prisoner X testifies	Y gets 10 years X is being released	Both receive two years in prison

As a result, these micro-trainings are not only effective and educational in nature for employees, but also allows them to get to know employees better, for a better interpersonal understanding in further working relationships and to give an understanding of the effectiveness of teamwork using a basic example. However, this is only the first stage of the concept, aimed at a small positive change in the relationship between different cultures.

The second stage of the concept is planned to be presented as an experiment based on the Robbers Cave method. The Robbers Cave method, developed by the Turkish psychologist Muzafer Sherif in the period from 1948 to 1961, is aimed at studying group interactions, conflicts and mechanisms for overcoming them. The experiment took place in an isolated children's camp, the subjects were boys 11-12 years old, of similar status and age. The researchers acted as regular camp staff – directors, educators, and others. The experiment was also divided into three phases, and the goal was to first prove that hostility between two neighborhood groups would occur in any case, even despite the same culture, age, status, and gender. Therefore, it turned out in the experiment, the boys were divided into groups and after some learned about the existence of others, and conflicts began. After that, various sports competitions were held and then the real hostility between the two groups began. In the last phase, the resolution and settlement of conflicts and hostility between groups was achieved through common problems and goals. The professors designed certain "super-tasks" in which one group could not find a solution without the participation of the other, so the two groups had to interact and work together to solve a common problem. The experiment proved that working together to achieve a common goal helps to eliminate barriers and forms positive intergroup relations [4].

Based on this experiment, the objective of the concept is to create controlled situations in which employees face artificially created problems that require joint solutions. The HR department and managers select groups of employees in advance and set them in a certain way in the work schedule, and then analyze their actions during the experiment. One example is an invited group of guests representing an Uzbek delegation that does not speak Russian. The task of the hotel staff is to solve the complex tasks of this delegation and ensure comfortable hospitality in the hotel; therefore, employees who speak different languages, namely Russians, turn to employees who know Uzbek, in order to ensure a high level of service.

Thus, another positive change in the team is achieved, facilitating well-coordinated mutual work in critical situations between different cultures and departments of the hotel.

The final stage of the concept is based on the analysis of situations in the second stage and training on their analysis in the Hackathon format. Employees will find out that they participated in pre-planned scenarios organized by the HR department and jointly analyze their actions. This format is aimed at collective problem solving, the development of creative thinking and the exchange of experience or ideas to improve actions in such situations.

First, all employees involved in the scenario are divided into small teams and analyze this situation from the point of view of the outside and managerial position. After discussing all the details, each team forms its own well-designed strategy in this situation, forms mistakes, successful actions and how it would be possible to improve the work of employees. In conclusion, all the teams share their strategies and discuss solutions to the situation with other teams. In this way, they come to a competent way out or several options and solve certain problems that they had to face during the script.

This stage gives employees the opportunity to look at their actions not only from the outside, but also as managers and managers, to identify erroneous actions, and to prevent them in the future.

The hospitality industry is a field of entrepreneurial activity specializing in customer service, which is based on the principles of hospitality, characterized by friendliness, attention and care towards guests, related to the reception, accommodation and service of guests. The human resource in the hospitality industry plays a leading role and is an important resource of the enterprise. During the training and selection of personnel in contact with consumers, the professional skills of employees in the field of communication processes are of particular importance. Direct acquaintance with the hotel begins with a search for information on the website or a call

to the reception and accommodation service, where the guest learns information about the hotel and the services provided by the hotel company. This is the beginning of communication between the hotel and future guests. The guests began to pay more attention to the service, and became more demanding of the quality of the service process before, during and after their stay at the hotel. The "face" of a hotel is its employees who provide services to guests and interact with them, so the communication process between employees and customers in the hotel industry is a powerful resource for its development and helps to increase guest loyalty. However, when communication between the hotel staff and guests is disrupted, conflict situations arise, guests are dissatisfied and, accordingly, the company loses customers [5].

The main problem in the communication process is the incompetence of staff in the field of communication processes. Therefore, hotel staff should know the techniques and methods that are used in the process of communication when serving guests in order to achieve high-quality service.

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